



**ELECTRONIC
COUNCIL AGENDA
JANUARY 12, 2022 – 9:00AM**

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USING VIDEO AND/OR AUDIO CONFERENCING.

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<https://us02web.zoom.us/j/84829988171>

Meeting ID: 848 2998 8171

PAGE # **1.0 CALL TO ORDER**

2.0 LAND ACKNOWLEDGEMENT

We begin this meeting by acknowledging that we are meeting upon the traditional Indigenous lands of the Tionontati (Petun) and Treaty 18 territory of the Anishinaabe peoples. We recognize and deeply appreciate their historic connection to this place and we also recognize the contributions Indigenous peoples have made, both in shaping and strengthening our community, province and country as a whole.

3.0 APPROVAL OF THE AGENDA

Staff Recommendation: THAT Council approve the agenda.

5 **4.0 MINUTES OF THE PREVIOUS MEETING**

Staff Recommendation: THAT the Minutes of December 8, 2021 are approved.

5.0 DISCUSSION ARISING OUT OF THE MINUTES

6.0 DISCLOSURE OF PECUNIARY INTERESTS

7.0 FIFTEEN MINUTE QUESTION PERIOD (all questions must be submitted to the Clerk at info@mulmur.ca, a minimum of 24 hours before the meeting)

8.0 PUBLIC MEETINGS

20 **8.1 Z09-2021 Cunningham/Coe Zoning Bylaw Amendment (9:15am)**

36 **8.2 Z12-2021 Csizik Zoning Bylaw Amendment (9:15am)**

Staff Recommendation: THAT Council recess the regular meeting at _____ to hold a public meeting in accordance with our procedural by-law and pursuant to Section 34 of the Planning Act to consider and allow Mulmur property owners to ask questions regarding two (2) Zoning Amendment applications being Z09-2021 Cunningham/Coe and Z12-2021 Csizik

Staff Recommendation: THAT Council adjourns the public meeting and returns to the regular meeting at _____

9.0 DEPUTATIONS AND INVITATIONS - NONE

10.0 PUBLIC WORKS - NONE

11.0 TREASURY

53 **11.1 2022 Draft Budget #3**

Staff Recommendation: THAT Council receive the report of Heather Boston, Treasurer, 2022 Draft Budget #3;

AND THAT the 2022 Operating and Capital budgets be approved as presented.

69 **11.2 Shelburne & District Fire Board 2022 Budget**

Staff Recommendation: THAT Council approve the Shelburne & District Fire Board 2022 Operating Budget in the amount of \$587,475 and Capital Budget of \$222,500 as presented.

12.0 ADMINISTRATION

74 **12.1 Sign By-law Variance: FAM BURGER**

Staff Recommendation: THAT Council approve the variance to Sign By-law #20-09 as requested by FAM Burger to permit an illuminated sign.

81 **12.2 Inter-Municipal Council Working Group**

Staff Recommendation: THAT Council uphold the motion passed on October 6, 2021 to defer meeting with the impacted municipalities until a complete proposal for dissolution has been presented for discussion.

117 **12.3 By-Law Enforcement Policy**

Staff Recommendation: THAT Council approve the amendments to the Bylaw Enforcement Policy as presented.

126 **12.4 Procedural By-law**

Staff Recommendation: THAT Council consider the proposed changes to the Procedural By-law for presentation and passing at the next Council meeting.

13.0 PLANNING - NONE

14.0 COMMITTEE MINUTES AND SUB-COMMITTEE REPORTS

148 **14.1 Shelburne District Fire Board Minutes – October 5, 2021**

154 **14.2 Shelburne District Fire Board Minutes – November 2, 2021**

159 **14.3 Shelburne Library Board Minutes – November 16, 2021**

162 **14.4 Shelburne & District Fire Department Minutes – December 7, 2021**

167 **14.5 Dufferin County Council Minutes – December 9, 2021**

Staff Recommendation: THAT Council receives the Committee Minutes and Sub-Committee Reports as copied and circulated.

15.0 INFORMATION ITEMS (REPORTS, LETTERS)

180 **15.1 2021 Planning and Building Permits**

184 **15.2 NVCA Highlights November 2021**

186 **15.3 NVCA Transition Plan**

190 **15.4 Dufferin County Transit Feasibility Study**

285 **15.5 Dufferin County MOU: EV Charging Stations**

290 **15.6 NDCC Closure and Meeting Information**

291 **15.7 HFFA Letter of Thanks**

292 **15.8 Truth and Reconciliation Resolution Responses**

303 **15.9 Ministry of the Environment NPC-306**

304 **15.10 MMAH Planning Act Amendments**

315 **15.11 South Frontenac Standard Time Resolution**

316 **15.12 Town of Penetanguishene Recidivism Resolution**

Staff Recommendation: THAT Council receives the information items as copied;

AND THAT the following items be endorsed: _____

16.0 CLOSED SESSION - NONE

17.0 ITEMS FOR FUTURE MEETINGS

17.1 Sign By-law Amendments

17.2 Fireworks Regulations Report

17.3 Phragmites Report

17.4 Delegation of Authority

18.0 NOTICE OF MOTION

19.0 PASSING OF BY-LAWS

318

19.1 2022 Borrowing Bylaw

319

19.2 McKnight Zoning Bylaw Amendment

322

19.3 Confirmatory By-Law

Staff Recommendation: THAT By-Laws 19.1 to 19.3 be approved.

20.0 ADJOURNMENT

Staff Recommendation: THAT Council adjourns the meeting at _____ to meet again on February 2, 2022 or at the call of the Chair.



COUNCIL MINUTES

December 8, 2021 9:00AM

Council Present: Mayor Horner, Deputy Mayor Hawkins, Councillor Boxem, Councillor Clark and Councillor Cufaro

Staff Present: Tracey Atkinson – CAO/Clerk/Planner, Heather Boston - Treasurer, John Willmetts, Director of Public Works, Roseann Knechtel - Deputy Clerk

1.1 CALL TO ORDER

The Mayor called the meeting to order at 9:02 a.m.

2.0 LAND ACKNOWLEDGEMENT

We begin this meeting by acknowledging that we are meeting upon the traditional Indigenous lands of the Tionontati (Petun) and Treaty 18 territory of the Anishinaabe peoples. We recognize and deeply appreciate their historic connection to this place and we also recognize the contributions Indigenous peoples have made, both in shaping and strengthening our community, province and country as a whole.

3.0 APPROVAL OF THE AGENDA

Moved by Cufaro and Seconded by Clark

THAT Council approve the agenda.

	Yea	Nay
Councillor Boxem	Y	
Councillor Clark	Y	
Councillor Cufaro	Y	
Deputy Mayor Hawkins	Y	
Mayor Horner	Y	

CARRIED.

4.0 MINUTES OF THE PREVIOUS MEETING

Moved by Hawkins and Seconded by Boxem

THAT the Minutes of November 3, 2021 are approved.

	Yea	Nay
Councillor Boxem	Y	
Councillor Clark	Y	
Councillor Cufaro	Y	

Deputy Mayor Hawkins Y
Mayor Horner Y

CARRIED.

5.0 DISCUSSION ARISING OUT OF THE MINUTES - NONE

6.0 DISCLOSURE OF PECUNIARY INTERESTS - NONE

7.0 FIFTEEN MINUTE QUESTION PERIOD

Mayor Horner recognized the Indigenous and Cultural Mindfulness training completed by staff and Council on November 24, 2021. Council commended George Couchie and Redtail Hawk Consulting for the transformative daylong session, recommending the training to all.

8.0 PUBLIC MEETINGS

Moved by Hawkins and Seconded by Clark

THAT Council recess the regular meeting at 9:14 a.m. to hold a public meeting pursuant to Section 34 of the Planning Act and in accordance with the Township of Mulmur Procedural Bylaw to consider and allow Mulmur property owners to ask questions regarding the Z08-2021 McKnight Zoning Amendment and the 2022 Draft Budget.

	Yea	Nay
Councillor Boxem	Y	
Councillor Clark	Y	
Councillor Cufaro	Y	
Deputy Mayor Hawkins	Y	
Mayor Horner	Y	

CARRIED.

8.1 Z08-2021 MCKNIGHT ZONING BYLAW AMENDMENT (9:15AM)

Mayor Horner welcomed the public and provided an overview of the proposed amendment to obtain public input on Z08-2021 McKnight Zoning Amendment Application to provide relief to the lot coverage and interior side yard set backs.

Roseann Knechtel, Planning Coordinator provided an overview to the property, zoning and official plan designations. Support has been received from the surrounding neighbours, specifically the neighbouring property to the west in which the relief from the setback would encroach upon.

Marie LeRoux, Planner for the applicant presented on behalf of the McKnight's providing Council with reasoning for amendment request. The owners and immediate neighbour, Colin Simpson spoke in support of the application.

Council discussion ensued regarding the need for a new septic bed, driveway relocation, and the preservation of trees and a landscaping strip between the subject lands and neighbouring property to the west.

Direction was given to amend the draft bylaw based on comments received from the public and Council.

The Mayor confirmed that a decision may be made later in the meeting.

8.2 2022 DRAFT BUDGET (9:30AM)

Mayor Horner welcomed the public in attendance to the public budget meeting to obtain public input on the 2022 draft budget.

Heather Boston, Treasurer presented the changes made to the second draft budget as directed by Council at the last regular meeting.

Public comments were received from Ruth Rindinella regarding the Events Committee budget. Heather Boston confirmed that the events committee budget had been increased to \$5,000 with an offsetting revenue amount of \$2,000.

Council discussion ensued regarding grass cutting, insurance, streetlighting expense, reserves, the use of development charges, and the impact of out of date MPAC assessments.

Mayor Horner thanked the public for their input. The budget will be presented for a third time on January 12, 2022.

Moved by Clark and Seconded by Boxem

THAT Council adjourns the public meeting and returns to the regular meeting at 10:39 am.

	Yea	Nay
Councillor Boxem	Y	
Councillor Clark	Y	
Councillor Cufaro	Y	
Deputy Mayor Hawkins	Y	
Mayor Horner	Y	

CARRIED.

Council recessed from 10:39 a.m. to 10:53 a.m.

9.0 DEPUTATIONS AND INVITATIONS - NONE

10.0 PUBLIC WORKS

10.1 2021-2022 Winter Operations Plan

John Willmetts, Director of Public Works spoke to the implications of the winter operations plan and changes made from the previous year. Willmetts confirmed the Public Works department is now at full staff compliment and operating two shifts for the winter season.

Moved by Boxem and Seconded by Cufaro

THAT Council adopts the 2021-2022 Winter Operations Plan for the Township of Mulmur as attached as Schedule A.

	Yea	Nay
Councillor Boxem	Y	
Councillor Clark	Y	
Councillor Cufaro	Y	
Deputy Mayor Hawkins	Y	
Mayor Horner	Y	

CARRIED.

10.2 Recreational Structure Replacement

Roseann Knechtel, Deputy Clerk and Heather Boston, Treasurer presented on the findings from the playground inspections and financial implications of the replacement of playground structures.

Council discussion ensued regarding the location of the Honeywood playground and consultation with the NDCC Board of Management.

Direction was given to staff to consult with the NDCC Board of Management on the replacement of the playground structure.

Moved by Cufaro and Seconded by Clark

THAT Council approve the removal and replacement of the play structure in Honeywood in the 2022 budget to be funded through grant opportunities, Recreational Development Charges and Reserves to a maximum of \$50,000.

	Yea	Nay
Councillor Boxem	Y	
Councillor Clark	Y	
Councillor Cufaro	Y	
Deputy Mayor Hawkins	Y	
Mayor Horner	Y	

CARRIED.

Moved by Hawkins and Seconded by Clark

THAT Council direct staff to obtain public input on the replacement of the playground at Thomson Trail for consideration in the 2023 budget;

AND THAT Council direct staff to complete the recommended actions in 2022 at the Thomson Trail Park:

1. Maintenance of protective surfacing around the playground
2. Tightening of all loose components on the playground structure
3. Removal and replacement of broken signage

AND THAT Council direct staff to complete the recommended actions in 2022 at the Mansfield Community Park:

1. Maintenance and re-grading of protective surfacing around the playground
2. Removal of trees surrounding the swing set to obtain the required encroachment zones
3. Installation of protective surfacing around the swing set
4. Trimming exposed bolts of the swing set

AND FURTHER THAT a replacement strategy for playground structures be included in the Township's asset management plan with a trigger for replacement consideration at 14-years of age.

	Yea	Nay
Councillor Boxem	Y	
Councillor Clark	Y	
Councillor Cufaro	Y	
Deputy Mayor Hawkins	Y	
Mayor Horner	Y	

CARRIED.

11.0 TREASURY

11.1 Year End Motions

Heather Boston, Treasurer, presented the 2021 year-end motions.

Moved by Boxem and Seconded by Cufaro

THAT Council authorize the

1. Transfer any unspent COVID-19 Recovery Funding into a reserve to be used next year;
2. Transfer any unspent by-law enforcement expense into the Planning Reserve;
3. Transfer any unspent monies for ditching into the Road Reserve;
4. Transfer any unspent Mulmur Events Expenses into the Events Reserve;
5. Transfer any unspent Economic Development expenses into the Economic Development Reserve;
6. Transfer any unbudgeted water capital expenses out of Water Capital Reserves.

	Yea	Nay
Councillor Boxem	Y	
Councillor Clark	Y	
Councillor Cufaro	Y	
Deputy Mayor Hawkins	Y	
Mayor Horner	Y	

CARRIED.

11.2 S.357 Report

Heather Boston, Treasurer, presented the S357/358 applications received for assessment reductions.

Moved by Boxem and Seconded by Clark

THAT Council approve the following S357/358 of The Municipal Act, 2001, assessment reductions:

1. Roll #3-06900 – reduce 2020 & 2021 FT by 19,000 due to damage and substantially unusable barn
2. Roll #3-19500 – reduce 2021 RT by 90,000 due to gross or manifest clerical/factual error in assessment value
3. Roll #6-04015 – reduce 2019 RT by 187,661 and FT by 1,831 due to damaged and substantially unusable demolished old farmhouse to construct new one
4. Roll #6-04015 – reduce 2020 & 2021 RT by 208,000 and FT by 2,000 due to damaged and substantially unusable demolished old farmhouse to construct new one

AND THAT Council direct staff to draft a by-law to delegate authority to the Township Treasurer or his/her designate to cancel, reduce refund or increase taxes in accordance with Sections 354,357, 358, 359 of the Municipal Act and apportion unpaid taxes accordingly under Section 356 of the Municipal Act.

	Yea	Nay
Councillor Boxem	Y	
Councillor Clark	Y	
Councillor Cufaro	Y	
Deputy Mayor Hawkins	Y	
Mayor Horner	Y	

CARRIED.

11.3 Shelburne District Fire Board 2022 Budget

Council reviewed the 2022 Budget presented by the Shelburne & District Fire Board and questioned why a capital budget has not been presented. Mayor Horner confirmed that the capital budget is still under consideration at the Board level.

Direction was given to staff to contact the Secretary of the Shelburne & District Fire Board to request a variance column be included in the budget moving forward and obtain clarification on false alarm revenue, inspection revenue and insurance revenue.

Moved by Hawkins and Seconded by Clark

THAT Council defer approving the Shelburne and District Fire Board of Management 2022 Operating Budget pending clarification on budgeted revenue.

	Yea	Nay
Councillor Boxem	Y	
Councillor Clark	Y	
Councillor Cufaro	Y	
Deputy Mayor Hawkins	Y	
Mayor Horner	Y	

CARRIED.

11.4 Rosemont District Fire Board 2022 Budget

Council reviewed the 2022 Budget presented by the Rosemont & District Fire Board.

Moved by Boxem and Seconded by Clark

THAT Council approve the Rosemont and District Fire Board 2022 Operating Budget in the amount of \$325,511.00 and Capital Budget of \$194,000.00 as presented.

	Yea	Nay
Councillor Boxem	Y	
Councillor Clark	Y	
Councillor Cufaro	Y	
Deputy Mayor Hawkins	Y	
Mayor Horner	Y	

CARRIED.

11.5 Mulmur-Melancthon Fire Board 2022 Budget

Council reviewed the 2022 Budget presented by the Mulmur-Melancthon Fire Board.

Moved by Hawkins and Seconded by Cufaro

THAT Council approve the Mulmur-Melancthon Fire Board 2022 Operating Budget in the amount of \$233,262 and Capital Budget of \$137,000 as presented.

	Yea	Nay
Councillor Boxem	Y	
Councillor Clark	Y	
Councillor Cufaro	Y	
Deputy Mayor Hawkins	Y	
Mayor Horner	Y	

CARRIED.

Council recessed from 12:01 p.m. to 1:01 p.m.

12.0 ADMINISTRATION

12.1 Committee Report

Roseann Knechtel, Deputy Clerk, presented the draft 2022 meeting schedule and current vacancies for Council's Committees and Boards. Discussion ensued filling the vacancy on the Police Service Board.

Moved by Boxem and Seconded by Clark

THAT Council approve/receive the request from the Roads Safety Committee to amend the Roads Safety Committee Terms of Reference to allow for quarterly meetings in 2022;

AND FURTHER THAT Council approve the tentative 2022 meeting dates for the remaining Committees and Boards as presented.

	Yea	Nay
Councillor Boxem	Y	
Councillor Clark	Y	
Councillor Cufaro	Y	
Deputy Mayor Hawkins	Y	
Mayor Horner	Y	

CARRIED.

12.2 Election Signage Report

Roseann Knechtel, Deputy Clerk, presented the legal opinion and proposed amendments to the Township's sign bylaw as a way of regulating election signage.

Council discussed that candidates, including current Council members, can choose not to use signage, but that Council as a whole cannot pass a motion which would prohibit signage.

Moved by Boxem and Seconded by Cufaro

THAT Council direct staff to draft an amendment to the Township Sign By-law #20-2009 to include the following:

1. A definition of an election sign;
2. Prohibiting election signage on Township property containing municipal buildings or park facilities and within site triangles;
3. Extending the removal of election signage to 72 hours following voting day.

	Yea	Nay
Councillor Boxem	Y	
Councillor Clark	Y	
Councillor Cufaro	Y	
Deputy Mayor Hawkins	Y	
Mayor Horner	Y	

CARRIED.

Moved by Clark and Seconded by Hawkins

THAT Council requests the County of Dufferin consider ways to recycle election signage in 2022 as a way to support federal, provincial and municipal elections and reduce waste.

	Yea	Nay
Councillor Boxem	Y	
Councillor Clark	Y	
Councillor Cufaro	Y	
Deputy Mayor Hawkins	Y	
Mayor Horner	Y	

CARRIED.

12.3 Truth and Reconciliation Calls to Action

Roseann Knechtel, Deputy Clerk, presented the calls to action directed at municipal government. Council discussed each action item and what Mulmur can do to accomplish the call at a local level.

Moved by Boxem and Seconded by Cufaro

WHEREAS the Truth and Reconciliation Commission released 94 Calls to Action to redress the legacy of residential school and advance the process of reconciliation;

AND WHEREAS the Council of the Corporation of the Township of Mulmur has reviewed the Calls to Action directed at municipal government;

NOW THEREFORE BE IT RESOLVED THAT Council of the Corporation of the Township of Mulmur take the following actions to address the Truth and Reconciliation Commission's Calls to Action directed at municipal government;

- THAT Council supports the implementation of Jordan's Principal;
- THAT Council permanently waives administrative fees related to name changes and revision of official documents for residential school survivors;
- THAT Council requests an update from the Central West Local Health Integration Network and Headwaters Health Care Centre to provide an update on the steps taken to address the Truth and Reconciliation Commission's Call to Action #23 and encourage cultural competency training for all healthcare professionals in Dufferin County be completed by the end of 2022;
- THAT Council further calls for the Ontario Government to take action on addressing the Truth and Reconciliation Commission's Call to Action #23;
- THAT Council requests an update from the Caledon Dufferin Victim Services on the steps taken to address the Truth and Reconciliation Commission's Call to Action #40 to create adequately funded and accessible Aboriginal-specific victim programs and services in Dufferin County;
- THAT Council further calls for the Ontario Government to take action on addressing the Truth and Reconciliation Commission's Call to Action #40, specifically making these programs and services available within Aboriginal communities;
- THAT Council calls upon the Ontario Government to take action on the Truth and Reconciliation Commission's Call to Action #43 and move forward with passing Bill 76, the United Nations Declaration on the Rights of Indigenous People Act;
- THAT Council commits to ensuring that Mulmur's policies and bylaws do not rely on the colonial concepts of terra nullius;
- THAT Council commits to providing the National Council for Reconciliation, annual report and current data as requested;
- THAT Council commits to providing skill-based training and/or information sessions including but not limited to intercultural competency, conflict resolution, human rights and anti-racism for all elected officials, residents and staff of the Township of Mulmur;
- THAT Council requests an update from the Dufferin Peel Catholic School Board, Conseil Scolaire Catholique MonAvenir on the steps taken to address the Truth and Reconciliation Commission's Call to Action #64;

- THAT Council recognizes the recent funding and commitment made by the Ontario Government to address the Truth and Reconciliation Commission's Calls to Action #62 and #63 and urges the Ontario Government to also address the Truth and Reconciliation Commission's Call to Action #64 by including curriculum on comparative religious studies in denominational schools;
- THAT Council further their commitment to commemorating the legacy of residential schools and honouring residential school survivors by annually recognizing September 30th as the National Day for Truth and Reconciliation;
- THAT Council open the first Council meeting in September each year with a moment of silence to pay respect to the innocent lives lost within the Canadian Residential School system;
- THAT Council direct staff to work in collaboration with the Dufferin County Cultural Resource Circle to encourage Dufferin County residents to share their stories with the National Centre for Truth and Reconciliation, Mulmur Township and local libraries;
- THAT Council direct staff to request educational materials from the Museum of Dufferin, Indigenous Sport & Wellness Ontario, and/or other applicable agencies for distribution to Mulmur residents telling the national story of Aboriginal athletes in history;
- THAT Council direct staff to amend the Community Grant Policy to include a section to support Aboriginal athletic development/growth and support for the North American Indigenous Games and encourage the Ontario Government to provide financial support;

THEREFORE IT FINALLY BE RESOLVED THAT this motion be forwarded to the Premier of Ontario, Ministry of Health and Long-Term Care, Ministry of the Attorney General, Ministry of Indigenous Affairs, Ministry of Education, Caledon Dufferin Victim Services, Central West Local Health Integration Network, Headwaters Health Care Centre, Local Libraries, Dufferin Peel Catholic School Board, Conseil Scolaire Catholique MonAvenir, Dufferin Caledon MPP Sylvia Jones, Dufferin County and all Ontario municipalities.

	Yea	Nay
Councillor Boxem	Y	
Councillor Clark	Y	
Councillor Cufaro	Y	
Deputy Mayor Hawkins	Y	
Mayor Horner	Y	

CARRIED.

13.0 PLANNING - NONE

14.0 COMMITTEE MINUTES AND SUB-COMMITTEE REPORTS

- 14.1 Shelburne Public Library Minutes: June 15, 2021**
- 14.2 Shelburne Public Library Minutes: July 5, 2021**
- 14.3 Shelburne Public Library Minutes: September 21, 2021**
- 14.4 NDCC Board of Management Minutes – September 30, 2021**
- 14.5 Shelburne Public Library Board Minutes: October 19, 2021**
- 14.6 NDCC Board of Management Minutes - October 25, 2021**
- 14.7 Dufferin County Council Minutes: October 28, 2021**
- 14.8 Rosemont District Fire Board Minutes: November 1, 2021**
- 14.9 Dufferin County Council Minutes: November 11, 2021**
- 14.10 Mulmur-Melancthon Fire Board Minutes: November 16, 2021**
- 14.11 Joint Recreation Subcommittee: November 18, 2021**
- 14.12 Joint Recreation Subcommittee: November 22, 2021**
- 14.13 Roads Safety Committee Minutes: November 22, 2021**
- 14.14 Joint Recreation Subcommittee: December 1, 2021**
- 14.15 Roads Safety Committee 2021 Annual Report**
- 14.16 Economic Development Committee 2021 Annual Report**
- 14.17 Roads Safety Committee Motions to Council**

Moved by Cufaro and Seconded by Boxem

THAT Council receive the Committee Minutes and Sub-Committee Reports as copied and circulated;

AND THAT Council recommends the OPP continue to monitor the following areas for Paid Duty: County Road 21, 10 Sideroad, Airport Road, River Road and 20 Sideroad;

AND FURTHER THAT Council requests the OPP Traffic Officers monitor County Rd 21 as a high motor vehicle collision area in Mulmur as approximately one third of all MVC's within the Township occur on County Road 21.

	Yea	Nay
Councillor Boxem	Y	
Councillor Clark	Y	
Councillor Cufaro	Y	
Deputy Mayor Hawkins	Y	
Mayor Horner	Y	

CARRIED.

15.0 INFORMATION ITEMS (REPORTS, LETTERS)

- 15.1 Development Charge Index**
- 15.2 NVCA Highlights: November 2021**
- 15.3 Municipality of Mattice-Val Cote Resolution: MPAC Assessment**
- 15.4 City of Kitchener Resolution: Conversion Therapy**

- 15.5 City of Kitchener Resolution: Fire Safety Measurers**
15.6 City of St. Catherine's Resolution: National Childcare

Moved by Hawkins and Seconded by Boxem

THAT Council receive the information items as copied.

	Yea	Nay
Councillor Boxem	Y	
Councillor Clark	Y	
Councillor Cufaro	Y	
Deputy Mayor Hawkins	Y	
Mayor Horner	Y	

CARRIED.

16.0 CLOSED SESSION

Moved by Hawkins and Seconded by Cufaro

THAT Council adjourn to closed session at 2:48 p.m. pursuant to Section 239 of the Municipal Act, 2001 as amended for two (2) matters regarding personal matters about an identifiable individual, including municipal or local board employees [239(2)(b)].

16.1 Personal matters about an identifiable individual

	Yea	Nay
Councillor Boxem	Y	
Councillor Clark	Y	
Councillor Cufaro	Y	
Deputy Mayor Hawkins	Y	
Mayor Horner	Y	

CARRIED.

Moved by Boxem and Seconded by Hawkins

THAT Council do rise out of closed session and into open session at 4:40 p.m. with the following direction and motion:

Direction was given to staff in closed session with respect to the North Dufferin Community Centre Board of Management and staffing at the North Dufferin Community Centre.

THAT Council temporarily appoint Cheryl Russel to sit as Mulmur's Representative on the Police Service Board to fill an immediate vacancy for the remainder of the Council term.

	Yea	Nay
Councillor Boxem	Y	

Councillor Clark	Y
Councillor Cufaro	Y
Deputy Mayor Hawkins	Y
Mayor Horner	Y

CARRIED.

17.0 ITEMS FOR FUTURE MEETINGS

- 17.1 Report: Phragmites in Mulmur**
- 17.2 Report: Fireworks Regulations**
- 17.3 Bylaw Enforcement Policy Amendment**
- 17.4 Climate Change Presentation – February 2, 2022**
- 17.5 Sign Bylaw Amendment**
- 17.6 Delegation of Authority for Tax Reductions**

18.0 NOTICE OF MOTION – NONE

19.0 PASSING OF BY-LAWS

- 19.1 Z08-2021 Zoning Bylaw Amendment (McKnight)**
- 19.2 Municipal Emergency Management Bylaw Amendment**
- 19.3 Confirmatory By-Law**

Moved by Hawkins and Seconded by Clark

THAT By-Laws 19.1 be deferred;

AND THAT 19.2 and 19.3 be approved.

	Yea	Nay
Councillor Boxem	Y	
Councillor Clark	Y	
Councillor Cufaro	Y	
Deputy Mayor Hawkins	Y	
Mayor Horner	Y	

CARRIED.

19.0 ADJOURNMENT

Moved by Cufaro and Seconded by Hawkins

THAT Council adjourns the meeting at 4:53 p.m. to meet again on Wednesday January 12, 2022 at 9:00 a.m. or at the call of the Chair.

	Yea	Nay
Councillor Boxem	Y	
Councillor Clark	Y	
Councillor Cufaro	Y	
Deputy Mayor Hawkins	Y	

Mayor Horner

Y

CARRIED.

.....
Janet Horner, Mayor

.....
Tracey Atkinson, Clerk

DRAFT



**CORPORATION OF THE TOWNSHIP OF MULMUR
NOTICE OF COMPLETE APPLICATION AND PUBLIC MEETING
FOR A PROPOSED ZONING BY-LAW AMENDMENT
Z09-2021 CUNNINGHAM/COE**

The Corporation of the Township of Mulmur will hold a Public Meeting pursuant to Sections 34 of the Planning Act (1990) to consider an amendment to the Zoning By-law. The public meeting will be held on January 12, 2021 at 9:15 am.

This meeting is being conducted by means of Electronic Participation by a majority of members, as permitted by Section 238 (3.3) of the Municipal Act, 2001, as amended.

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1 587 328 1099 Canada

1 647 374 4685 Canada

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<https://us02web.zoom.us/j/84829988171>

Meeting ID: 848 2998 8171

A copy of the proposed amendment is available for review at the municipal office during regular office hours or online at www.mulmur.ca. Anyone wishing to address Council with respect to the proposal may do so at the public meeting. Persons unable to attend the public meeting may provide written comments up until the time of the public meeting. If you wish to be notified of the decision on the proposed application, you must make an oral or written request to the Township of Mulmur. If a person or public body does not make oral submissions at the public meeting or make written submissions to Mulmur Township before the by-law is passed, the person or public body is not entitled to appeal the decision of Council and the Corporation of the Township of Mulmur to the Ontario Land Tribunal (OLT). Furthermore, the person or public body may not be added as a party to the hearing of an appeal before the OLT unless, in the opinion of the Tribunal, there are reasonable grounds to do so.

PURPOSE OF THE AMENDMENT: The proposed Zoning By-law Amendment would provide relief from the required setbacks to permit the construction of a single detached dwelling approximately 14 m from the rear yard (west) lot line.

LANDS AFFECTED: The Zoning By-law Amendment affects the lands described in the table below and identified in the blue outline on the key map.

For more information contact:

Roseann Knechtel, Planning Coordinator

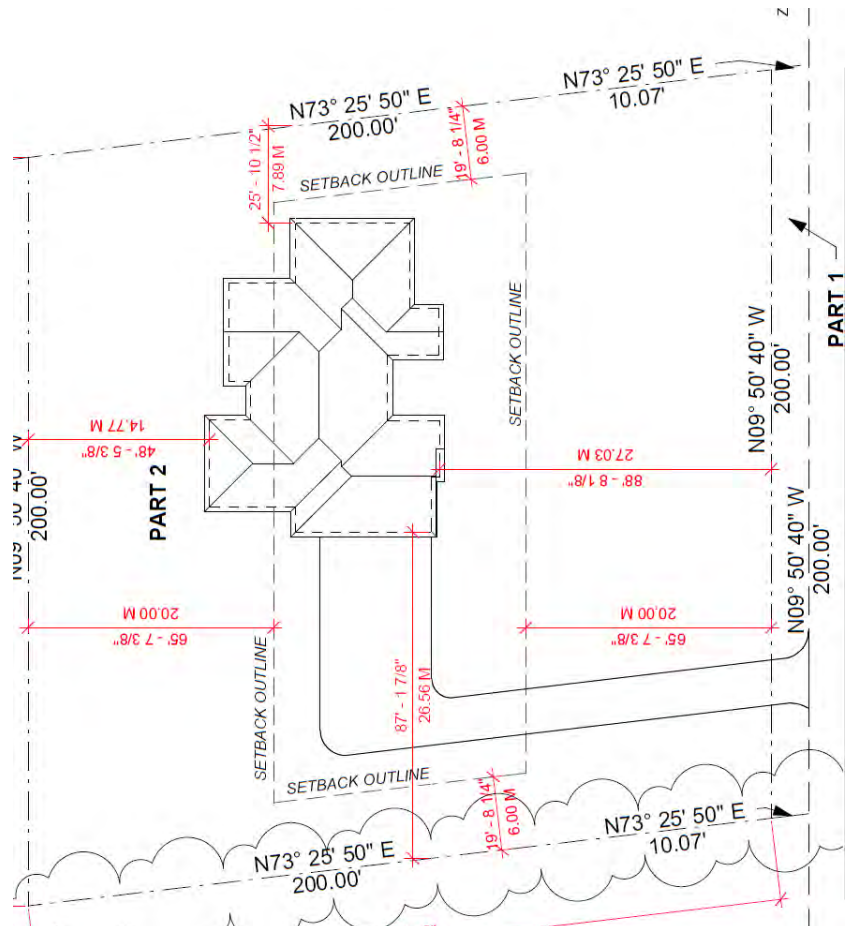
705-466-3341x223

planning@mulmur.ca

DATED: November 22, 2021



ROLL NUMBER	2216000006097500000
OWNER	CUNNINGHAM TAYLOR ELEANOR COE CHRISTOPHER FRANCIS EDGAR
LEGAL DESCRIPTION	CON 2 W E PT LOT 28 RP 7R4060 PART 2





Z09-2021 CUNNINGHAM/COE

ZONING



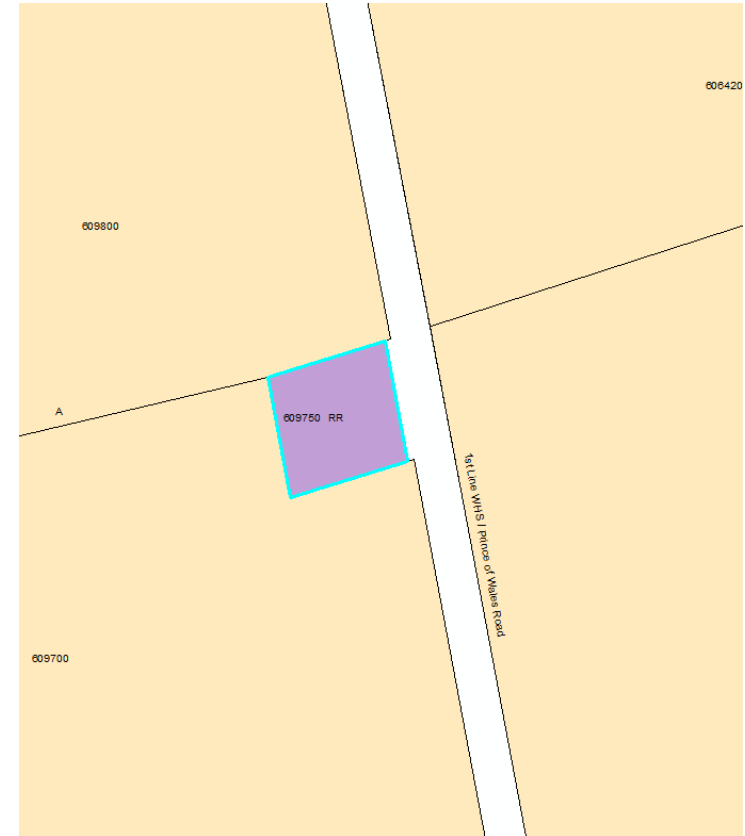
Rural Residential

4.2.1 Permitted Uses

- i) **Single Detached Dwelling**
- ii) additional single dwelling (ASD) or attached accessory dwelling unit or habitable pool house
- iii) bed and breakfast
- iv) home industry
- v) home occupation
- vi) the keeping of not more than 50 chickens on a lot of not less than 0.5 ha and at a location not less than 60 m from any dwelling on an adjacent lot.

4.2.2 Regulations for Permitted Rural Residential Uses

- i) Minimum Lot Area 0.4 ha
- ii) Minimum Lot Frontage 45 m
- iii) Minimum Yard Requirements
 - a) Front Yard 20 m
 - b) Interior Side Yard 6 m
 - c) Exterior Side Yard 20 m
 - d) **Rear Yard 20 m**
- iv) Maximum Lot Coverage 10%
- v) Maximum Height 10.5 m





OFFICIAL PLAN DESIGNATION

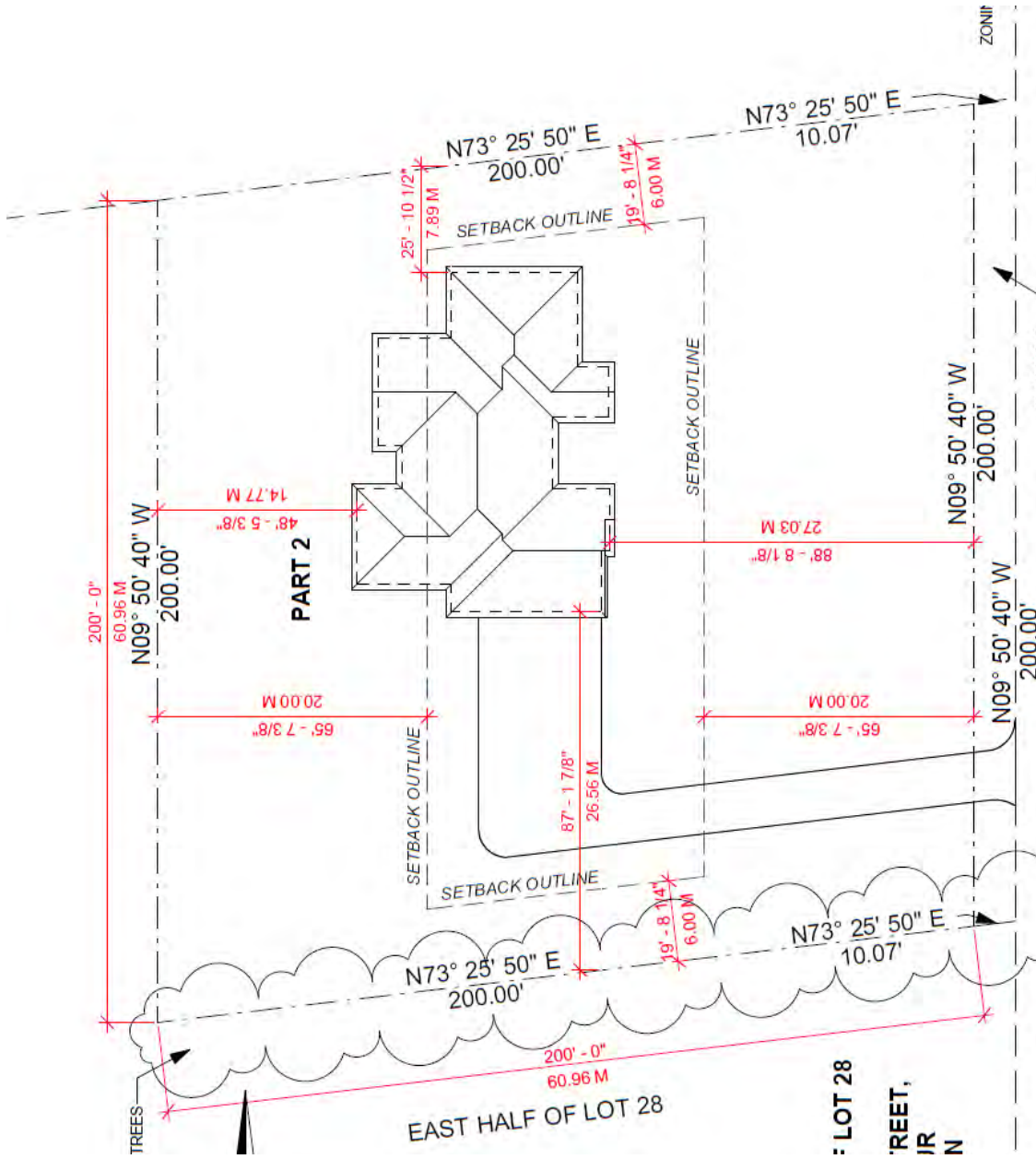
Agriculture

Within the Agriculture designation, on Schedule A1, the use of the lands shall be limited to **single detached dwellings**, additional single dwelling, attached accessory dwelling unit, agriculture and agriculture-related uses, home occupations, industry and uses permitted in all designations, listed in Section 5.38, are also permitted including:

- Legally existing uses and structures;
- Accessory buildings, structures, facilities, site modifications and related uses ancillary to an existing permitted principal use on the lot.
- Archaeological activities, subject to the policies of Section 5.6
- Forest, fisheries and wildlife management;
- Resource management;
- Essential infrastructure including public transportation, utility and public servicing infrastructure;
- Watershed management and erosion control projects carried out or supervised by a public agency;
- Public parks and open space uses, conservation areas, nature preserves (In prime agricultural areas, such uses shall be prohibited).
- Ponds, subject to the requirements of the Nottawasaga Valley Conservation Authority and the Ministry of the Environment.

SITE PLAN





Closest neighbouring residence is approximately 300m





PUBLIC COMMENTS RECEIVED

None.

STAFF COMMENTS

Staff do not have any objections to this application.

Staff Recommendation

THAT Council consider the application for approval, subject to addressing any comments raised by the public, Council or through the agency review.



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BUILDING SERVICES

Date: December 14, 2021

To: Tracey Atkinson, CAO / Planner
Township of Mulmur

Re: Zoning file # Z9-2021
Township of Mulmur, County of Dufferin.

This letter serves to confirm that I have commenced a preliminary review of the application Z9-2021 and request for comment.

After review of the application, the Building Division would like to note that we have no further concerns with the re-zoning of the property for the purposes of a relieve in the rear yard setback.

It should be noted that the applicant is required to submit an application for building permit to our office with respect to the above property before any type of construction begins.

If you should have any questions pertaining to this letter, please do not hesitate to contact the undersigned.

Regards,

A handwritten signature in dark ink, appearing to be 'DK' with a stylized flourish.

Doug Kopp CBCO
Plans Examiner

MEMO

TO: County of Dufferin

FROM: Matt Alexander, Project Manager, WSP
William Turman, Planner, WSP

SUBJECT: Application for Zoning By-law Amendment – Z09-2021
Concession 2 West, East Part of Lot 28, RP 7R4060 Part 2, Mulmur,
ON

DATE: December 22, 2021

Recommendation

The proposed application for Zoning By-law Amendment generally conforms with the Countryside Area and Agricultural Area designations and the related policies in the Dufferin County Official Plan. It is recommended that the Township:

- Confirm whether the woodlands identified in the Province's Natural Heritage Mapping and adjacent to (within 120 metres) of the subject property are deemed significant;
- Confirm whether an Environmental Impact Statement (EIS) is required relative to the Woodlands adjacent to the subject property; and
- Consult with the Nottawasaga Valley Conservation Authority (NVCA) related to the potential impacts to source water because the subject properties are located within a source water protection area (Low Vulnerability Aquifer and High Vulnerability Aquifer).

Summary

The purpose of the Zoning By-law Amendment application is to reduce the required setback to permit the construction of a single detached dwelling within approximately 14 metres of the rear lot line. The lot has a frontage of approximately 200 metres, a depth of approximately 200 metres, and an area of approximately 4 hectares.

The documents received by WSP on November 2, 2021 include:

- Notice of Complete Application and Public Meeting for a Proposed Zoning By-law Amendment (Z09-2021 Cunningham/Coe);

The circulation documents were reviewed against the Province's Natural Heritage mapping and the Dufferin County Official Plan.

Provincial Policy Statement, 2020 (PPS) and Province of Ontario's Agricultural Area and Natural Heritage Mapping

As a result of Growth Plan 2019, the Province's Agricultural Area and Natural Heritage mapping must be studied and implemented into the County's Official Plan before it can be applied at a local level. However, as it relates to land use designations, the mapping should continue to be used as a guide to determine if the subject property is identified as agriculturally sensitive or with identified Natural Heritage features, should the County or local Official Plans not reflect current mapping.

Under Ontario's Natural Heritage mapping, the subject property is adjacent (within 120 metres) to Woodlands. The subject property is also designated as Prime Agricultural Area. According to the PPS, Prime Agricultural Areas shall be protected for long-term use for agriculture. Permitted uses in Prime Agricultural Areas are Agricultural Uses and agriculture-related uses and on-farm diversified uses. Orthophotography from the period between 2015 to 2020 shows that there is no existing structure on the subject lands.

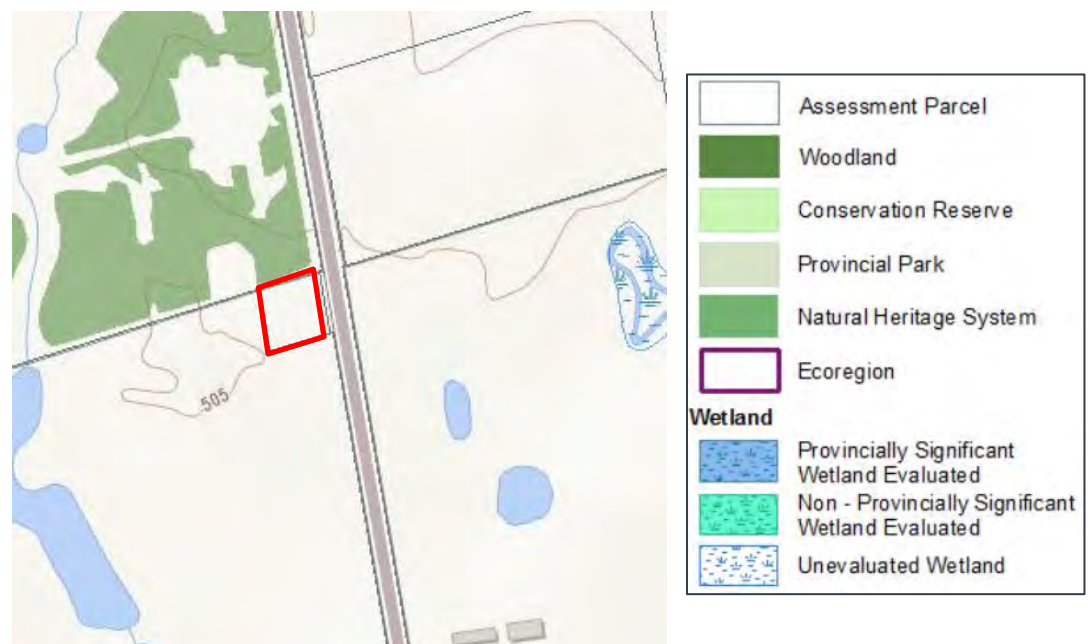


Figure 1 Ontario's Natural Heritage Areas

Dufferin County Official Plan (2017)

The subject property is designated as Countryside Area as shown under Schedule B (Community Structure and Land Use) and as Agricultural Area under Schedule C (Agricultural Area and Rural Lands). The Agricultural Area designation consists primarily of prime agricultural lands, which are in accordance with Provincial policies. The County Official Plan requires that lands within these areas will be protected for agricultural uses, agriculture-related uses, and on-farm diversified uses, unless appropriate justification is

provided for alternative uses. One single residential dwelling is permitted per lot, subject to the policies of the local municipal official plan and zoning by-law. The specific uses permitted and accessory uses will be established in the local municipal official plans and implementing zoning by-laws. Proposed development in Agricultural Areas will be serviced with adequate sewage and water services and will demonstrate the suitability of the site for the proposed method of sewage and water services and stormwater management to the satisfaction of the local municipality, and any other required approval agencies.

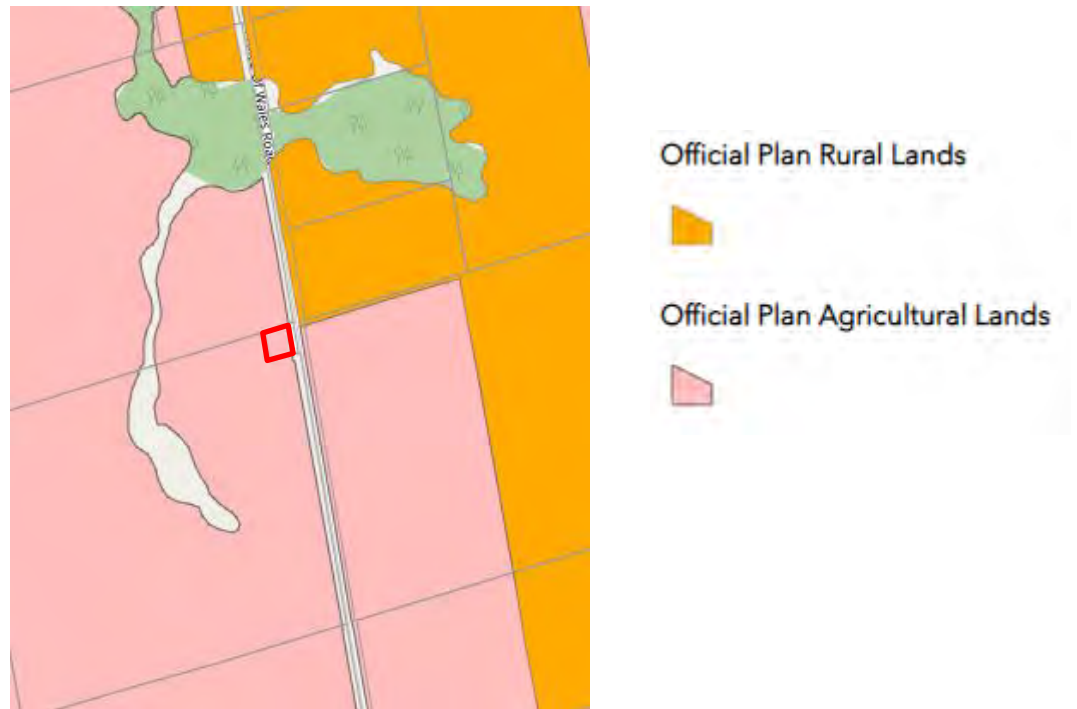


Figure 2 County Official Plan - Schedule C: Agricultural and Rural Areas.

The subject property is not adjacent to (within 120 metres) Woodlands according to Schedule E (Natural Heritage Features), however the Province's Natural Heritage Mapping identifies Woodlands adjacent to (within 120 metres) the subject property. It is the policy of the County that where Woodlands are identified, the determination of significance will be based on criteria provided in the Natural Heritage Reference manual and local municipal official plans. If it is determined to be a significant Woodlands, development and site alteration will not be permitted unless it has been demonstrated that there will be no negative impacts on the natural features or their ecological functions through the preparation of an EIS. Further consultation should be undertaken with the local municipality and the NVCA relative to whether an EIS is required given the type of development proposed and the presence of unevaluated woodlands.

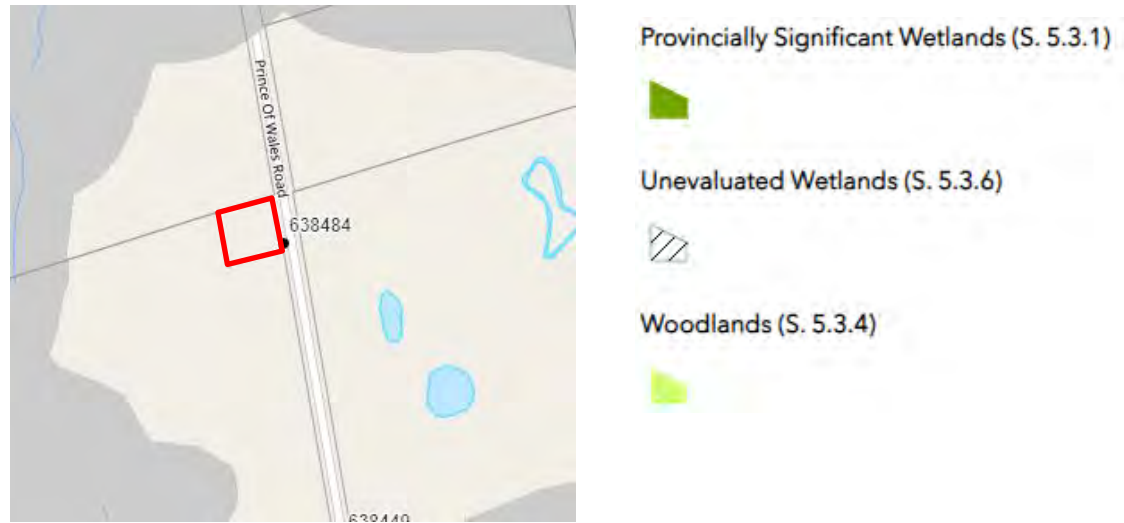


Figure 3 County Official Plan Schedule E: Natural Heritage Features

The subject property is not located on a County road and as such, the local municipality should provide comments regarding access.

Under Appendix 2 (Source Water Protection) the subject property is located within a source water protection area (Low Vulnerability Aquifer and High Vulnerability Aquifer). Policy 5.4.2(c) states that prior to the approval of development applications within designated vulnerable areas, the proponents shall demonstrate to the satisfaction of the County, local municipality, Conservation Authority and Province, where necessary, that the quality and quantity of municipal drinking water sources will not be negatively impacted. It is anticipated that the NVCA will provide further review and comments with respect to the requirements for Source Water Protection as it relates to the changes proposed on the subject properties.

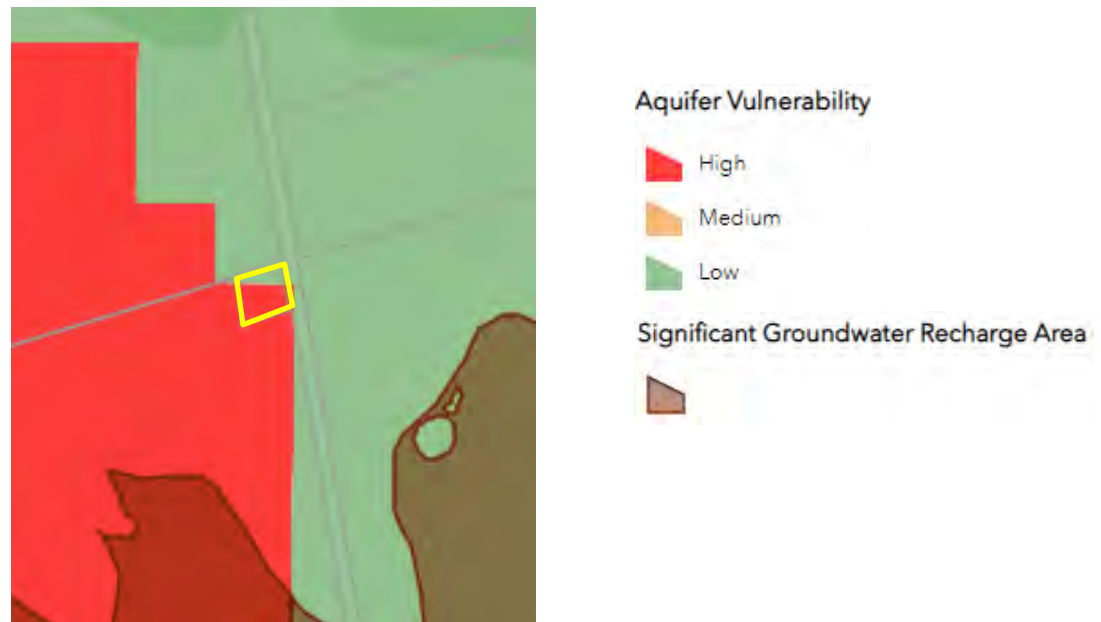


Figure 4 Dufferin County Official Plan - Appendix 2: Source Water Protection

Recommendation

The proposed application for Zoning By-law Amendment generally conforms with the Countryside Area and Agricultural Area designations and the related policies in the Dufferin County Official Plan. It is recommended that the Township:

- Confirm whether the woodlands identified in the Province's Natural Heritage Mapping and adjacent to (within 120 metres) of the subject property are deemed significant;
- Confirm whether an Environmental Impact Statement (EIS) is required relative to the Woodlands adjacent to the subject property; and
- Consult with the Nottawasaga Valley Conservation Authority (NVCA) related to the potential impacts to source water because the subject properties are located within a source water protection area (Low Vulnerability Aquifer and High Vulnerability Aquifer).



**CORPORATION OF THE TOWNSHIP OF MULMUR
NOTICE OF COMPLETE APPLICATION AND
PUBLIC MEETING FOR A PROPOSED ZONING BY-LAW AMENDMENT
Z12-2021 CSIZIK**

The Corporation of the Township of Mulmur will hold a Public Meeting pursuant to Sections 34 of the Planning Act (1990) to consider an amendment to the Zoning By-law. The public meeting will be electronically on January 12, 2022 at 9:15am.

This meeting is being conducted by means of Electronic Participation by a majority of members, as permitted by Section 238 (3.3) of the Municipal Act, 2001, as amended.

USING VIDEO AND/OR AUDIO CONFERENCING.

To connect only by phone, please dial any of the following numbers. When prompted, please enter the meeting ID provided below the phone numbers. You may be placed into the meeting in muted mode. If you encounter difficulty, please call the front desk at 705-466-3341, ext. 0

1 587 328 1099 Canada

1 647 374 4685 Canada

To connect to video with a computer, smart phone or digital device and with either digital audio or separate phone line, download the zoom application ahead of time and follow the link below. Enter the meeting ID when prompted.

<https://us02web.zoom.us/j/84829988171>

Meeting ID: 848 2998 8171

A copy of the proposed amendment is available for review at the municipal office during regular office hours. Anyone wishing to address Council with respect to the proposal may do so at the public meeting. Persons unable to attend the public meeting may provide written comments up until the time of the public meeting. If you wish to be notified of the decision on the proposed application, you must make an oral or written request to the Township of Mulmur. If a person or public body does not make oral submissions at the public meeting or make written submissions to Mulmur Township before the by-law is passed, the person or public body is not entitled to appeal the decision of Council and the Corporation of the Township of Mulmur to the Ontario Land Tribunal (OLT). Furthermore, the person or public body may not be added as a party to the hearing of an appeal before the OLT unless, in the opinion of the Tribunal, there are reasonable grounds to do so.

PURPOSE OF THE AMENDMENT: The proposed Zoning By-law Amendment would amend the Rural Residential Exception Nine (RR-9) zoning to permit a large accessory building (approximately 260 m²) as a principal use for personal use and a home industry.

LANDS AFFECTED: The Zoning By-law Amendment affects the lands described in the table and identified in the maps.



ROLL NUMBER	2216000004080020000
OWNER	CSIZIK THOMAS CSIZIK LISA ANN DEAS
STREET ADDRESS	AIRPORT ROAD
LEGAL DESCRIPTION	MULMUR CON 6 EHS PT LOT 30 RP 7R6666 PART 1



For more information contact:
Roseann Knechtel, Deputy Clerk/Planning Coordinator
705-466-3341x223
planning@mulmur.ca
DATED: December 6, 2021



6437 Sideroad 21/22, RR 4
Stayner, ON L0M 1S0
(705) 444-3272
info@mountain-ridge.ca

November 15, 2021

Mayor and Members of Council
Township of Mulmur
758070 2nd Line East
Mulumur ON L9V 0G8

Dear Mayor and Members of Council:

Re: Thomas & Lisa Csizik
Zoning By-law Amendment Application
Pt Lot 30, Concession 6 EHS
938542 County Road 18, Mulmur

Thomas & Lisa Csizik have submitted a Zoning By-law Amendment application to rezoning their property to add an Implement Shed as a principle permitted use.

The Csizik property is located at 938542 County Road 18, on the west side of the road just south of Banda. The property Assessment Roll Number is 2216-000-004-0802. The property was recently created by consent, File No. B3-2019; and rezoned to Rural Residential Exception Nine (RR-9) by amending Zoning By-Law 39-20 approved in November 2020. The exception to the zone was to increase the rear yard setback to 320 metres and the side yard setback from the south lot line to 150 metres to have the building area outside of the woodlands on the property. The subject property is designated Rural in the Township of Mulmur Official Plan. Please see Appendix "A" attached for the location map and an air photo of the subject property. Please see Appendix "B" for the official plan designation and zoning maps.

SUBJECT PROPERTY

The property consists of two frontages on the County Road 18 being 36.22m at the north end and 20.46m at the south end for a total of 56.68m (186 ft) of frontage. The property is vacant with an overall lot area of 15.45 ha (38.17 ac). Most of the property is forested except along the north lot line and the north-east corner which is cleared land. The driveway into the property is at the south end and there will be a very long driveway, approximately 420m (1380 ft) in length, to the building site in the northeast corner.

Mr. & Mrs. Csizik would like to build their new home on their property as soon as possible. They have been working on various building plans. They had wanted to build one building with a dwelling and attached large shop. They wanted to have all of their equipment, vehicles, etc. stored inside one building. In consultation with the Township, it was confirmed that the dwelling would need to be the predominate use in the building and they were permitted an accessory building. The current zoning allows one accessory building with a maximum gross floor area of 120 sq. metres. The property is a large rural lot and will have a long driveway. The Owners will have property maintenance equipment, tractor, snowplow, etc. They also have a trailer, boat, and other personal vehicles that they would like to store inside a building. The Owners are proposing to have a Home Industry, a small manufacturing shop, which consist of a couple of machines (mills and a saw) used to produce small metal pieces for their customers. A Home Industry is permitted to have a maximum gross floor area of 140 sq. metres.



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Stayner, ON L0M 1S0
(705) 444-3272
info@mountain-ridge.ca

This large rural lot is similar to the surrounding lots which are zoned Countryside Area (A). The A zone permits large accessory buildings as a principle use, including an implement shed for a crop operation or livestock facility. Implement shed greater than 120 sq. metres for personal use require an amendment to the zoning by-law. One accessory building with 120 sq. metres would not be sufficient in size to meet the Owners needs. The Owners would like the Implement Shed to be at least 260 sq. metres for the storage of their property maintenance equipment and personal vehicles plus have sufficient room for their Home Industry.

PROPOSED ZONING BY-LAW AMENDMENT

The Owners could consider requesting a rezoning of the property to Countryside Area (A) which permits an Implement Shed with exceptions, or Rural Residential exception to add an Implement Shed as a permitted use. The current zoning RR-9 implemented an increased rear yard setback to be 320 metres and an increased side yard setback from the south lot line of 150 metres so the building area would be outside of the woodland area. In discussions with Township staff, they felt it would be the easiest to rezoning the current zoning to permit the additional use.

The proposed zoning by-law amendment is to rezone the current Rural Residential Exception Nine (RR-9) to a new Rural Residential Exception XX (RR-XX) that will retain the existing increased rear and side yard setbacks and add an Implement Shed as a principle use.

PLANNING POLICIES AND ANALYSIS

All zoning by-law amendments must be consistent with provincial policies and conform with county and local official plans. The subject property was recently created and rezoned, approximately one year ago, which these requirements would have been met at that time for the creation of this building lot which permits a dwelling and accessory building.

The County Official Plan has the property in their Countryside Area and further designates the lands as "Rural Lands". The Township of Mulmur Official Plan designates the property "Rural". Therefore, the rural policies in the Provincial Policy Statements and Growth Plan for the Greater Golden Horseshoe are the relevant policies to consider for the proposed added use of an Implement Shed. The rural policies in these plans permit rural land uses compatible with the rural landscape and surrounding local land use. The proposed Implement Shed would be considered a rural land use and is consistent with the provincial policy plans.

The Township of Mulmur Official Plan "Rural" designation permits a list of rural land uses, agricultural uses, recreational uses, secondary uses, a single dwelling, accessory buildings, etc. The use should have minimal impact on agricultural uses and maintain the rural character. The farmlands to the north have large barns and implement sheds. A proposed implement shed on this property would fit in with the rural character of the surrounding area. The proposed zoning



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(705) 444-3272
info@mountain-ridge.ca

by-law amendment to permit an implement shed on a rural 38-acre property complies with the official plan policies.

The subject property does have woodlands on the property that have been identified on the County and Township Natural Heritage maps. We pre-consulted with the Township, County, and NVCA regarding the proposed rezoning. The NVCA advised that so long as the building area is 30m away from the woodlands that they would not require an Environmental Impact Study. The Owners are proposing to build at least 30m away from the woodlands plus the 320m rear yard setback will implement this requirement.

CONCLUSION

The property and surrounding properties are large rural lots except for a couple of small rural residential lots to the south. An implement shed is permitted on the surrounding properties except for the two rural residential lots to the south. There are a variety of farms and wooded lots to the north with barns and other large implement sheds. The proposed dwelling and implement shed will be over 100 metres setback in from the road. It would be better to have the equipment and vehicles stored in a building as opposed to be parked outside. A proposed implement shed on this property would not impact any surrounding uses and would maintain the rural character in this area.

The proposed zoning by-law amendment to add an implement shed as a permitted use on a 38.17 acre property in the rural area of Mulmur Township, in my opinion, is an appropriate added use and represents good planning to provide the Owner with the ability to build their new home and an implement shed sufficient in size for the storage of their equipment, recreation and other vehicles, and a Home Industry.

On behalf of the Owners, we respectfully request the Council of the Township of Mulmur to look favourably on their request.

Respectfully,

Marie Leroux

Marie Leroux, RPP
Land Use Planner
Mountain Ridge Custom Homes Inc.
705-718-4313 cell



6437 Sideroad 21/22, RR 4
Stayner, ON L0M 1S0
(705) 444-3272
info@mountain-ridge.ca

APPENDIX "A"



LOCATION

Subject Property outlined in light green and located south of Banda.

Woodland designation shown in dark green.

SUBJECT PROPERTY

Air photo taken from County of Dufferin mapping





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 Stayner, ON L0M 1S0
 (705) 444-3272
 info@mountain-ridge.ca

APPENDIX "B"

Portion of Mulmur Official Plan Map Schedule "A-1" showing the property in red and designated Rural.



Portion of Mulmur Zoning By-law Schedule "A" showing the property outlined in red and previous zoning Countryside Area.



Approximate location of property outlined in red.



Z12-2021 CSIZIK

ZONING



Rural Residential Exception Nine (RR-9)

4.2.1 Permitted Uses

- i) Single Detached Dwelling
- ii) additional single dwelling (ASD) or attached accessory dwelling unit or habitable pool house
- iii) bed and breakfast
- iv) home industry
- v) home occupation
- vi) the keeping of not more than 50 chickens on a lot of not less than 0.5 ha and at a location not less than 60 m from any dwelling on an adjacent lot.

Regulations for Permitted Rural Residential Exception Nine

- i) Minimum Lot Area 0.4 ha
- ii) Minimum Lot Frontage 45 m
- iii) Minimum Yard Requirements
 - a) Front Yard 20 m
 - b) South Interior Side Yard 150 m
 - c) All Other Interior Side Yards 6 m
 - d) Rear Yard 320 m
- iv) Maximum Lot Coverage 10%
- v) Maximum Height 10.5 m



OFFICIAL PLAN DESIGNATION

RURAL (Schedule A1)

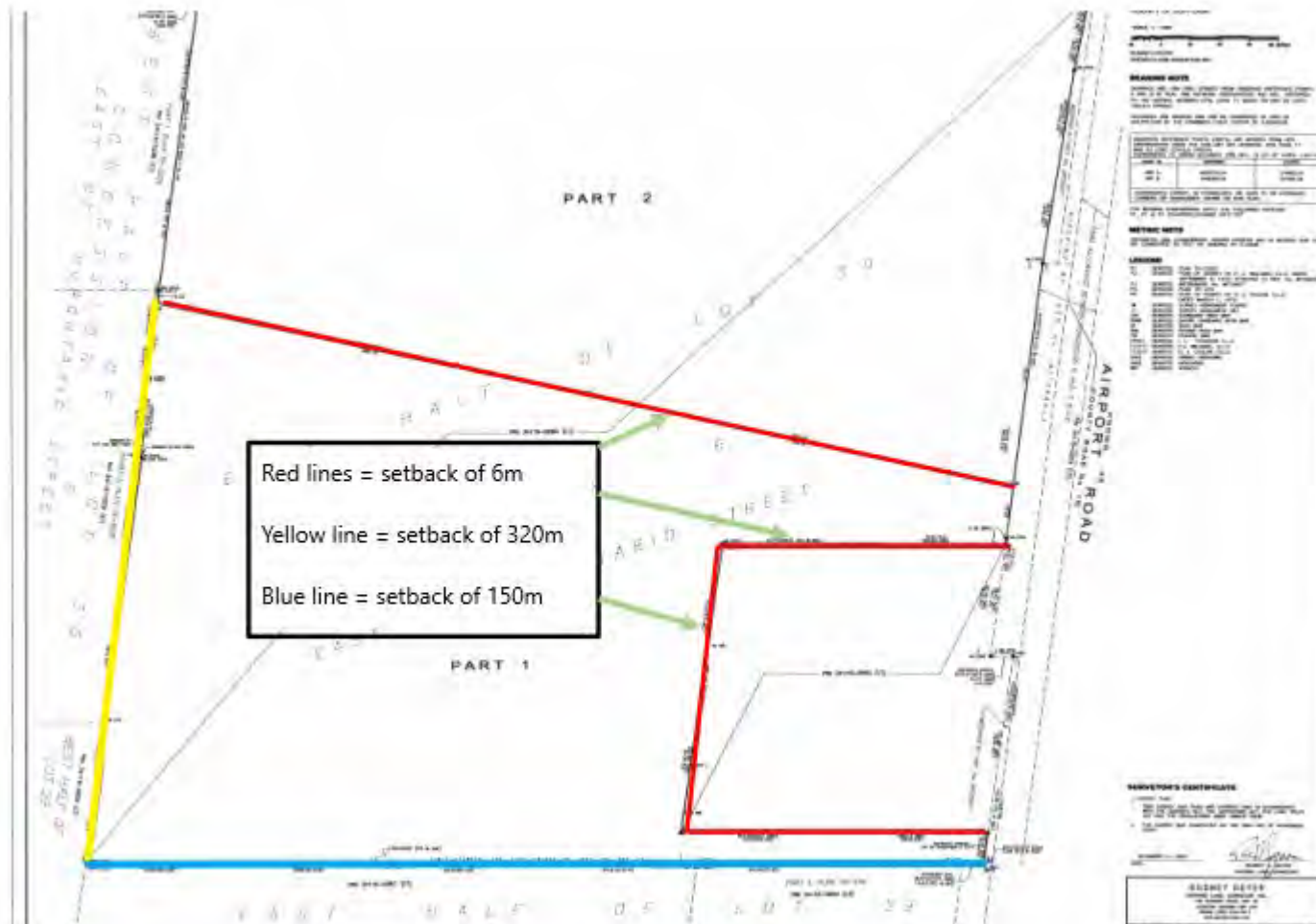
Uses permitted in the Rural Designation include but are not limited to:

- **Single detached dwellings**, additional single dwelling, attached accessory dwelling unit
- Agriculture and agriculture-related uses
- Secondary uses
- **Small-scale commercial and small-scale industrial uses**
- **Home occupation and home industry**
- Conservation areas, parks, and recreational uses in accordance with Section 5.39
- Small-scale public or private institutional uses
- Wayside pits or quarries in accordance with Section 9.12
- Uses permitted in all designations, listed in Section 5.38, including:
 - Legally existing uses and structures;
 - Accessory buildings, structures, facilities, site modifications and related uses ancillary to an existing permitted principal use on the lot.
 - Archaeological activities, subject to the policies of Section 5.6
 - Forest, fisheries and wildlife management;
 - Resource management;
 - Essential infrastructure including public transportation, utility and public servicing infrastructure;
 - Watershed management and erosion control projects carried out or supervised by a public agency;
 - Public parks and open space uses, conservation areas, nature preserves (In prime agricultural areas, such uses shall be prohibited).
 - Ponds, subject to the requirements of the Nottawasaga Valley Conservation Authority and the Ministry of the Environment.

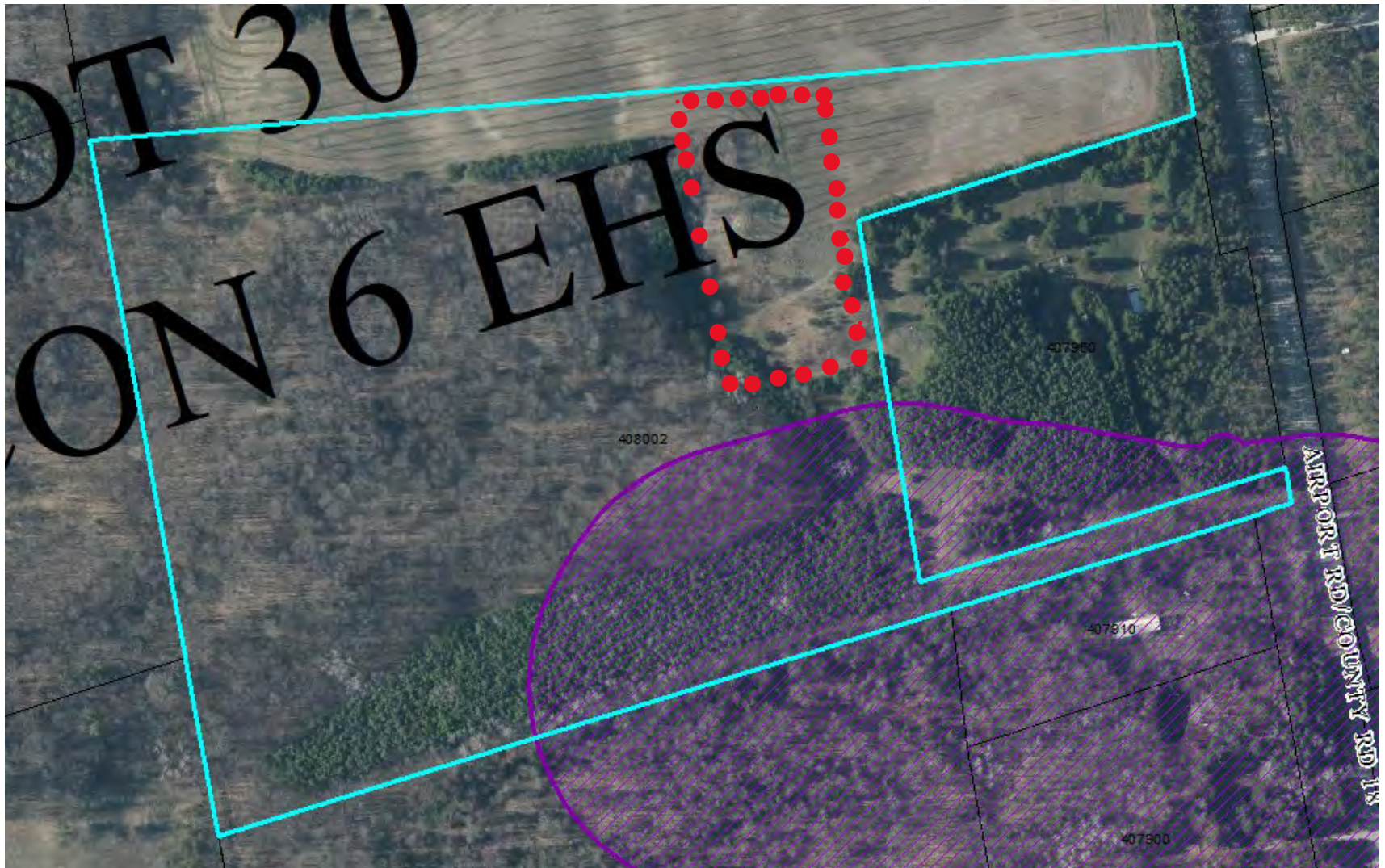
SETBACKS



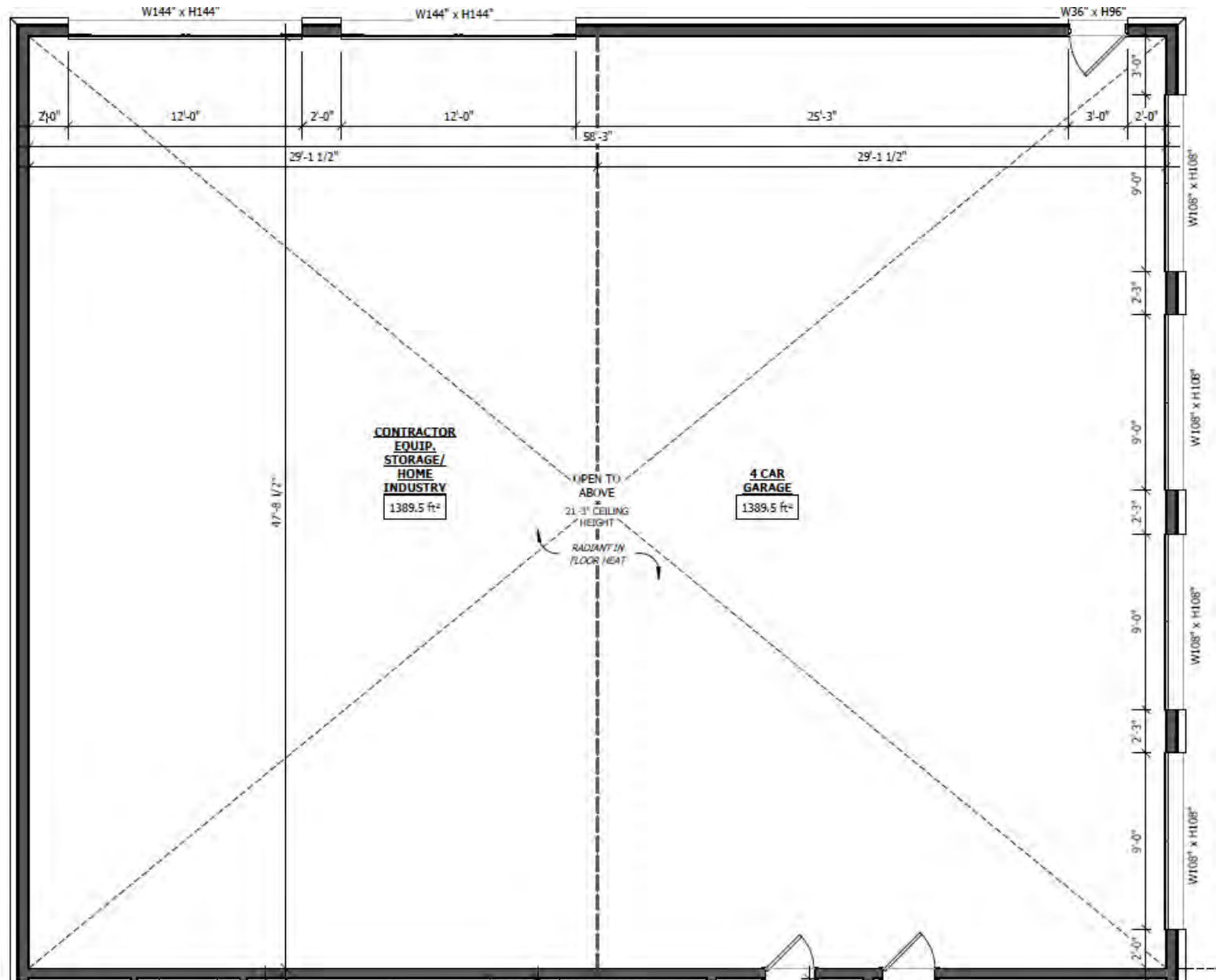
Rural Residential Exception Nine (RR-9)



SITE PLAN



EXAMPLE OF POTENTIAL BUILDING LAYOUT





PUBLIC COMMENTS RECEIVED

- Concerns regarding setting a precedence for large industrial buildings in a rural residential zones
- Potential noise from a Home Industry
- The need for protection and the continuation of the woodlands
- Consideration of two smaller accessory buildings (one personal garage and one home industry) rather than one large building.

STAFF COMMENTS



- The building envelope identified at the time of severance protects the woodlands located on the property and directs all development outside of this area.
- An Implement Shed by definition in the Zoning Bylaw must be accessory to a crop operation having a minimum of 15 ha of tillable land or accessory to a livestock facility. Buildings greater than 120 m² proposed for personal use require amendment to the zoning by-law.
- Home Industry is permitted as an accessory use to a single detached dwelling provided that:
 - In addition to persons living on the premises not more than two (2) employees shall be engaged in the *home industry*.
 - Such *home industry* may be located in any accessory building located on a lot on which a dwelling is in existence, provided the total gross floor area utilized by the *home industry* does not exceed a maximum of 140 sq m.
 - There shall be no display, other than a sign in accordance with section 3.2.5
 - There shall be no *outdoor storage* of goods, materials or articles.
 - Only currently licensed motor vehicles, associated with the *home industry* may be parked or stored on the lot in an interior side or rear yard. Additional parking shall be provided in accordance with Section 3.14.
- That the home industry does not exceed the maximum floor area of 140 m² and encroach into the personal storage area of the building.

Staff Recommendation

THAT Council consider the application for approval, subject to addressing any comments raised by the public, Council or through the agency review.



- 758070 2nd Line E Mulmur, ON L9V0G8
Telephone: 705 466 3341 Toll Free: 1 866 472 0417
(from 519 only) www.mulmur.ca

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Re: 938542 County Road 18 - Proposed Zoning By-Law Amendment

Chinoye Sunny

Thu 2021-11-04 11:29 AM

To: Marie Leroux

Nottawasaga Valley Conservation Authority (NVCA) has reviewed the pre-consultation application for a proposed zoning by-law amendment for the property located at 938542 County Road 18 in the Township of Mulmur. The applicant proposes the construction of a dwelling with an attached garage on the property and a large implement shed to be larger than 120 sq. metres. The proposed Implement Shed would allow for inside storage of the property maintenance equipment, tractor, snowplow, personal vehicles, trailer, boat, etc. and utilize the building for a Home Industry. The proposed zoning by-law amendment is to add an Implement Shed as a principal use.

NVCA staff has reviewed this application as per our delegated responsibility from the Province to represent provincial interests regarding natural hazards identified in Section 3.1 of the Provincial Policy Statement (PPS, 2020) and as a regulatory authority under Ontario Regulation 172/06. The application has also been reviewed through our role as a public body under the Planning Act as per our CA Board approved policies. Finally, NVCA has provided comments as per our Municipal Partnership and Service Agreement with the Township of Mulmur.

Ontario Regulation 172/06

We advise that the property is not within:

- a susceptible area;
- a hazardous site (characterized by unstable soils or bedrock);
- an erosion hazard area, or;
- an area subject to this Authority's Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation (Ontario Regulation 172/06)

However, a natural heritage feature (woodlands) is located on the property.

Natural Heritage and Ecology - Advisory Comments

A woodlot feature is located throughout the majority of the property. NVCA's Planning and Regulations Guidelines stipulate a 30m setback to woodlots from development activities.

Based on the preliminary sketch of the proposed building envelope for future develop, it does not appear that the woodlands will be impacted by any future development.

Fees

NVCA will provide a formal request for fees upon submission and circulation of a Planning Act application.

Conclusion

NVCA staff appreciates the opportunity to comment at this stage in the process. These comments should be considered valid at the time of issuance and preliminary in nature. The information presented herein is based on a preliminary concept plan and should not be considered NVCA final comments at this time. We will require additional information (full application submission) in order to complete our review and additional comments may be provided in the future. The NVCA may at any point change our comments should new information become available which raises concerns pertaining to the NVCA core mandate.



STAFF REPORT

TO: COUNCIL
FROM: Heather Boston, Treasurer
DATE: January 12, 2022
SUBJECT: 2022 Draft Budget #3

PURPOSE

The purpose of this report is to present the final draft 2022 budget for approval.

BACKGROUND & DISCUSSION

The Budget has been presented to the council three times as of today and the public meeting was held in December.

Changes to the Draft Budget

The tax levy increase has remained unchanged from draft #2 at 2.52% tax levy increase.

STRATEGIC PLAN ALIGNMENT:

1. Growing a Prosperous Mulmur: Responsibly managing the fiscal resources of Mulmur and providing opportunities for success
3. Growing a Supportive Mulmur: Providing local services to support the needs of Mulmur residents and businesses
4. Growing a Sustainable Mulmur: Being Proactive in Sustainable Initiatives to ensure the long term well being of Mulmur (includes Resources/Financial/People)

FINANCIAL IMPACT:

The 2022 Budget Draft #3 proposes a tax levy increase of \$104,566 or 2.52%.

RECOMMENDATION

Staff Recommendation: THAT Council receive the report of Heather Boston, Treasurer, 2022 Draft Budget #3;
AND THAT the 2022 Operating and Capital budgets be approved as presented.

Respectfully submitted:

Heather Boston

Heather Boston, CPA, CA, CGA, BComm
Treasurer



2022 Municipal Budget

Budget Highlights

- Overall tax levy increase of \$104,566 or 2.52%
- For every \$100,000 of assessment the increase would be \$12.05
- Net Operating Expenditures decreased to \$4,091,023 (2021 - \$3,999,365)

Budget Highlights



The total amount transferred to reserves is \$1,003,517 (2021 - \$962,525)



The 2020 amortization was \$826,736 (2019 - \$930,277)



The transfers to reserves are enough to cover off the amortization of the Township's assets



The transfers for capital projects are based on the Asset Management Plan

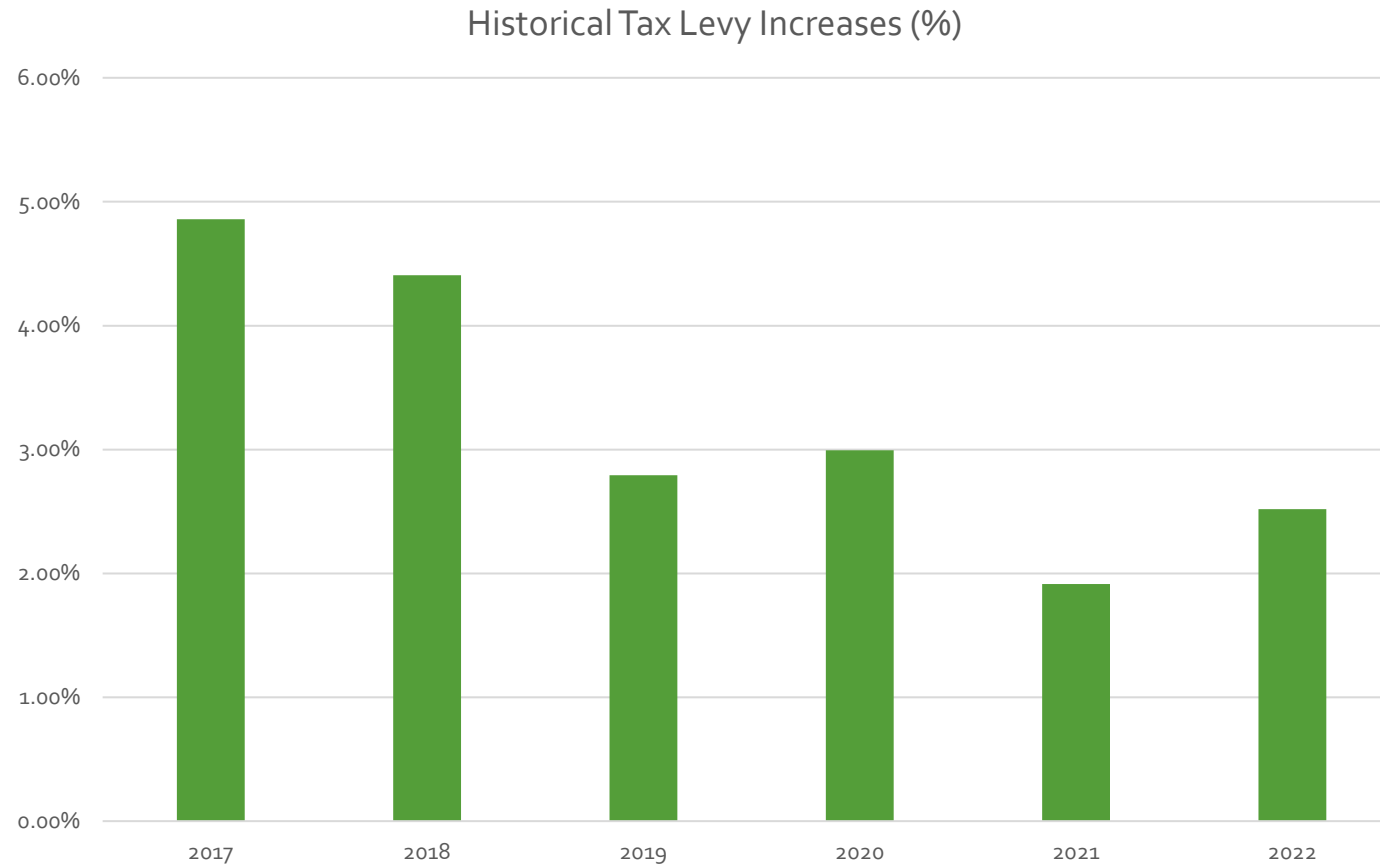
Transfers to Reserves

- \$31,518 Administration Building Reserves
- \$31,518 Public Works Building Reserves
- \$50,000 Recreation Reserves
- \$4,000 Election Reserves
- \$331,500 Bridges and Culvert Reserves
- \$245,681 Public Works Equipment Reserves
- \$280,500 Road Reserves
- \$20,000 Aggregate Stripping
- \$3,200 Aggregate Rehab Reserves
- \$5,600 Recreational Equipment Reserves

Capital Projects

- Budgeted Capital Projects for 2022 total \$281,000 (2021 - \$1,629,850) and include:
 - Bridge and Culvert work of \$75,000 (Bridge Reserves)
 - Public Works Building Addition \$150,000 (Transportation Development Charges)
 - Play structure, swing set, paving walking trail, lighting, benches, trash bins, new accessible ground cover for Thomson Trail Park \$90,000 (Grant 75% and Recreation Reserves 25%)
 - Replacement of Honeywood playground structure \$50,000 included in NDCC budget (Recreation Development Charges or Reserves).

Historical Levy Increases (%)



2021 Residential Tax Rates in Dufferin County

Town of Mono - 0.359080%

Township of East Garafraxa – 0.445273%

Township of Mulmur – 0.478388%

Township of Melancthon – 0.483901%

Township of Amaranth – 0.539729%

Town of Grand Valley – 0.61677%

Town of Shelburne – 0.741710%

Town of Orangeville – 0.817288%



TOWNSHIP OF MULMUR

2022 OPERATING BUDGET SUMMARY

	2022 Budget	2021 Actual	2021 Budget	Budget Variance %
EXPENDITURES				
OPERATING (EXCLUDING WATER)	4,098,423	3,518,582	3,999,365	2.48%
TRANSFERS TO CAPITAL PROGRAM ¹	-	10,550	10,550	-100.00%
TRANSFER TO RESERVES ²	1,003,517	962,059	962,525	4.26%
TOTAL EXPENDITURES FROM GENERAL LEVY	5,101,940	4,491,192	4,972,440	2.60%
REVENUES				
TAXATION	4,254,882	4,150,319	4,150,316	2.52%
SUPPLEMENTARY TAXES (NET OF WRITE-OFFS)	(20,000)	(3,654)	(20,000)	0.00%
OPERATING (EXCLUDING WATER)	326,483	374,910	301,927	8.13%
PAYMENTS IN LIEU OF TAXES	74,052	71,307	72,600	2.00%
GRANTS ³	279,779	357,410	294,737	-5.08%
TRANSFER FROM RESERVES ⁴	116,744	49,890	72,860	60.23%
TRANSFER FROM TAX RATE STABILIZATION	70,000	100,000	100,000	-30.00%
TOTAL REVENUES TO GENERAL LEVY	5,101,940	5,100,183	4,972,440	2.60%

NOTES:

- ¹ Transfer to Mansfield Ballpark capital project: Widen Batting Cage in 2021.
- ² Budgeted Transfer to Reserves from General Levy Include: \$31,518 Admin Bldg., \$31,518 PW Bldg., \$50,000 Arena Bldg., \$3,200 Aggregate Rehab, \$20,000 Aggregate Stripping, \$4,000 Elections, \$5,600 Recreation Equipment, \$331,500 Bridges, \$280,500 Roads, and \$245,681 Equipment.
- ³ Grants include: OMPF \$245,200, Summer Student Grant \$8,980, Library Grant \$6,081, RIDE Grant \$6,524, Prisoner Transport Grant \$1,554, and FCM grant for AMP \$11,440.
- ⁴ Transfers from Reserves Include: \$19,640 By-Law Enforcement, \$20,000 DC's for Official Plan update, \$10,000 Economic Development Reserve, \$3,000 Events Reserves, \$15,000 Bridge Reserves, \$39,744 Ditching, and \$9,360 AMP.



TOWNSHIP OF MULMUR

2022 OPERATING BUDGET

	2022 Budget	2021 Actual	2021 Budget	Budget Variance %
<u>GENERAL GOVERNMENT</u>				
<u>REVENUE</u>				
Penalties & Interest Revenue ¹	(105,000)	(89,357)	(127,000)	-17.3%
User Fees & Service Charges ²	(47,711)	(51,743)	(36,064)	32.3%
Administration Building Solar Panel Revenue	(12,750)	(12,249)	(12,750)	0.0%
	<u>(165,461)</u>	<u>(153,348)</u>	<u>(175,814)</u>	<u>-5.9%</u>
<u>EXPENSES</u>				
Council	95,704	77,821	93,710	2.1%
Administration Overhead	740,957	567,406	679,781	9.0%
Professional and Consulting Fees ³	36,679	32,753	36,288	1.1%
IT Services and Supplies ⁴	40,935	32,506	28,380	44.2%
Insurance ⁵	40,000	37,596	35,000	14.3%
Long Term Debt - Admin Bldg	18,665	19,391	19,371	-3.6%
	<u>972,940</u>	<u>767,473</u>	<u>892,530</u>	<u>9.0%</u>
<u>PROTECTIVE SERVICES</u>				
<u>REVENUE</u>				
Police Revenues ⁶	(14,800)	(12,595)	(27,300)	-45.8%
Protective Inspection & Control Revenue ⁷	(17,120)	(33,565)	(12,100)	41.5%
	<u>(31,920)</u>	<u>(46,161)</u>	<u>(39,400)</u>	<u>-19.0%</u>
<u>EXPENSES</u>				
Fire Services	488,758	442,305	483,074	1.2%
Police Service Expenses	548,522	565,175	565,781	-3.1%
Conservation Authority Levy	45,301	44,294	44,294	2.3%
Protective Inspection and Control Expenses	23,500	4,159	25,500	-7.8%
	<u>1,106,081</u>	<u>1,055,933</u>	<u>1,118,649</u>	<u>-1.1%</u>



TOWNSHIP OF MULMUR

2022 OPERATING BUDGET

	2022 Budget	2021 Actual	2021 Budget	Budget Variance %
<u>TRANSPORTATION SERVICES</u>				
<u>REVENUE</u>				
Public Works Fees & Service Charges	(4,700)	(11,167)	(4,500)	4.4%
Aggregate Fees and Revenue	(18,823)	(22,182)	(18,563)	1.4%
Public Works Solar Panel Revenue	(25,500)	(24,498)	(25,500)	0.0%
	<u>(49,023)</u>	<u>(57,847)</u>	<u>(48,563)</u>	<u>0.9%</u>
<u>EXPENSES</u>				
Public Works Administration	453,886	389,344	442,635	2.5%
Public Works Operating Expenses	799,234	719,465	779,234	2.6%
Public Works Equipment Expenses	138,450	124,355	139,500	-0.8%
Bridge and Culvert Expenses ⁸	20,000	1,154	10,000	100.0%
Winter Control Expenses	304,308	210,709	310,898	-2.1%
Street Lighting Operating Expenses	16,000	21,077	16,000	0.0%
Aggregate Expenses	41,996	10,325	21,600	94.4%
Long Term Debt - Bridges	45,516	44,624	44,624	2.0%
	<u>1,819,390</u>	<u>1,521,053</u>	<u>1,764,491</u>	<u>3.1%</u>
<u>RECREATION AND CULTURAL SERVICES</u>				
<u>REVENUE</u>				
Cultural Services Revenue	(2,000)	-	-	#DIV/0!
Parks & Facility User Fees and Charges	(4,029)	(3,230)	(3,950)	2.0%
	<u>(6,029)</u>	<u>(3,230)</u>	<u>(3,950)</u>	<u>52.6%</u>
<u>EXPENSES</u>				
NDCC Operating Expenses ⁹	61,950	53,349	65,535	-5.5%
Parks & Facilities Administration ¹⁰	3,163	5,366	2,650	19.4%
Parks & Facilities Operating Expenses ¹¹	24,484	24,207	17,300	41.5%
Library Levies	44,655	45,192	43,780	2.0%
Cultural Services Expense (events)	5,000	-	3,000	66.7%
	<u>139,252</u>	<u>128,114</u>	<u>132,265</u>	<u>5.3%</u>



TOWNSHIP OF MULMUR

2022 OPERATING BUDGET

	2022 Budget	2021 Actual	2021 Budget	Budget Variance %
<u>HEALTH SERVICES</u>				
<u>EXPENSES</u>				
Cemetery Operating Expenses	19,060	18,235	18,100	5.3%
	<u>19,060</u>	<u>18,235</u>	<u>18,100</u>	<u>5.3%</u>
<u>PLANNING AND DEVELOPMENT SERVICES</u>				
<u>REVENUE</u>				
Planning Application Fees ¹²	(74,050)	(114,325)	(34,200)	116.5%
	<u>(74,050)</u>	<u>(114,325)</u>	<u>(34,200)</u>	<u>116.5%</u>
<u>EXPENSES</u>				
Planning and Zoning Expenses	31,700	17,930	33,830	-6.3%
Economic Development ¹³	10,000	9,844	39,500	-74.7%
	<u>41,700</u>	<u>27,774</u>	<u>73,330</u>	<u>-43.1%</u>
<u>TOTAL OPERATING</u>				
<u>REVENUES</u>	(326,483)	(374,910)	(301,927)	8.1%
<u>EXPENSES</u>	<u>4,098,423</u>	<u>3,518,582</u>	<u>3,999,365</u>	<u>2.5%</u>
<u>NET GENERAL LEVY EXPENDITURE</u>	<u>3,771,940</u>	<u>3,143,672</u>	<u>3,697,438</u>	<u>2.0%</u>



NOTES:

- 1 Significant drop in interest rates due to COVID.*
- 2 Budgeted for increase in revenue due to arrears statement fee of approximately \$8,000/year.*
- 3 Includes cost for Asset Management plan of \$12,255 (remainder of AMP cost was allocated to Public Works department).*
- 4 Increase due to scheduled computer replacements and increased software costs.*
- 5 Insurance market rates are increasing overall due to a hard market and increases are expected to continue into 2022.*
- 6 Significant decrease in POA revenue anticipated to continue into 2022 due to COVID.*
- 7 Now that the Township is using Fire Marque, it is expected that we will continue to see revenue in the Fire Response Revenue account, therefore we have budgeted \$5,000.*
- 8 Added in the cost for bridge inspection as it only needs to be done every other year and funded through reserves.*
- 9 Decreased NDCC budget due to higher revenues anticipated in 2022 (post-covid). Expenses include half of \$18,500 for building assessment and conceptual design and playground replacement.*
- 10 Slight increase in wages expense for ballpark since we anticipate it to be fully open in summer of 2022 post COVID-19.*
- 11 Increase in Building & Grounds maintenance of \$12,000 due to grass cutting costs, two picnic tables \$2800 for Mansfield park, \$500 tilling Thomson Trail and tree trimming \$5,000 at Maes Park.*
- 12 Increased planning revenue budget to reflect new fees schedule and actuals expected.*
- 13 Decreased Economic Development budget back to \$10,000. 2021 included \$29,500 for bike service stations to use up grant money received from the County of Dufferin in 2020.*



TOWNSHIP OF MULMUR

2022 USER-PAY BUDGET

	2022 Budget	2021 Actual	2021 Budget	Budget Variance %
<u>WATER</u>				
<u>REVENUE</u>				
Utility User Fees and Service Charges	(200,200)	(154,857)	(200,200)	0.0%
Water Interest Revenue ¹	(3,800)	(1,862)	(5,000)	-24.0%
	<u>(204,000)</u>	<u>(156,719)</u>	<u>(205,200)</u>	<u>-0.6%</u>
<u>EXPENSES</u>				
Water Administration	9,005	7,870	11,058	-18.6%
Water Operating Expenses	134,359	108,915	129,050	4.1%
	<u>143,364</u>	<u>116,785</u>	<u>140,108</u>	<u>2.3%</u>
<u>TRANSFER TO/(FROM) RESERVE FUNDS ²</u>	<u>60,636</u>	<u>39,935</u>	<u>65,092</u>	<u>-6.8%</u>

NOTES:

1 Significant decrease in interest rates due to COVID.

2 Any surplus from water gets transferred to the Mansfield Water Capital Replacement Reserve Fund.



TOWNSHIP OF MULMUR

2022 CAPITAL PROGRAM

TRANSPORATION SERVICES

<u>BRIDGES & CULVERTS</u>		
<u>FUNDING</u>		
	Contributions from Bridge Reserves	(75,000)
		(75,000)
<u>EXPENSES</u>		
	Bridge & Culvert	75,000
		75,000
<u>UNFUNDED CAPITAL</u>		-
<u>PUBLIC WORKS - BUILDING ADDITION</u>		
<u>FUNDING</u>		
	Contributions from DC's	(150,000)
		(150,000)
<u>EXPENSES</u>		
	PW - Buildings & Grounds	150,000
		150,000
<u>UNFUNDED CAPITAL</u>		-



TOWNSHIP OF MULMUR

2022 CAPITAL PROGRAM

RECREATION & CULTURAL SERVICES

PARKS - SWING SET, PLAY STRUTURE

FUNDING

Contribution from Recreation Reserves	(22,500)
Contributions from Grant	(67,500)
	(90,000)

EXPENSES

Park - Captial Projects	90,000
	90,000

UNFUNDED CAPITAL

-



STAFF REPORT

TO: Council
FROM: Roseann Knechtel, Deputy Clerk
MEETING DATE: January 12, 2022
SUBJECT: 2022 Shelburne & District Fire Board Budget

PURPOSE:

The purpose of this report is to present the 2022 Shelburne & District Fire Board Budget to Council for approval.

BACKGROUND:

At the regular Board meeting on November 16, 2021 the Shelburne & District Fire Board approved the 2022 operating budget as amended. (Schedule A)

Moved by F. Nix – Seconded by J. Horner

BE IT RESOLVED THAT:

The Shelburne and District Fire Board of Management adopt the 2022 Operating Budget in the amount of \$587,475 which represents a 3.65% increase over 2021;

AND THAT \$35,000 from the operating reserve be used to offset the increase;

AND further that this request be circulated to the participating municipalities for approval.

CARRIED.

At the regular Board meeting on January 4, 2022 the Shelburne & District Fire Board approved the 2022 capital budget. (Schedule B)

Moved By: G. Little Seconded by: S. Martin

BE IT RESOLVED THAT:

The Shelburne and District Fire Board of Management adopt the 2022 Capital Budget in the amount of \$222,500.00.

AND THAT this request be circulated to the participating municipalities for approval.

CARRIED.

Mulmur Council reviewed the 2022 Operating Budget at their meeting on December 8, 2021 and gave direction to staff to request a variance column be included and obtain clarification on false alarm revenue, inspection revenue and insurance revenue. The following motion was passed:

Moved by Hawkins and Seconded by Clark

THAT Council defer approving the Shelburne and District Fire Board of Management 2022 Operating Budget pending clarification on budgeted revenue.

	Yea	Nay
Councillor Boxem	Y	
Councillor Clark	Y	
Councillor Cufaro	Y	
Deputy Mayor Hawkins	Y	
Mayor Horner	Y	
CARRIED.		

Clarification on 2022 budgeted revenue can be found as Schedule C.

STRATEGIC PLAN ALIGNMENT:

1. Growing a Prosperous Mulmur

FINANCIAL IMPACTS:

Included in 2022 budget forecast.

RECOMMENDATION:

THAT Council approve the Shelburne & District Fire Board 2022 Operating Budget in the amount of \$587,475 and Capital Budget of \$222,500 as presented.

Respectfully submitted,

Roseann Knechtel

Roseann Knechtel, Deputy Clerk

Schedule A – 2022 Operating Budget

Schedule B – 2022 Capital Budget

Schedule C – Email Clarification on Budgeted Revenue

SCHEDULE A

SHELBURNE & DISTRICT FIRE BOARD

2022 OPERATING BUDGET

PRESENTED: November 2, 2021

ACCOUNT NUMBER	ACCOUNT NAME	2021 BUDGET	2021 TO DATE	2022 BUDGET	Variance (+/-)
EXPENDITURES					
4100-0100	Treasurer	\$ 1,000.00	\$ 700.00	\$ 800.00	\$ (200.00)
4100-0300	Secretarial Services	\$ 38,275.00	\$ 33,242.29	\$ 38,000.00	\$ (275.00)
4100-0400	Legal & Audit & HR Services	\$ 7,500.00	\$ 3,459.84	\$ 6,500.00	\$ (1,000.00)
4100-0500	Mutual Aid Contributions	\$ 1,000.00		\$ 1,000.00	\$ -
4100-0550	Office Supplies	\$ 3,000.00	\$ 2,271.73	\$ 3,000.00	\$ -
4100-0600	Material & Supplies	\$ 2,250.00	\$ 2,347.97	\$ 3,000.00	\$ 750.00
4100-0700	Services & Rentals	\$ 4,500.00	\$ 4,857.52	\$ 6,000.00	\$ 1,500.00
4100-1100	MTO/ARIS Fees	\$ 1,000.00	\$ 690.00	\$ 850.00	\$ (150.00)
4200-1650	IT Support Dufferin County	\$ 1,500.00		\$ 1,500.00	\$ -
4100-0800	Subscriptions & Memberships	\$ 700.00	\$ 684.90	\$ 700.00	\$ -
4100-0900	Conventions & Conferences	\$ 4,000.00	\$ 554.58	\$ 2,500.00	\$ (1,500.00)
4100-1000	Licence Renewal	\$ 850.00	\$ 856.21	\$ 900.00	\$ 50.00
4100-1200	Heath & Safety Expenses	\$ 5,000.00	\$ 1,493.27	\$ 5,000.00	\$ -
4100-1300	Fire Prevention/Pub Ed	\$ 6,000.00	\$ 5,769.53	\$ 6,000.00	\$ -
4100-1500	Training - Courses/Expense	\$ 15,000.00	\$ 7,583.13	\$ 15,000.00	\$ -
4100-1800	Communication Equipment	\$ -	\$ -	\$ 1,000.00	\$ 1,000.00
4100-1900	Dispatch	\$ 37,000.00	\$ 35,196.32	\$ 45,000.00	\$ 8,000.00
4200-0100	Fire Call Wages	\$ 131,250.00	\$ 83,200.83	\$ 131,250.00	\$ -
4200-0102	Full-time Staff Wages	\$ 118,864.00	\$ 108,305.77	\$ 124,000.00	\$ 5,136.00
4200-0103	VFF Salaries/Standby/Meetings	\$ 39,500.00	\$ 41,313.14	\$ 39,500.00	\$ -
4200-0105	Training Wages	\$ 32,500.00	\$ 31,945.00	\$ 32,500.00	\$ -
4200-0110	Employers Portion - EI	\$ 3,500.00	\$ 1,996.14	\$ 2,500.00	\$ (1,000.00)
4200-0120	Employers Portion - CPP	\$ 8,500.00	\$ 9,016.36	\$ 11,000.00	\$ 2,500.00
4200-0150	Mileage & Meals	\$ 400.00	\$ 402.99	\$ 400.00	\$ -
4200-0200	Benefits (Manulife & VFIS)	\$ 11,000.00	\$ 12,748.47	\$ 17,250.00	\$ 6,250.00
4200-0210	WSIB	\$ 17,000.00	\$ 11,825.77	\$ 16,000.00	\$ (1,000.00)
4200-0220	Employer Health Tax	\$ 4,000.00	\$ 3,159.93	\$ 4,000.00	\$ -
4200-0300	OMERS Pension Plan	\$ 13,000.00	\$ 13,135.38	\$ 15,000.00	\$ 2,000.00
4200-0400	Employee Assistance Program	\$ 1,000.00	\$ 708.25	\$ 750.00	\$ (250.00)
4200-0500	Protective Clothing/Uniforms	\$ 3,500.00	\$ 3,941.34	\$ 4,500.00	\$ 1,000.00
4200-0800	SCBA Maintenance	\$ 2,000.00	\$ 737.76	\$ 2,000.00	\$ -
4200-1005	Truck R&M - Pump 24	\$ 4,000.00	\$ 2,942.32	\$ 3,000.00	\$ (1,000.00)
4200-1010	Truck R&M - Car 21	\$ 2,000.00	\$ 1,068.89	\$ 2,000.00	\$ -
4200-1015	Truck R&M -Car 22	\$ -	\$ -	\$ 1,500.00	\$ 1,500.00
4200-1020	Truck R&M - Tanker 25	\$ 4,000.00	\$ 5,983.90	\$ 2,500.00	\$ (1,500.00)
4200-1030	Truck R&M - Rescue 26	\$ 4,000.00	\$ 4,099.78	\$ 3,000.00	\$ (1,000.00)
4200-1040	Truck R&M - Pump 27	\$ 4,000.00	\$ 2,331.33	\$ 3,000.00	\$ (1,000.00)
4200-1050	Truck R&M - Ladder 28	\$ 4,000.00	\$ 1,612.24	\$ 3,000.00	\$ (1,000.00)
4200-1060	Fuel for Trucks	\$ 8,000.00	\$ 7,770.32	\$ 9,500.00	\$ 1,500.00
4200-1100	Insurance Premium	\$ 45,000.00	\$ 41,767.07	\$ 51,000.00	\$ 6,000.00
4200-1200	Miscellaneous/Recognition Night	\$ 2,500.00	\$ 529.00	\$ 2,750.00	\$ 250.00
4200-1250	Expressions of Sympathy	\$ 250.00	\$ -	\$ -	\$ (250.00)
4200-1300	Utilities (Gas/Hydro/Water/Sewer)	\$ 22,500.00	\$ 16,219.11	\$ 20,000.00	\$ (2,500.00)
4200-1400	Bell Canada (Dispatch Line)	\$ 950.00	\$ 835.78	\$ 950.00	\$ -
4200-1500	Bell Canada (Admin Line)	\$ 1,650.00	\$ 1,211.47	\$ 1,350.00	\$ (300.00)
4200-1550	Bell Mobility	\$ 1,600.00	\$ 1,238.40	\$ 1,400.00	\$ (200.00)
4200-1600	Vaccination & Driver Medicals	\$ 400.00	\$ 765.00	\$ 800.00	\$ 400.00
4200-1700	Bank Service Charges	\$ 725.00	\$ 597.00	\$ 725.00	\$ -
4200-1750	Ceridian Payroll	\$ 2,500.00	\$ 2,130.29	\$ 2,700.00	\$ 200.00
4200-1800	New Equipment Acquisition	\$ 5,000.00	\$ 1,215.60	\$ 5,000.00	\$ -
4200-1810	Equipment Maintenance	\$ 2,500.00	\$ 3,577.39	\$ 4,000.00	\$ 1,500.00
4200-1860	FF Association Expenses	\$ -	\$ 274.93	\$ -	\$ -
4200-1900	TSF Bell Tower Lease to Capital				\$ -
4200-1980	Building Maintenance	\$ 5,500.00	\$ 7,207.61	\$ 7,500.00	\$ 2,000.00
4200-1840	Purchases from Grants		\$ 6,600.00		\$ -
4200-2000	Interest on Temporary Loans	\$ 600.00		\$ 600.00	\$ -
4200-2100	Fire Hydrants	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ -
4200-2500	Uncollectible Accounts	\$ -			\$ -
	TOTAL EXPENSES	\$ 643,764.00	\$ 539,621.85	\$ 671,175.00	

Increase in Expenses over Previous Year4.26%

REVENUES:

3000-0500	Interest on Current Account	\$ 500.00	\$ 128.15	\$ 200.00	\$ (300.00)
3000-0600	Inspections Revenue	\$ 5,000.00	\$ 19,825.38	\$ 3,000.00	\$ (2,000.00)
3000-0800	MTO / County / Insurance MVC Revenue	\$ 40,000.00	\$ 6,997.80	\$ 40,000.00	\$ -
3000-0850	Hydro / Enbridge Revenue			\$ 5,000.00	\$ 5,000.00
3000-0900	False Alarm / Fire Rep / Misc. Revenue	\$ 5,000.00	\$ 17,370.00	\$ 500.00	\$ (4,500.00)
3000-2000	Provincial Grant		\$ 6,600.00		\$ -
	Partial Use of Surplus to Offset 2016				\$ -
	SUBTOTAL REVENUES	\$ 50,500.00	\$ 50,921.33	\$ 48,700.00	
	Operating Reserve	\$ 26,500.00		\$ 35,000.00	
2900-0000	Surplus/Deficit from Previous Year				
	TOTAL REVENUES	\$ 77,000.00	\$ 50,921.33	\$ 83,700.00	

TOTAL OPERATING LEVY	\$ 566,764.00	\$ 587,475.00
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Decrease over Previous Year-3.56%

Increase over Previous Year3.65%

SCHEDULE B

SHELBURNE & DISTRICT FIRE DEPT
CAPITAL PLAN
2021 - 2031

Opt 2

CAPITAL PLAN

YEAR	ADOPTED 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
Opening Balance	\$ 528,683.55	\$638,686.73	\$ 240,336.73	\$405,219.23	\$135,220.86	\$ 22,597.56	\$202,968.10	\$486,982.17	\$ 705,321.94	\$ 1,018,703.70	\$ 1,279,379.55	\$ 1,425,139.19	-\$ 3,211,688.18	-\$ 3,630,231.93	-\$ 3,229,577.86	-\$ 2,838,766.09	-\$ 2,396,788.73
Transfers In																	
Plus: Interest	\$ -	\$ -	\$ -	\$ -													
Plus: Special Capital Levy (prev \$93,000)	\$ 185,000.00	\$222,500.00	\$ 260,000.00	\$297,500.00	\$312,375.00	\$327,993.75	\$344,393.44	\$361,613.11	\$ 379,693.76	\$ 398,678.45	\$ 418,612.38	\$ 439,542.99	\$ 461,520.14	\$ 484,596.15	\$ 508,825.96	\$ 534,267.26	\$ 560,980.62
Plus: Surplus from Previous Year	\$ 20,003.18	\$ -	\$ -	\$ -													
Plus: Sale of Pumper		\$ 5,000.00															
Plus: Bell Tower Lease	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00
Transfers Out																	
Less: Re-certify E-One Aerial Truck - Ladder 28	\$ -	\$ -	\$ -	\$ -			-\$ 10,000.00	-\$ 10,000.00	-\$ 10,000.00	-\$ 10,000.00	-\$ 10,000.00	-\$ 10,000.00	-\$ 10,000.00	-\$ 10,000.00	-\$ 10,000.00	-\$ 10,000.00	-\$ 2,000,000.00
Less: Replace Fire Pick Up - Car 21	\$ -	\$ -	\$ -	\$ -						-\$ 68,500.00							
Less: Purchase Pumper Truck - Pump 24	\$ -	\$ -	\$ -	\$ -													
Less: Replace Pumper Truck - Pump 27		-\$ 588,000.00															
Less: Rescue Truck - Rescue 26				-\$ 525,000.00													
Less: Refurbish Tanker Truck - Tanker 25					-\$ 315,000.00												
Less: Purchase Fire SUV - Car 22	-\$ 15,000.00				-\$ 65,000.00												
Less: Replace SCBA's	\$ -	\$ -	\$ -	\$ -							-\$ 200,000.00						
Less: Generator															-\$ 30,000.00		
Less: Truck Exhaust Control System						-\$ 100,000.00											
Less: Contamination Room Reno																	
Less: Repave Parking Lot	\$ -	\$ -	\$ -	\$ -													
Less: Purchase Extrication Equipment								-\$ 80,000.00									
Less: Washroom Renovation	-\$ 50,000.00																
Less: Building Replacement/Addition												-\$ 5,000,000.00					
Less: Communication Equipment	-\$ 7,500.00	-\$ 10,000.00	-\$ 10,500.00	-\$ 11,025.00	-\$ 11,576.25	-\$ 12,155.06	-\$ 12,762.82	-\$ 13,400.96	-\$ 14,071.00	-\$ 14,774.55	-\$ 15,513.28	-\$ 16,288.95	-\$ 17,103.39	-\$ 17,958.56	-\$ 18,856.49	-\$ 19,799.32	-\$ 20,789.28
Less: Protective Clothing	-\$ 13,000.00	-\$ 17,500.00	-\$ 18,375.00	-\$ 19,293.75	-\$ 20,258.44	-\$ 21,271.36	-\$ 22,334.93	-\$ 23,451.67	-\$ 24,624.26	-\$ 25,855.47	-\$ 27,148.24	-\$ 28,505.66	-\$ 29,930.94	-\$ 31,427.49	-\$ 32,998.86	-\$ 34,648.80	-\$ 36,381.24
Less: New Equipment	-\$ 17,000.00	-\$ 17,850.00	-\$ 18,742.50	-\$ 19,679.63	-\$ 20,663.61	-\$ 21,696.79	-\$ 22,781.63	-\$ 23,920.71	-\$ 25,116.74	-\$ 26,372.58	-\$ 27,691.21	-\$ 29,075.77	-\$ 30,529.56	-\$ 32,056.04	-\$ 33,658.84	-\$ 35,341.78	-\$ 37,108.87
Less: SCBA Filling Station	\$ -	\$ -	-\$ 55,000.00														
Ending Balance	\$ 638,686.73	\$240,336.73	\$ 405,219.23	\$135,220.86	\$ 22,597.56	\$202,968.10	\$486,982.17	\$705,321.94	\$ 1,018,703.70	\$ 1,279,379.55	\$ 1,425,139.19	-\$ 3,211,688.18	-\$ 3,630,231.93	-\$ 3,229,577.86	-\$ 2,838,766.09	-\$ 2,396,788.73	-\$ 3,922,687.50
Annual Expense	-\$ 102,500.00	-\$633,350.00	-\$ 102,617.50	-\$574,998.38	-\$432,498.29	-\$155,123.21	-\$ 67,879.37	-\$150,773.34	-\$ 73,812.00	-\$ 145,502.60	-\$ 280,352.73	-\$ 5,083,870.37	-\$ 887,563.89	-\$ 91,442.08	-\$ 125,514.19	-\$ 99,789.90	-\$ 2,094,279.39

Rolling Stock List of Vehicles	Year to Replace
2004 Intemational Rescue Truck	2024
1999 Freightliner Pumper Truck	2022
2009 Tanker Truck	2024
2017 Ford Explorer	2025
2012 E-One Aerial Truck	2037
2012 Ford F150 Crew Cab	2030
2018 Spartan Metrostar-X Pumper	2033

Equipment Replacement Dates	Year to Replace
2016 SCBA	2031
2018 Extrication Equipment	2033
2009 Extrication Equipment	2034
Generator	2035

As per NFPA 1901
Pumpers 15 yr as 1st run, 10 yr more as 2nd run
Rescue 15 yr
Aerial 15 yr
Tankers 15 yr
Pickups/SUVs 15 yr

Special Capital Levy
\$37,500/year for 3 yr
5% annually from 2025 onward
Ongoing capital purchases increasing at 5% annually

SCHEDULE C

Roseann Knechtel

Subject: FW: 2022 Operating Budget
Attachments: 2022 Adopted Operating Budget Presented Nov 2 2021 with Variances.pdf

From: Nicole Hill
Sent: Wednesday, January 5, 2022 3:03 PM
To: Heather Boston
Subject: RE: 2022 Operating Budget

Hello Heather,

Attached is a copy of the Operating budget including a variance column.

The changes in revenue are as follows:

1. Account 3000-0600 used to include Inspections, Fire Reports and any Misc. revenue. The Board wanted to see Inspections as its own revenue line, so now account 3000-0600 is only for Inspections which is why there is a decrease in the revenue for that line item.
2. Account 3000-0800 used to only include MTO and County revenue, it will now also include Insurance company payments. Actuals are low because we are still waiting for collection on some invoices and the month of December has not been invoiced yet. We have used the previous 5 years actuals and averaged them in hopes that that will give us realistic budget numbers.
3. We have created a new account, 3000-0850, to account for Enbridge and Hydro payments, in the past they were recorded under account 3000-0600 (Misc.). We invoice Hydro/Enbridge for a call for power lines down or natural gas leaks not on private property.
4. Account 3000-0900 used to include Insurance Company Payments, now it will mainly be used for Fire Reports which are a charge of \$50.00 a report.

I hope this answers your questions,

Regards,



Nicole Hill

Secretary/Treasurer
Tel: (519) 925-5111

Shelburne & District Fire Board
114 O'Flynn Street
Shelburne, ON L9V 2W9 | nhill@sdfd.ca



STAFF REPORT

TO: Council
FROM: Roseann Knechtel, Deputy Clerk/Planning Coordinator
MEETING DATE: January 12, 2022
SUBJECT: FAM Burger - Sign Variance

PURPOSE:

The purpose of this report is to present Council with an application received from FAM Burger for a variance to the Township's Sign Bylaw.

BACKGROUND:

An application for a variance to the Township's Sign By-law was received on November 25, 2021.

The Township's Sign Bylaw prohibits sign illumination unless expressly permitted by Council pursuant to the bylaw.

ANALYSIS:

The size and location of the proposed sign conforms with all standards of the Township's bylaws.

Variance is required to permit illumination. There are currently two illuminated signs at the property. One is free standing and located on the road allowance. The other is located on the northeast side of the building.

The FAM Burger will be located on the southeast side of the building. As there is already illuminated signage located at this property, staff do not have any objections to the variance. Signage details and site plans can be found as Schedule A.

STRATEGIC PLAN ALIGNMENT:

3. Growing a Supportive Mulmur

FINANCIAL IMPACTS:

None.

RECOMMENDATION:

THAT Council approve the variance to Sign By-law #20-09 as requested by FAM Burger to permit an illuminated sign.

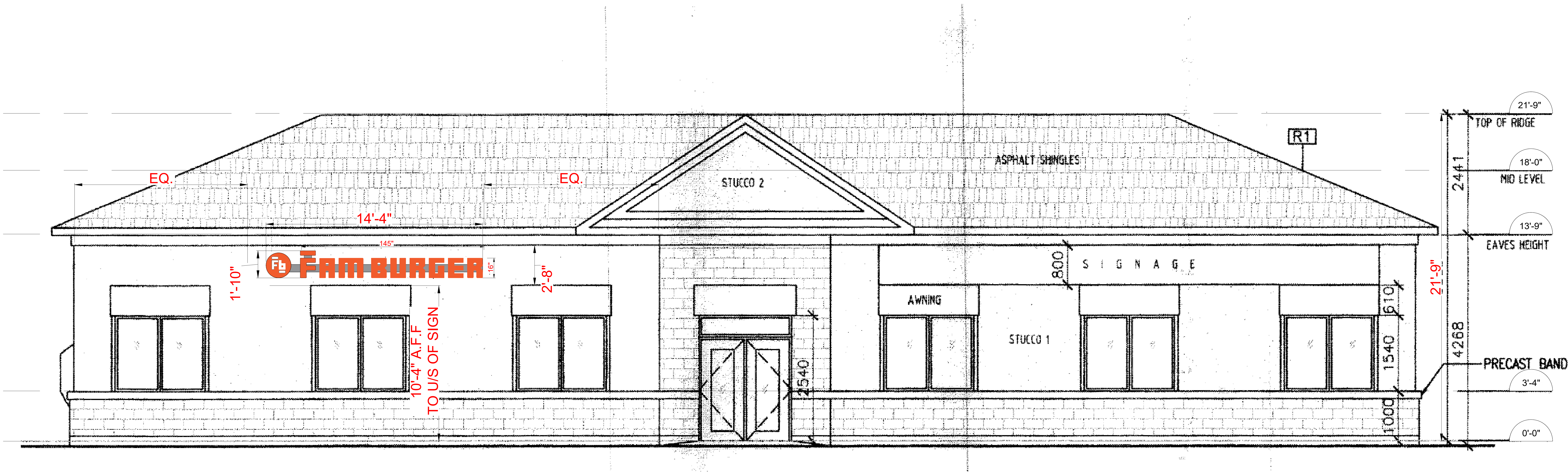
Respectfully submitted,

Roseann Knechtel

Roseann Knechtel, Deputy Clerk/Planning Coordinator

Schedule A – Current Signage and Site Plan

SCHEDULE A



BUILDING EAST ELEVATION
Scale: 1:3

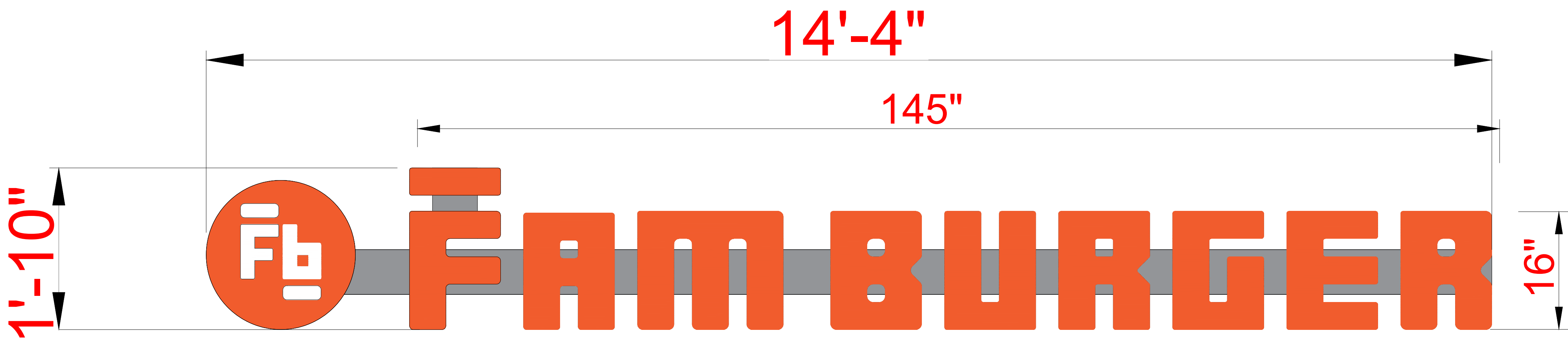
SIGNAGE DETAILS - "FAM BURGER"

OVERALL SIZE = 1'-10" X 14'-4"
LOGO = 1'-8" Ø
LETTER HEIGHT = 16"
CHANNEL RETURN CANS DEPTH AT 3" DEEP
LOGO & LETTERS ILLUMINATED
VIA 12V LED MODULES
WEIGHT PER LETTER = APPROX. 1 LBS - 2 LBS.
TOTAL SIGN WEIGHT = APPROX 25 - 30 LBS

TOTAL SIGN AREA:

approx. 2.4 m²

ELECTRICAL DETAILS:
METAL HOUSING CONTAINED 60W
TRANSFORMER & SWITCH - CONNECTED
TO HOUSE POWER MEDIATED WITH
EXISTING TIMER



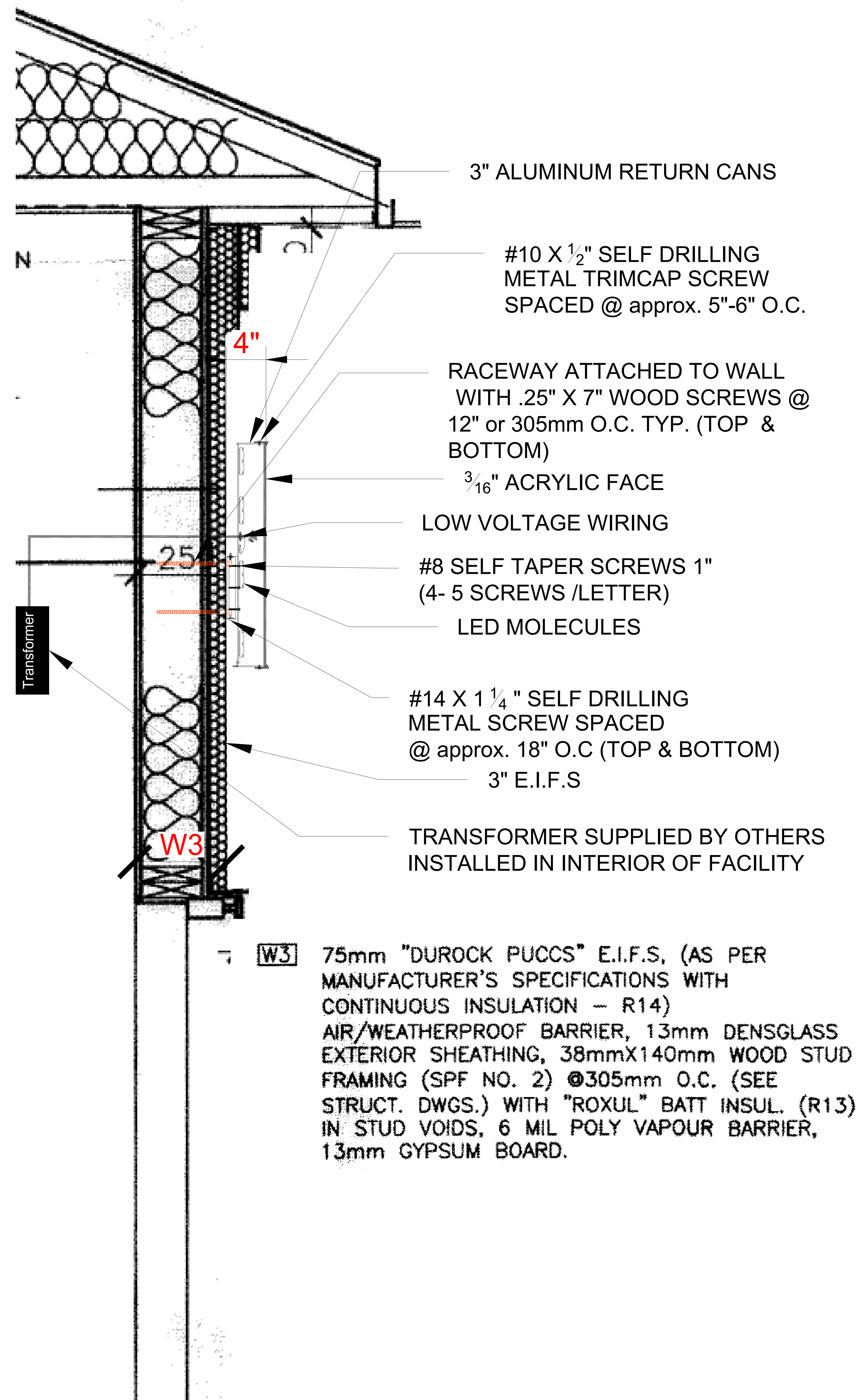
Company: FAM BURGER
Client Name: -
Address: 936588 Airport Road, Mulmur ON

Prepared by: Flora Graphic & Printing Inc
Address: 4 Abacus Road, Unit 11, Brampton ON
905.913.9930
Date: 28 October 2021
Scale: as shown
Designer: Elise Martin
Director: Inderjit Flora

Revision:
11/22/21 : Overall size of graphic updated s per city's feedback
Page: 01/03

☒ Permit Required
☐ Conceptual Artwork
☒ Production Artwork
☐ Site check completed
☐ Interior
☒ Exterior

Production Approval:
Signature:
Date:



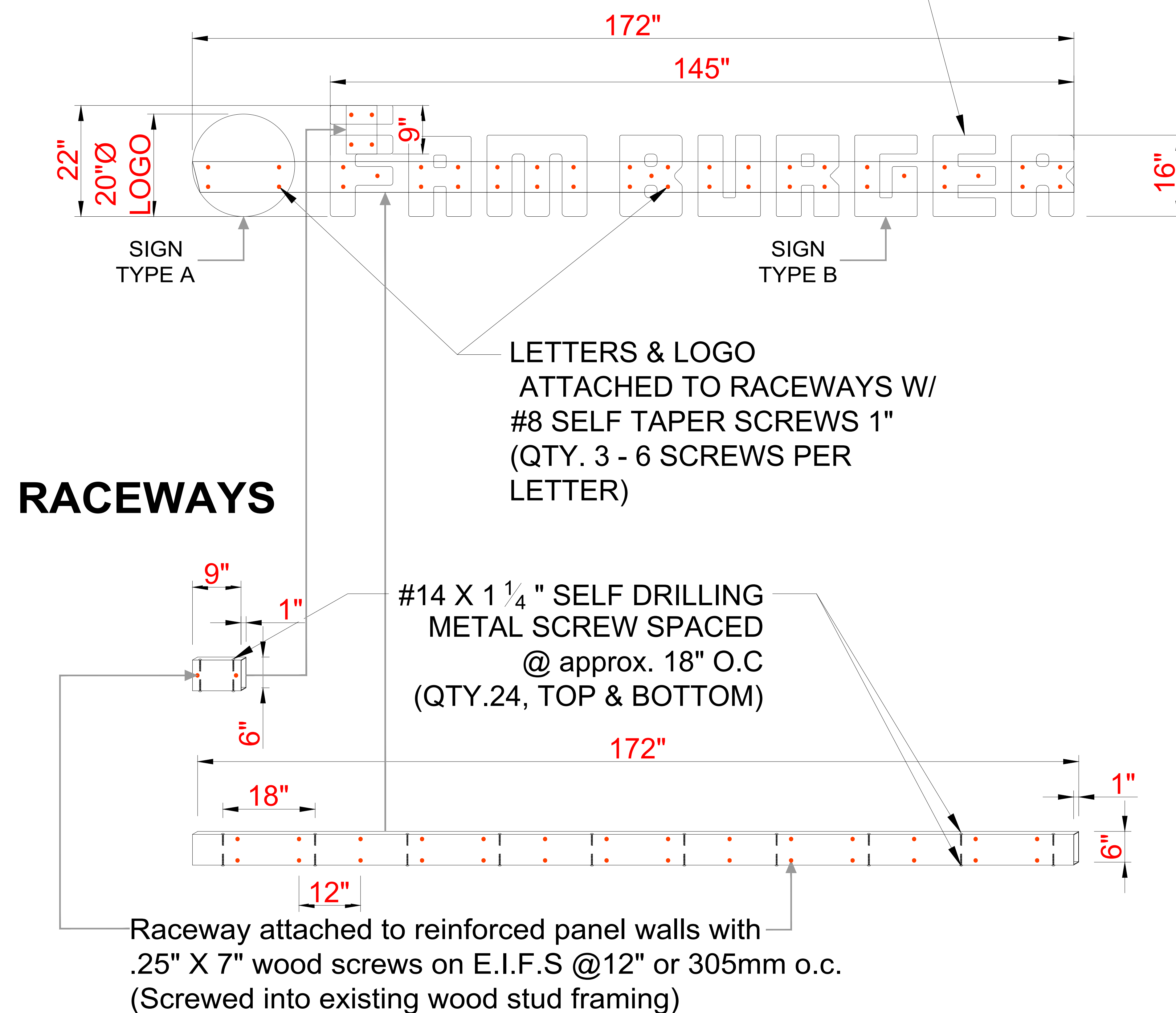
WALL SECTION
Scale: 2:1

Company:	FAM BURGER
Client Name:	-
Address:	936588 Airport Road, Mulmur ON

Prepared by:	Flora Graphic & Printing Inc		
Address:	4 Abacus Road, Unit 11, Brampton ON 905.913.9930		
Date:	28 October 2021	Designer:	Elise Martin
Scale:	as shown	Director:	Inderjit Flora

MOUNTING DETAILS

#10 X 1/2" SELF DRILLING METAL TRIM CAP SCREWS SPACED @ approx. 5"-6" O.C ON EACH LETTER. TYP.



SIGN TYPE A

ILLUMINATED ALUMINUM FASCIA
CIRCULAR DISPLAY WITH VINYL
GRAPHIC APPLIED TO 1ST SURFACE
OF WHITE POLY CARBONATED FACES
3" ALUMINUM RETURNS ILLUMINATED
WITH WHITE LED MODULES

SIGN TYPE B

INDIVIDUAL ILLUMINATED LETTERS
WHITE ACRYLIC FACES
with WHITE 1" TRIM CAP RETAINER
with VINYL GRAPHIC APPLIED TO
ACRYLIC FACES
3" ALUMINUM RETURNS
ILLUMINATED BY WHITE LED MODULES

**PROVIDE 2 RACEWAYS
TO CONCEAL POWER SUPPLIES
AND WIRING RACEWAY PAINTED TO
MATCH EXTERIOR FACADE**

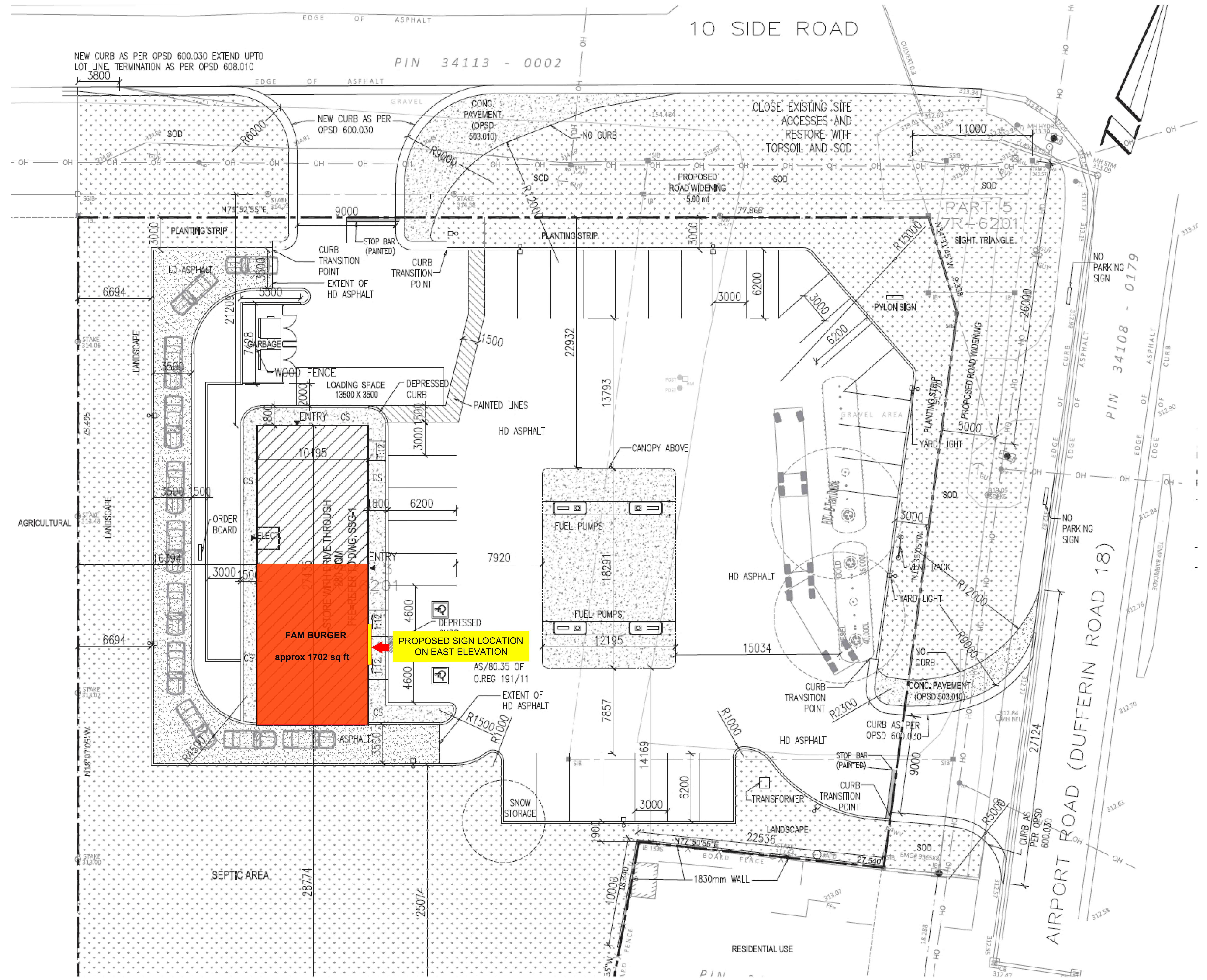
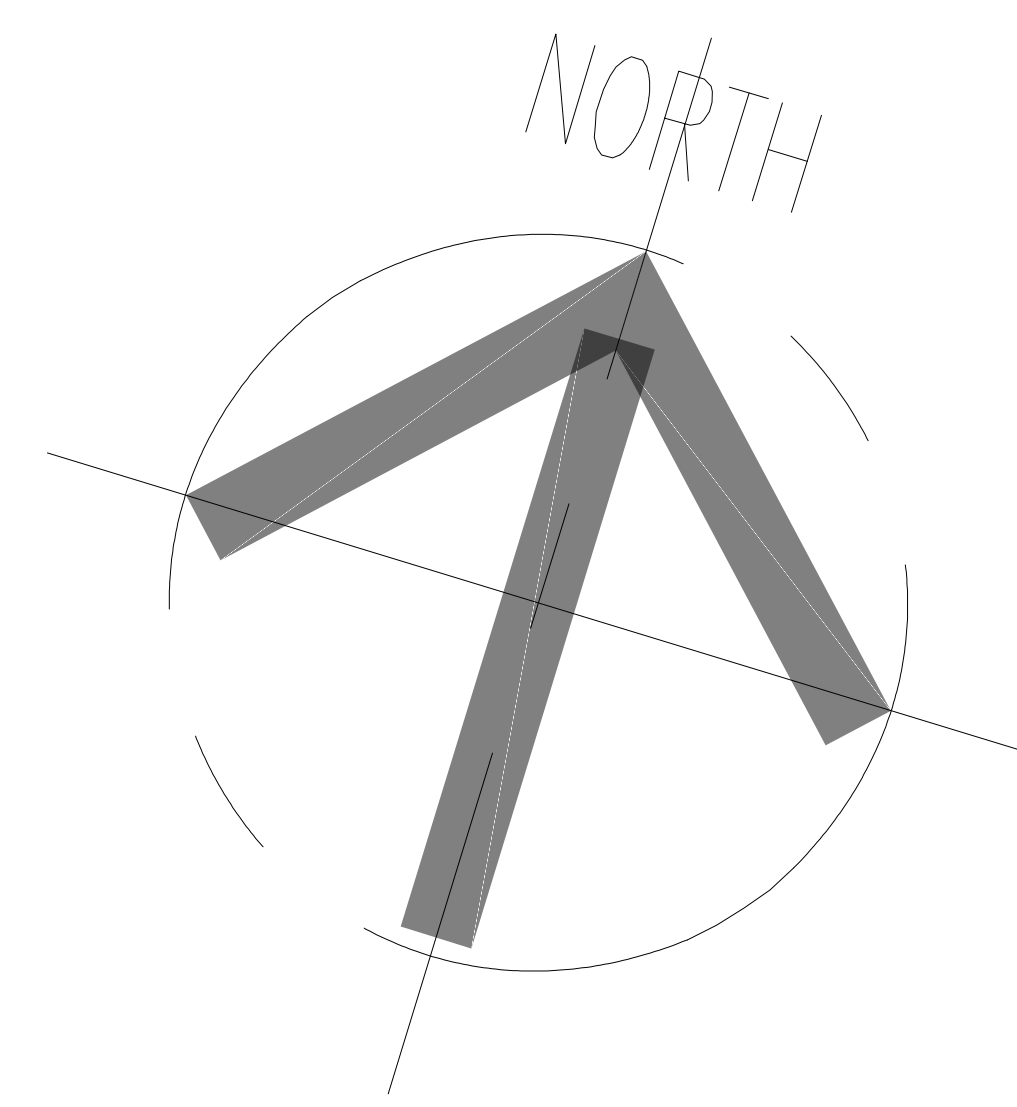
**TOTAL SIGN AREA
approx. 2.4 m²**

Scale: N.T.S

Revision:	11/22/21 : Overall size of graphic updated s per city's feedback
Page:	02/03

<input checked="" type="checkbox"/>	Permit Required
<input type="checkbox"/>	Conceptual Artwork
<input checked="" type="checkbox"/>	Production Artwork
<input type="checkbox"/>	Site check completed
<input type="checkbox"/>	Interior
<input checked="" type="checkbox"/>	Exterior

Production Approval:
Signature:
Date:



Scale: N.T.S

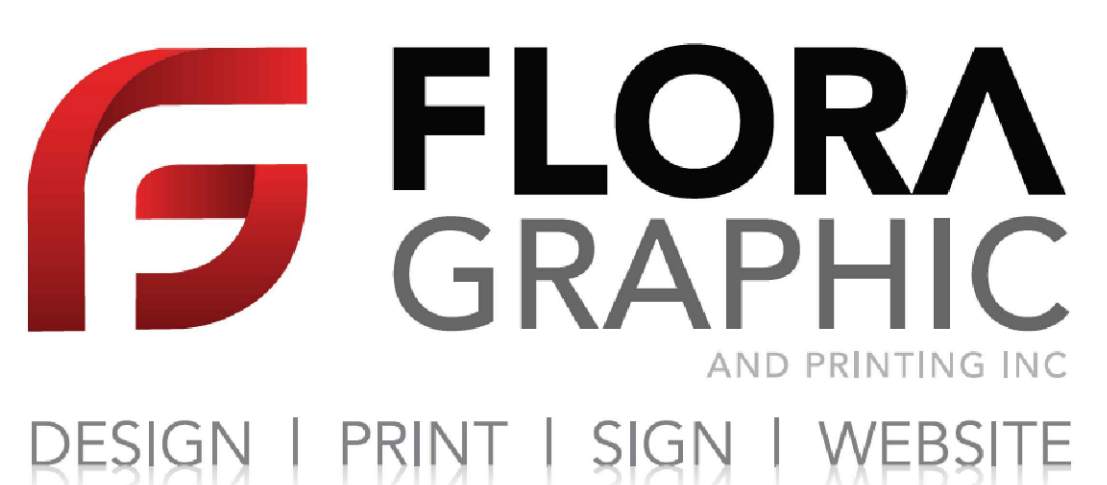
Company: FAM BURGER
Client Name: -
Address: 936588 Airport Road, Mulmur ON

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Date: 28 October 2021
Scale: as shown
Designer: Elise Martin
Director: Inderjit Flora

Revision: 11/22/21 - Overall size of graphic updated s per city's feedback
Page: 03/03

- ☒ Permit Required
- ☒ Conceptual Artwork
- ☒ Production Artwork
- ☐ Site check completed
- ☐ Interior
- ☒ Exterior

Production Approval:
Signature:
Date:





Regular

137.9

Diesel

144.9

Shell
V-Power

Get Miles Here







STAFF REPORT

TO: Council
FROM: Roseann Knechtel, Deputy Clerk
MEETING DATE: January 12, 2022
SUBJECT: Shelburne Service Delivery Review – Inter-Municipal Working Group

PURPOSE:

The purpose of this report is to advise Council of a request for representation from the Township of Melancthon on an Inter-Municipal Council Working Group.

BACKGROUND:

On December 23, 2021 staff received a request from the Township of Melancthon for Council representation on an Inter-Municipal Working Group to discuss the dissolution of the Shelburne Boards of Management including the Centre Dufferin Recreation Complex and the Shelburne & District Fire Department. (Schedule A)

ANALYSIS:

At a special Council Meeting on September 15, 2021 the Council of the Township of Melancthon requested an open meeting with the Council's of Mulmur, Amaranth and Mono to discuss the dissolution of the Shelburne Fire Board. In response, Mulmur Council passed the following motion on October 6, 2021:

Moved by Cufaro and Seconded by Boxem

WHEREAS Mulmur is interested in working with the affected municipalities to discuss the proposed dissolution of the Shelburne & District Fire Board;

NOW THEREFORE Council defer meeting with the impacted municipalities until a complete proposal for dissolution has been presented for discussion.

	Yea	Nay
Councillor Boxem	Y	
Councillor Clark	Y	
Councillor Cufaro	Y	
Deputy Mayor Hawkins	Y	
Mayor Horner	Y	

CARRIED.

The Council's of Amarnath, Mono and Melancthon have since met and recommended the establishment of an Inter-Municipal Council Working Group in regard to the dissolution of the Shelburne Boards of Management.

The Town of Shelburne Service Delivery Review was presented to Shelburne Council on November 22, 2021. The presentation of Optimus SBR Inc. did not re-examine fire operations and stated that consideration for the potential integration of Fire Services into the Town's operating structure will be included in future recommendations based on the Town's ability to support the services administratively.

At this time, a complete proposal for dissolution of the Shelburne & District Fire Board has not been presented for discussion.

STRATEGIC PLAN ALIGNMENT:

3. Growing a Supportive Mulmur: Providing local services to support the needs of Mulmur residents and businesses.

FINANCIAL IMPACTS:

None.

RECOMMENDATION:

THAT Council uphold the motion passed on October 6, 2021 to defer meeting with the impacted municipalities until a complete proposal for dissolution has been presented for discussion.

Respectfully submitted,

Roseann Knechtel

Roseann Knechtel, Deputy Clerk

SCHEDULE A



The Corporation of

THE TOWNSHIP OF MELANCTHON

157101 Highway 10, Melancthon, Ontario, L9V 2E6

Telephone - (519) 925-5525

Fax No. - (519) 925-1110

Website: www.melancthontownship.ca

Email: info@melancthontownship.ca

December 23, 2021

Township of Mulmur
758070 2nd Line E
Mulmur, Ontario
L9V 0G8

Dear Mayor and Members of Council:

**Re: Inter-Municipal Council Working Group regarding the Dissolution
of the Boards of Management for the Centre Dufferin Recreation
Complex and Shelburne and District Fire Department**

As a follow-up to the discussion and as per the direction from the Council meeting held on December 9, 2021, I am requesting that one Council member from your municipality be appointed to form an Inter-Municipal Council Working Group regarding the above noted matter, and I would ask that you please let me know at your earliest opportunity who the appointee will be.

Council has also asked that your municipality provide names of legal counsel to represent the Inter-Municipal Council Working Group.

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

Yours truly,

A handwritten signature in cursive script that reads 'Denise B. Holmes'.

Denise B. Holmes, AMCT
CAO/Clerk



Town of Shelburne – Service Delivery Review

Council Presentation



November 22nd, 2021



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

Agenda

Item	Topic
1	Welcome and Project Overview <ul style="list-style-type: none">• Introductions• Project Context, Objectives & Success• Project Approach, Timelines, & Key Deliverables
2	Key Themes from Current State Analysis
3	Recommendations <ul style="list-style-type: none">• Current State Challenge• Proposed Actions• Considerations and Benefits
4	Questions and Discussion

Context and Objectives

With our time today we will look to achieve several objectives:

1

Provide an update on the Service Delivery Review project, including what's been completed and what is has been recommended

2

Highlight what we heard with respect to how services are delivered today – what already works well and where opportunities exist

3

Provide a summary of recommendations for the Town moving forward

4

Allow for comments, questions, or feedback on the findings and recommendations



→ Town of Shelburne
Service Delivery Review

Project Overview

Council Presentation

Introduction to the Project

Introduction & Context

- **Optimus SBR previously partnered with the County of Dufferin to conduct comprehensive Service Delivery Review (SDR)**, as result of The County's population growth and increasing pressures. One of the municipalities included in this review was the Town of Shelburne (the Town).
- **Prior to the County SDR, the Town had planned to conduct its own SDR.** It was decided at the time that the Town's SDR would follow the County SDR. An application was made, and funding received from the Provinces Municipal Modernization Fund, seeking third party support to explore opportunities to enhance service delivery in the Town.
- **The Town of Shelburne received funds from the Municipal Modernization Fund to explore opportunities to enhance service delivery in the Town and explore implementation considerations associated with the recommendations previously developed through the County SDR.**
 - Specifically, this service delivery review has been funded through a grant provided by the Ministry of Municipal Affairs and Housing as part of the Municipal Modernization Fund (MMF). **The costs of the review have been covered by the grant received by the Town of Shelburne.**



Key Drivers

- This Service Delivery Review (SDR) is being conducted during a key point for the Town of Shelburne:
 - Significant population growth in recent years
 - Changing resident needs and expectations
 - Impact of COVID to redesign service delivery / accelerate redesign plans that predated COVID

About Service Delivery Reviews

What is a Service Delivery Review?

- Service Delivery Reviews are a **common exercise** for Municipalities to:
 - 1 Gauge their level of service** across all business units; and,
 - 2 See where opportunities for efficiency and effectiveness** exist and/or **enhancements to meet resident needs.**

Why Do It?

- To support municipal growth, the Town has made investments in staff and resources – there **appears to be commitment to continue with investments to meet resident needs.**
- These investments in staff and operations have been supported by Council through recognition of Council priorities and the adoption of annual budgets.
- As part of this review, early discussions with Council members revealed that:
 - Parks, Recreation, Arts, and Culture** are growing areas of importance for residents.
 - Town staff need to be enabled to **provide exceptional customer service and communication.**
 - As with all spending, outsourced services must **represent strong value for the Town.**
 - Commonly, service expansions or enhancements will represent financial cost increases for the Town. Expansions or enhancements should be aligned to the resident/business requests, investment requirements reviewed, and made where appropriate.

Our Project Objectives and Success



Project Mission

- To conduct a **comprehensive service delivery review** of the Town to support Council in meeting and exceeding its commitments to establishing a vibrant and healthy community, including distribution or realignment of costs to priority areas and consideration of future requirements.

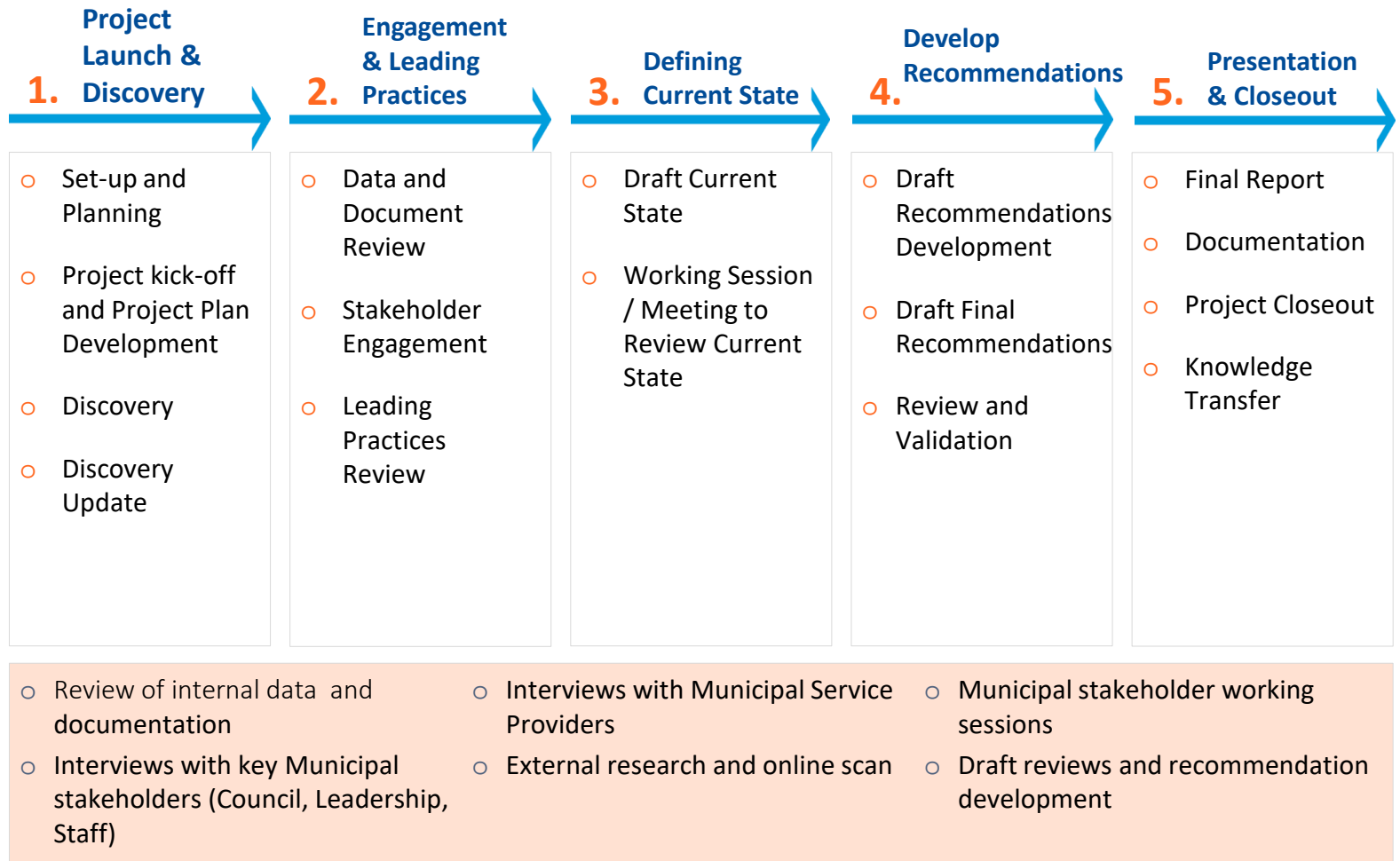


Success

1. A **clear understanding of the current state** of the Town
2. Identification of **opportunities that would make the Town a more responsive organization that can advance Council's strategic priorities**, including:
 - Ensuring that services can meet residents needs and demands;
 - Services are provided within a fiscally responsible manner; and,
 - A more responsive budget that considers evolving priorities.
3. Identification of **opportunities for alignment within and across departments** from a structural and service delivery perspective
4. Identification of **opportunities for alignment across other local municipalities** from a structural and service delivery perspective
5. **Buy-in and engagement** of key Town stakeholders, including the leadership team and Council

Project Approach & Methodology

Optimus SBR has worked closely with the Town's Project Team throughout each of the project steps:





→ Town of Shelburne
Service Delivery Review

Key Findings

Council Presentation

Current Town Services

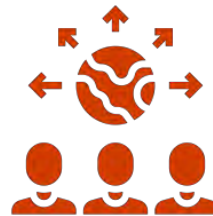
The Town of Shelburne delivers services through staff resources; third-party vendors; and agreements with the County of Dufferin and external Boards of Management.

Internal Staffing



- Currently consists of **24 full-time** and **22 part-time** staff (including management, crossing guards)
- Structured across:
 - *CAO's Office*
 - *Development and Operations*
 - *Financial Services / Treasurer*
 - *Legislative Services / Clerk*
- Town staff also provide **considerable support to seven town committees**, focused on a variety of issues, including supporting special events or capital project initiatives of committees

Third Party Providers



- Town staff are **supported by 3rd party providers** which support/lead service delivery for provide
 - *Engineering*
 - *Planning*
 - *Some water/waste-water services*
- These vendors represent significant investments for the Town and represent de-facto departments
- Together, it is estimated these providers represent an **additional 7-10 FTE in equivalent level of support** (based on all support provided by SBA, GSP, and OCWA)

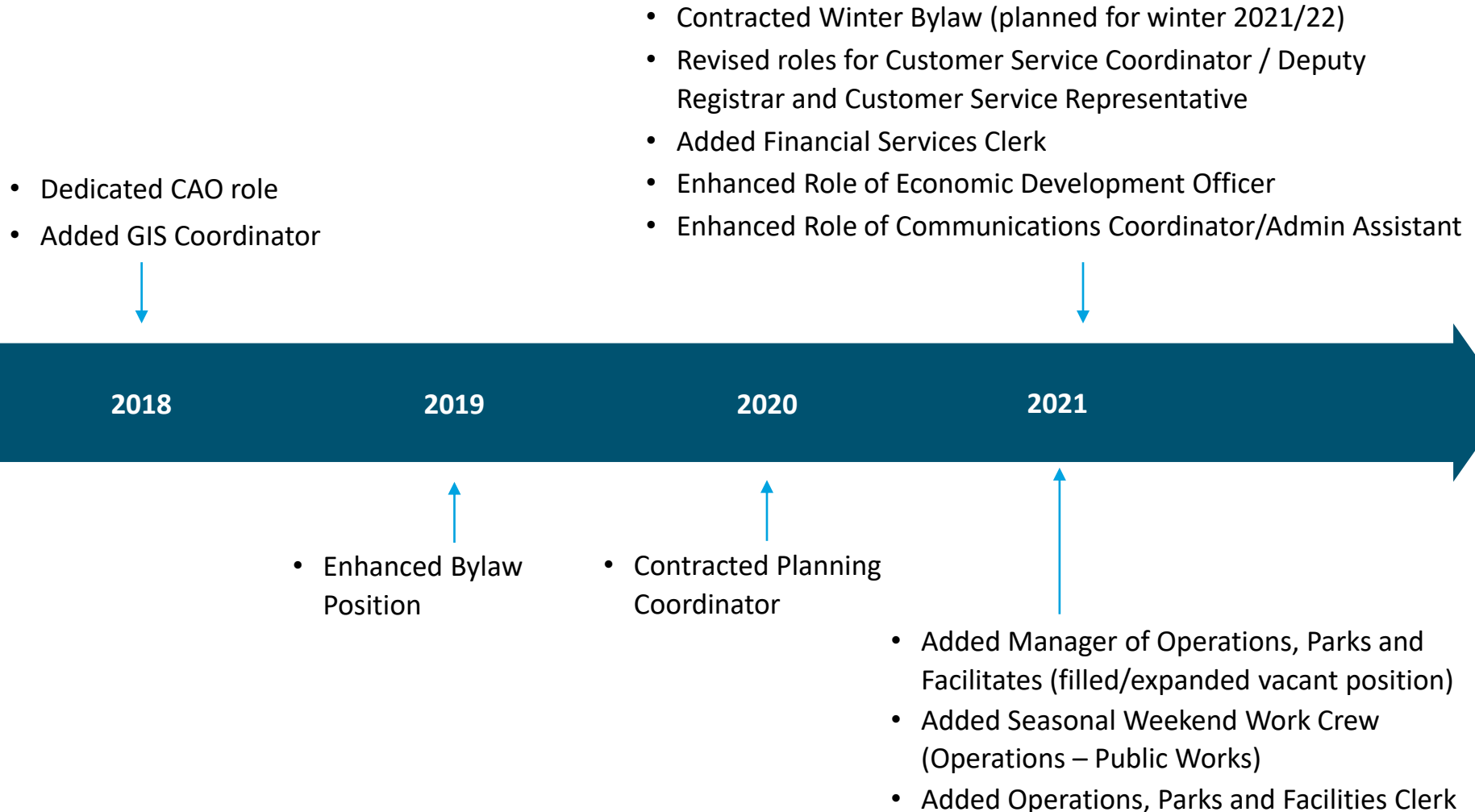
County of Dufferin and Other Arrangements



- The **County of Dufferin** provides the following services to the Town:
 - *Building Services*
 - *Health and Safety*
 - *Information Technology*
- Legal Services are contracted out by the Town, **drawing on legal experts for opinions across various domains, as required**. Town Staff are responsible for managing this agreement
- Fire, Indoor Recreation (CDRC), and Library Services are provided by **local boards of management**

The Continued Growth of Shelburne

As a growing municipality, the Town, through Council, has made several recent investments in staff capacity (including some during this SDR). These are summarized below.

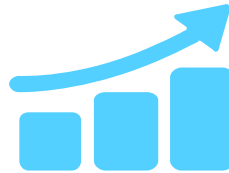


Summary of Themes

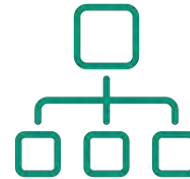
Overall, we heard that there has been significant enhancements to service delivery in recent years, and many of the themes/opportunities represent further enhancements for continue improvement activities:



Theme 1:
Increasing
Resident
Expectations



Theme 2:
Service Needs
Outpacing the
Staffing
Complement



Theme 3:
Need to Align
Organizational
Structure with
Emerging Priorities



Theme 4:
Expand Use of
Data to Inform
Decision Making

These themes are explored in detail on pages 10-15 and 44-65 of the Comprehensive Service Delivery Review Report



→ Town of Shelburne
Service Delivery Review

Recommendations

Council Presentation

Summary of Recommendations

Recommendations have been developed that respond to key findings documented during the Current State Review phase of the SDR.

- The recommendations that have been developed should be seen as **responding to the needs of the growing community by positioning the Town to deliver high quality services to residents, businesses, and internal stakeholders.**
- The Recommendations contain improvement opportunities can could be described as:
 - **Incremental improvements to existing services and operations** to promote efficiency, better distribution of workload across staff, or enhancements to services already provide
 - Including recommendations focused on ensuring staff are supported with the tools, training, and capacity required to promote high levels of engagement and satisfaction.
 - **Establishing new services or positioning the Town to deliver new services in the near term.**
- It is also important to note that **not all recommendations may be implementable concurrently**, and consideration will need to be given to the prioritization and sequencing of recommendations. Implementation and timeline considerations have been provided to support this.

Summary of Recommendations

Nine core Recommendations, each with multiple sub-recommendations have been developed and aligned to the organizational structure of the Town.

Opportunity Area	Recommendations
Corporate Wide (COR)	COR1: Review and Complete an Organizational Re-Structure
	COR2: Continue to Enhance Online Service Capabilities; focus on core services
	COR3: Develop Clear and Comprehensive Service Levels/ Standards
Development & Operations (DEV)	DEV1: Conduct an Operational Review of the Development & Operations Department
	DEV2: Separate Parks and Recreation Function from Public Works
Human Resources (HR)	HR1: Enhance HR Staffing, Tools and Processes <ul style="list-style-type: none"> • Hire HR Coordinator Role • Develop Employee Engagement & Retention Strategy • Refresh Performance Appraisals Process • Develop Formal Succession Planning Process(es) and Formalize Learning Opportunities
Legislative Services/Clerk (LS)	LS1: Continue Plans to Hire a FT Junior By-Law Enforcement Officer
	LS2: Continue Plans to Hire a Deputy-Clerk / Committee Coordinator
Planning Services (PLN)	PLN1: Realign and Hire Planning Coordinator Role

Corporate Wide Recommendations:

COR1: Review and Complete an Organizational Re-Structure

- In alignment with recommendations on following slides, the Town should continue with organizational restructuring including:
 - Bring the planning Coordinator position currently outsourced to a third, inhouse and hire a coordinator resource (See recommendation PLN1)
 - Separate Parks and Recreational Services from Public Works (See recommendation DEV2)
 - Hire a Deputy-Clerk / Committee Coordinator (See rec. LS1/2)
 - Continue plans to hire Junior MELO (See rec. LS1/2)
 - Hire an HR coordinator position (remove HR responsibilities from the Deputy Treasurer – payroll responsibilities remain; HR administrative items from CAO). Position HR Coordinator to report to CAO. (See recommendation HR1)

Considerations and Benefits

Implementation Considerations:

- *Implementation considerations associated with organizational restructures have been captured in recommendations detailed below.*

Financial Considerations:

- *Financial costs associated with a restructuring of the organization have been captured in recommendations detailed below.*

Benefits:

1. **Increased Efficiency** – a more effective and logical operating structure will increase the efficiency of the organization, through enhanced communication, better flow of information and improved decision making
2. **Employee Satisfaction** – additional role and reporting clarity could increase employee satisfaction levels

Corporate Wide Recommendations:

COR2: Continue to Enhance Online Service Capabilities; Focus Service Delivery on High-Value Activities

- The Town should explore opportunities to **enhance/augment online planning services** and **enhance tax/utility account capabilities**.
- In addition, the Town should explore additional opportunities to **bring more municipal services online**. Example: ability to view account information for some services (in addition to making payments); enhancements to activities to book/rent facilities, etc.
- The Town should **phase out the delivery of marriage ceremonies** and refocus staff time and effort on higher-value core activities such as customer service, supporting online service delivery, etc.

Considerations and Benefits

Implementation Considerations:

- Engage directly with businesses and residents to determine online service priorities.
- Phase out wedding ceremonies and redirect efforts to other service enhancements

Financial Considerations:

- Town staff would be required to support new online service enhancements
- After accounting for costs, removing marriage ceremonies would result in \$3,500 loss revenue (~<0.5% of general government revenue)

Benefits:

1. **Efficiency** – over the long term, bringing services online will reduce manual work effort and increase the operating efficiency of the Town.
2. **Resource Capacity** – additional capacity added can partially alleviate capacity concerns across a variety of organizational areas, including planning and utilities; removal of non-core services will provide the ability for some Town staff to focus effort on higher-value services.
3. **Satisfaction** – engaging the public to determine priorities for online service enhancements will increase resident satisfaction.

Corporate Wide Recommendations:

COR3: Develop Clear and Comprehensive Service Levels / Standards and Reporting Framework

- The Town should **establish service levels and standards**, associated with all services provided by the municipality. These service levels and standards should be **monitored by KPIs**.
- The Town should look to establish service levels and KPIs, with **resident and business facing services first**, then focusing on including internal services.

Considerations and Benefits

Implementation Considerations:

- It is recommended that this include, as a starting point: Public Works; Utilities; Parks and Recreation (to be covered in Development and Operations review – see recommendation “DEV1”); Communications and Social Media; Bylaw Enforcement; Customer Service

Financial Considerations:

- The Town has **already made IT investments** to support the collection of data from the Development and Operations Department.
- Some **additional staff time** and effort may be required to standardize reporting and the supporting processes/cadence.

Benefits:

1. **Clear Expectations** – establishing defined service levels allow for Council and Staff to clearly communicate service expectations with residents and businesses as well as staff.
2. **Evidence Driven Decision Making** – KPIs to monitor service levels enhance the Towns ability to make more informed and evidence-based decisions – this could support the identification of inefficient processes; areas requiring additional resources.

Dev & Ops Recommendations:

DEV1: Conduct an Operations Review within the Development and Operations Department

- Based on current state findings, it is **not clear that the current capacity of the Development and Operations Department is aligned to the needs of the Town** moving forward.
 - The Department currently has limited excess capacity to support any approaches that leverage data (outside of mandated requirements) to inform decision making or establish and review service levels
 - While the current approach to service delivery has supported the Town well to date, and staff are committed to providing high-quality service, the delivery model may not sufficiently support an enhanced focus on parks and outdoor recreational needs (i.e., staffing levels/schedules; management of work; internal processes, etc.)

Considerations and Benefits

Implementation Considerations:

- Review should be **completed by a 3rd party provider**; Grant funding has been applied for to support costs.
- In preparation of a review, the Town should begin collecting/consolidating data related to service requests; utilization; staffing models; technology used; and policies to support an evidence informed review.

Financial Considerations:

- Estimated cost of procuring a 3rd party partner to conduct a Development and Operations review is **~\$80K**
- **Staff time** requirements would be required to support the review. However, participation should not have an impact on 'business as usual' activities.

Benefits:

1. **Enhancement Opportunities** – identification of issues and gaps in the activities and practices of the Development and Operations Department and corresponding recommendations to enhance operational efficiencies and outcomes.
2. **Future Planning** – help to clarify the Towns understanding of future KPIs, staffing (including hours of operation), and other resource requirements to meet increasing resident expectations.
3. **Execution** – review can help better position the Town to deliver on the outcome of the planned Parks and Recreation Master Plan.

Dev & Ops Recommendations:

DEV2: Separate Parks and Recreation Function from Public Works

- Pending the outcome of the Development and Operations Review, **Parks and Recreation should be separated from Public Works.**
- These groups may maintain shared resources (staff, equipment, etc.) but should be **established as separate functions** with dedicated staff where appropriate (i.e., as per the outcome of the Development and Operations Review).

Considerations and Benefits

Implementation Considerations:

- *Implementation / planning should be a key consideration of the Development and Operations Review based on recommendations from that report related to staffing, staffing models.*

Financial Considerations:

- Significant financial costs are **not anticipated** as part of this recommendation
- However, it is anticipated the **costs for the provision of Parks and Recreational Services will increase in coming years.** This is associated with the increase in service expectations, and not the organization of the service within the Town Structure.

Benefits:

1. **Supported Growth** – establishing Parks and Recreation as a dedicated function within the Town, with dedicated resources (not necessarily net-new), will support the future growth of the service, both as a result of as increased demand for parks services from the growing resident base and so that the Town can implement anticipated recommendations/requirements from the Parks and Recreation Master Plan.
2. **Common Practice** – the separation of Parks and Recreation from Public Works would be a move toward common practice, as it is generally aligned with similar structures observed in many peer municipalities

Human Resources Recommendations:

HR1A: Hire HR Coordinator Role

- To expand HR capacity and better meet the needs of the Town at a transactional and strategic level, the Town should **hire a full time HR Coordinator** position.

Considerations and Benefits

Implementation Considerations:

- The Town should look to further define the high-level roles and responsibilities of the new role.
- The Town should consider creating on-boarding material and delivering appropriate orientation/training to ensure a smooth and successful transition.

Financial Considerations:

- **Cost of incremental staff** is required to implement the recommendation – est. **~\$76K** annually (all-in cost)
- **Staff time** will also be required to plus the staff time required to confirm the cost benefit of the role, create a job description and hire or contract the resource.
- However, **no incremental technology** is required.

Benefits:

1. **Efficiency** – reduce burden on DT/CAO roles, increasing the efficiency by which those staff operate and complete core day-to-day activities.
2. **Strategic Value** – adding dedicated staff capacity will allow for a greater focus on more proactive/strategic activities identified in recommendation HR1B
3. **Compliance** – additional capacity and expertise can promote greater levels of compliance with mandatory HR requirements, reducing risk for the Town.
4. **Capacity** – ability to deliver on HR related recommendations contained on the next page. Without an additional HR resource, it is unlikely those recommendations could be implemented.

Human Resources Recommendations:

HR1B: Employee Engagement & Retention, Performance Appraisals, Succession Planning Process(es) and Staff Learning Opportunities

- To enhance engagement and increase retention, the Town should **develop an employee engagement & retention strategy**. Further, to better meet the learning and advancement desires of Town staff, the Town should **refresh the current performance appraisals process**.
- The Town should also **develop a formal succession planning process**, formalizing plans to upskill and cross-train staff to meet immediate needs in case of emergency, and future needs of the growing organization.
- **These recommendations are dependent on the addition of the HR Coordinator Role.**

Considerations and Benefits

Implementation Considerations:

- **Execution of these initiatives is dependent on the hiring of the HR coordinator role.** Without a dedicated in-house capacity, the Town will continue to rely on 3rd party HR providers and legal support, as staff capacity is limited.
- The Town should continue receiving **advisory support** from Ward & Uptigrove where appropriate, but HR coordinator role should lead development.

Financial Considerations:

- **Staff time** from the Town (recommended HR Coordinator) would be required to implement
- Some **external 3rd party support** may be required to implement these recommendations. However, **no incremental technology** would be required.

Benefits:

1. **Satisfaction & Retention** – more opportunities for growth and learning and increased employee engagement can support retention, avoid the cost of turnover, lower the risk of employee burnout and help to sustain team morale.
2. **Learning & Growth** – improved performance appraisals can support the identification of areas for improvement and additional training. For Town staff, it can help improve engagement, and promote a culture of achievement and continuous learning.
3. **Risk Mitigation & Business Continuity** – succession planning and cross-training will help the Town mitigate against the risk of critical staff roles becoming vacant through the course of normal or abnormal business operations, improving business continuity management.

Legislative Services Recommendations:

LS1: Continue Plans to Hire Junior Bylaw Officer

LS2: Hire Deputy-Clerk/Committee Coordinator

- To better meet the service needs and demands of Town residents, the Town **should hire / continue with plans to hire:**
 - Junior By-Law Enforcement Officer position
 - Deputy-Clerk/Committee Coordinator position.

Considerations and Benefits

Implementation Considerations:

- Confirm high-level roles and responsibilities for both roles.
- Deputy Clerk role should report directly to the Town Clerk and the Junior By-Law Officer should report to the MLEO.

Financial Considerations:

- **Cost of incremental staff** is required to implement the recommendation:
 - Junior By-Law Officer – **~\$71K** annually (all-in cost)*
 - Deputy-Clerk/Ctte Coordinator – est. **~\$99K** annually (all-in cost)*
- Additional **staff time** will also be required from an HR, training and onboarding perspective. However, **no incremental technology** is required

Benefits:

- 1. Resource Capacity** – additional capacity added, partially alleviating capacity concerns for both By-law and the Clerk functions.
- 2. Compliance and Operations** – enhanced staff capacity can help improve by-law compliance and reduce operational issues stemming from non-compliance.
- 3. Strategic Value** – new Deputy-Clerk/Committee Coordinator position can help the Town enhance the strategic value of the Clerk function by expanding focus on more proactive/strategic activities, leading to improved service levels.

Planning Recommendations:

PLN1: Hire Planning Coordinator Role

- To better meet future planning needs, the Town should insource **the current *Planning Coordinator* position** (outsourced) into the internal structure of the Town and **subsequently hiring a full-time resource** to fill the internal position.
- The in-house *Planning Coordinator* should be able to provide support for planning activities not easily/efficiently completed by third-party provider today.

Considerations and Benefits

Implementation Considerations:

- Role should **report into the Director of Director of Legislative Services/Clerk** as they will be closely tied into all work requirements outlined in the planning act.
- Roles and responsibilities of the position should remain consistent with the role of the GSP resource today.
- Given fluctuation in planning demand, new responsibilities could be added to fill downtime.

Financial Considerations:

- Any **positional cost variance** that may be incurred **will not be realized by the Town**, as the cost of the position will be **fully covered from planning fees**. Thus, the position will have a **net zero impact** to 2022 budget.
- Additional **staff time** will also be required from an HR, training and onboarding perspective. However, **no incremental technology** is required.

Benefits:

1. **Service Levels** – the new in-house position will be able to more effectively and readily, provide in-person service/support in addition to virtual, promoting improved service levels in the longer term.
2. **Knowledge & Expertise** – given the amount of planning activity, the Town needs to begin to build some internal knowledge and capability in the Planning area, versus being completely reliant on external parties.
3. **Operations** – adding the position internal to the Town will also help overcome IT related issues around permissions and access experienced by the outsourced staff resource.



→ Town of Shelburne
Service Delivery Review

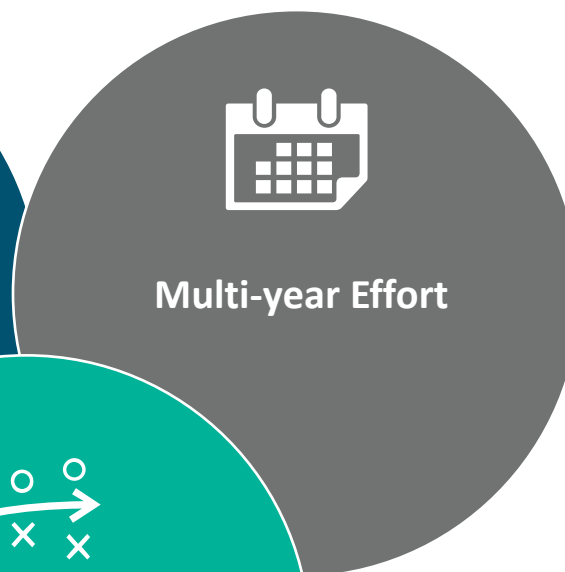
Implementation

Council Presentation

Implementation Considerations

The benefits of recommendations need to be evaluated against costs so that implementation priorities can be determined

Recommendations have **different associated implementation efforts and benefits**. Where possible, these have been estimated for the Municipality.



Management, working with Council, will need to review recommendations, and confirm an implementation plan – it is likely **this will be a multi-year effort**.



It will not be possible to implement all recommendations at the same time. Some may be quick-wins, but most will require additional consideration and careful planning.

Prioritization: Methodology

Prioritization of recommendations and implementation planning were based on a preliminary scoring incorporating criteria of Expected Benefits and Ease of Implementation. The methodology also facilitates determination of recommendations considered Quick Wins versus Longer-Term/ Strategic recommendations.

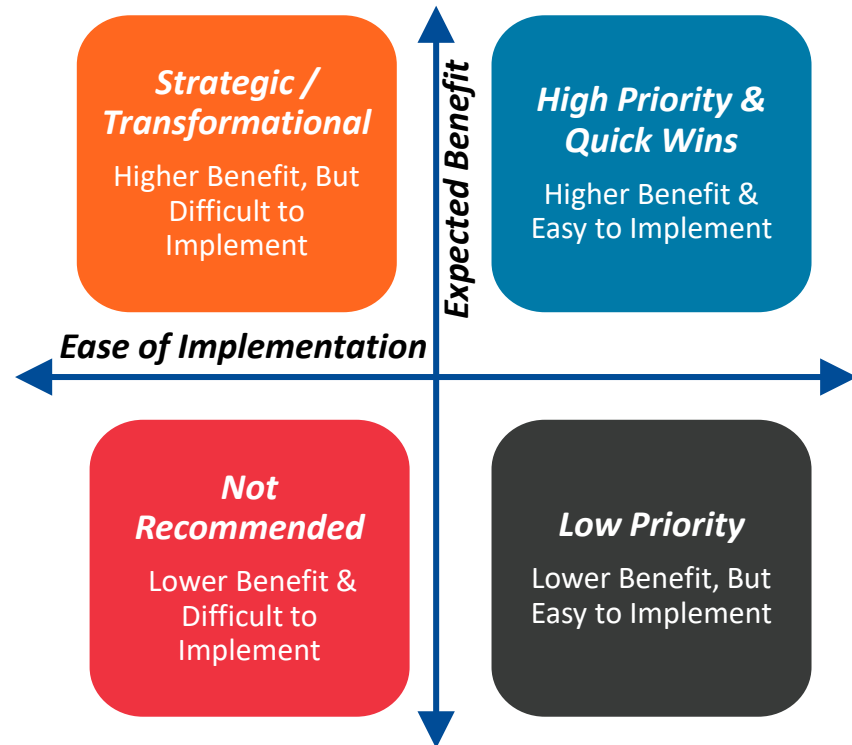
Prioritization Criteria

A. Expected Benefit

1. Improved Staff Efficiency
2. Improved Resident Experience
3. Expected Cost Savings

B. Ease of Implementation

4. Ease to Address
5. Expected Timeline
6. Implementation Cost

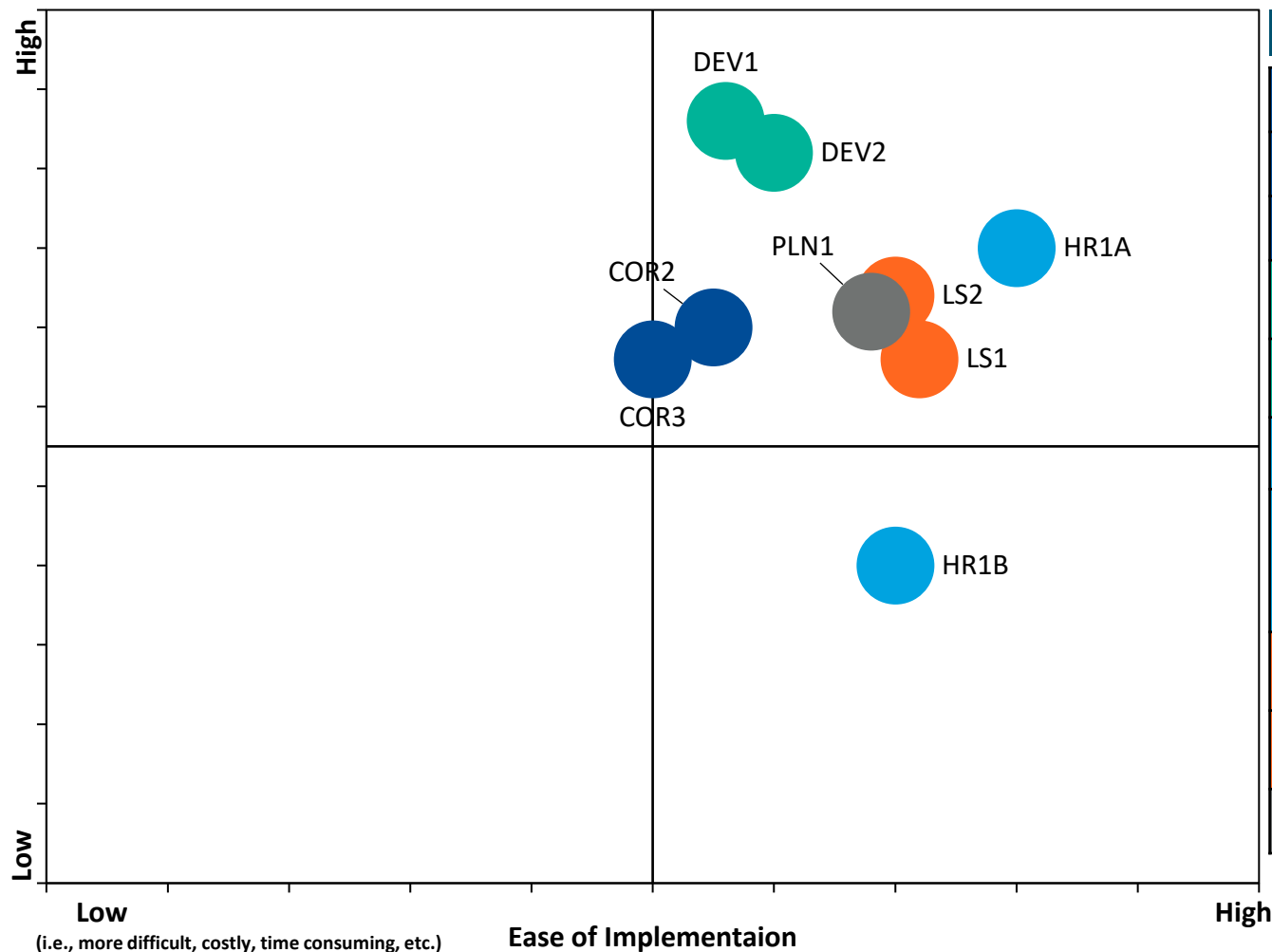


Prioritization: Outputs

Based on a preliminary evaluation of Expected Benefits and Ease of Implementation, the following directional prioritization of recommendations has been developed:

Directional

Expected Benefit

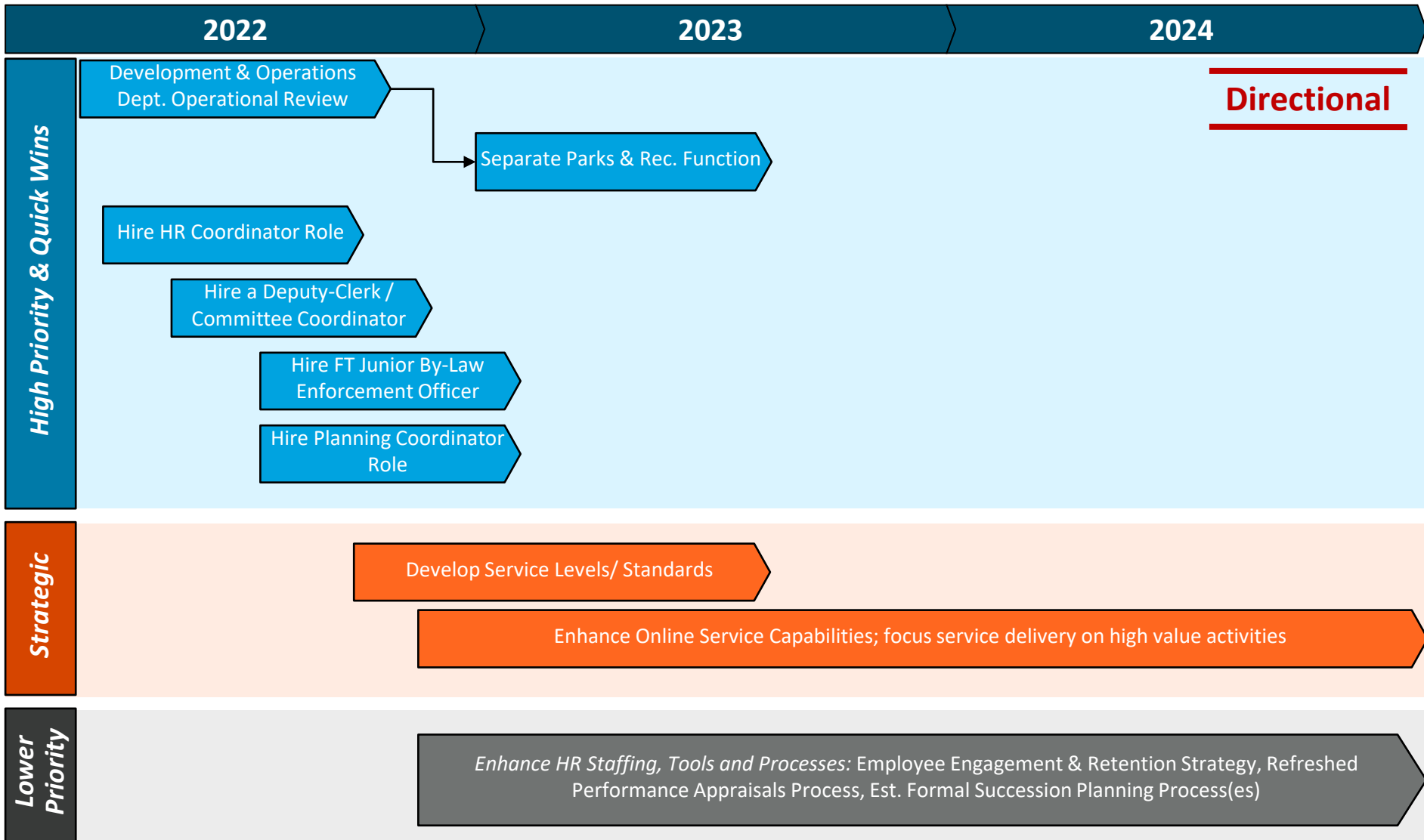


Recommendations

COR1	Organizational Re-Structure (N/A)
COR2	Enhance Online Service Capabilities
COR3	Develop Service Levels/ Standards
DEV1	Operational Review of the Development & Operations Department*
DEV2	Separate Parks and Recreation Function from Public Works
HR1A	Enhance HR Staffing, Tools and Processes (Hire HR Coordinator Role)
HR1B	Enhance HR Staffing, Tools and Processes (Engagement & Retention Strategy, Performance Appraisals, Succession Planning)
LS1	Hire a FT Junior By-Law Enforcement Officer
LS2	Hire a Deputy-Clerk / Committee Coordinator
PLN1	Realign and Hire Planning Coordinator Role

*DEV1 - Ease of implementation supported by potential for Municipal Modernization Program Intake 3 Funding (not yet granted).

High Level Implementation Roadmap



Next Steps

With the recommendations, what comes next for the Town?



Next Step

- The Municipal Management to take away this report and (using our recommended implementation plan as a guideline) to review with the context of additional work being done.



Implementation of Recommendations

- Will require varying levels of **capacity from management and front-line staff**
- As noted, **may require upfront investment** in additional staff and infrastructure
- **Should be monitored** to evaluate long-term staff/efficiency benefits; cost savings/avoidance; and/or service enhancements



No “Silver Bullet”

- There is **no “silver bullet” recommendation** that would result in large savings or vast improvements to efficiencies. These recommendations should be viewed from a service enhancement and continual improvement mindset.



Thank You!



Denise Holmes

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

Good Afternoon

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

Moved By Mayor Mills
Seconded By Councillor Benotto

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

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

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

CARRIED, W. Mills

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

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

Thank You

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

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

Thank you and stay healthy!



STAFF REPORT

TO: Council
FROM: Roseann Knechtel, Deputy Clerk
MEETING DATE: January 12, 2022
SUBJECT: By-Law Enforcement Policy

PURPOSE:

The purpose of this report is to present the amendments to Council's By-law Enforcement Policy for approval.

BACKGROUND:

On October 6, 2021 Council reviewed the current bylaw enforcement policy and directed staff to prepare amendments as required.

ANALYSIS:

The Township solicitor has reviewed the current policy and provided staff with draft amendments which can be found as Schedule A. Amendments include:

- Greater oversight by the Clerk
- Direction on handling verbal complaints
- Tracking and documentation of enforcement steps
- Council determination when complaints are advanced for direction
- Interaction with outside agencies such as the Conservation Authority
- Follow up with complainants on enforcement decisions

STRATEGIC PLAN ALIGNMENT:

3. Growing a Supportive Mulmur: Providing local services to support the needs of Mulmur residents and businesses.
4. Growing a Sustainable Mulmur: Being Proactive in Sustainable Initiatives to ensure the long term well being of Mulmur (includes Resources/Financial/People).

FINANCIAL IMPACTS:

None.

RECOMMENDATION:

THAT Council approve the amendments to the Bylaw Enforcement Policy as presented.

Respectfully submitted,

Roseann Knechtel

Roseann Knechtel, Deputy Clerk

Schedule A – By-law Enforcement Policy Tracked Changes

SCHEDULE A



Approved by COUNCIL MOTION July 7, 2021

BY-LAW ENFORCEMENT POLICY

1.0 PURPOSE AND GOALS

- 1.1 The purpose is to set a formal policy and consistent approach to the governing and handling of municipal by-law complaints, through prompt, courteous and thorough administration that can be supported by staff and clearly communicated to members of the public.
- 1.2 The municipality is committed to the delivery of municipal law enforcement services in a timely and effective manner. The goal of these services is to achieve compliance with municipal by-laws through cooperation and education as the preferred solution. All violations should be approached with this intent, and the cooperation of the offender should be sought first in every instance.
- 1.3 The municipality shall operate on a reactive complaint-based process in regard to municipal law enforcement with the exception of violations that are an immediate threat to health or safety.
- 1.4 This policy is not intended for complaints regarding municipal services or operations. Complaints received regarding but not limited to: waste collection, public works/roads, taxes, accounts payable/receivable and planning will be forwarded to the appropriate department for action.

2.0 DEFINITIONS

- 2.1 **Clerk** means the Clerk of the Corporation of the Township of Mulmur
- 2.2 **Complaint** means a written complaint received by the Clerk of municipality, either in print or email, including the online reporting tool located on the Township of Mulmur website, wherein the complainant provides their full name, address, phone number and nature of complaint that can be verified by the Municipal Law Enforcement Officer.
- 2.3 **Discretion** means the freedom to decide what should be done in a particular situation given all available information.
- 2.4 **Municipal Law Enforcement Officer (MLEO)** means a person, company or organization appointed by the municipality for the purpose of municipal law enforcement including, but not limited to a Building Inspector, By-law Enforcement Officer, Canine Control Officer or a person assigned and authorized by Council with the responsibility for enforcing and administering this policy.
- 2.5 **Municipality** means the Corporation of the Township of Mulmur.



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- 2.6 **Spite Complaint / Frivolous and Vexatious Complaint**, means a complaint submitted with ill will or with intention of malice towards another person and may include retaliatory complaints and civil disputes. A spite complaint may also be defined as a complaint that is part of a pattern of conduct by the complainant that amounts to an abuse of the complaint process. Such a pattern occurs when on three (3) or more occasions a complaint comes forward on a matter a MLEO has already dealt with. ~~After consultation with the Clerk, the~~ determination of a complaint being a spite complaint shall be at the discretion of ~~the MLEO.~~ Clerk.

3.0 BY-LAW INVESTIGATION AND ENFORCEMENT

- 3.1 It is the policy of the Municipality that By-law investigation and enforcement shall be complaint driven. Except in cases where it is apparent that there is an immediate threat to health or safety, investigations and enforcement action will only be undertaken in response to a formal Complaint made in writing in accordance with this policy.
- 3.2 Municipal staff may assist the public by providing by-law information but will not provide opinions regarding the appropriateness of any proposed activity.
- 3.3 A MLEO may undertake an investigation on their own initiative ~~upon observation of a possible situation of a by law violation, or~~ where ~~the matter~~ it is apparent that there is ~~of~~ an immediate threat to health or safety.
- 3.4 The Municipality shall only respond to a complaint received in writing from a complainant either directly by the Clerk or via the online reporting tool located on the Township of Mulmur website. With the exception of matters concerning risk to the health or safety of the public, anonymous and/or incomplete complaints shall not be investigated. All complaints shall be submitted to the Clerk. Anonymous and/or incomplete complaints shall not be investigated. A complaint in writing shall include all of the following information:
- a) full name;
 - b) address;
 - c) phone number; and
 - a)d) details regarding the issue by-law contravention, including place and/or time, as well as any other details that may be necessary to permit the MLEO to investigate.
- 3.5 Where a complaint is submitted directly to a member of staff or Council, the member of staff or Council shall direct the complainant to submit the complaint in writing, in accordance with the requirements under s. 3.34, to the MLEO for investigation.
- 3.43.6 Written acknowledgement of receipt of a complaint ~~shall~~ will be provided to the complainant ~~by the MLEO Clerk or the MLEO.~~

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3.53.7

The name and any personal information provided by the complainant shall remain in the strictest confidence in accordance with the *Municipal Freedom of Information and Protection of Privacy Act* and shall not be intentionally divulged to any member of Council, non-essential municipal staff, the public or media unless so ordered by a Court or other tribunal or body of competent jurisdiction. ~~Persons who are the subject of a Complaint are also protected under the *Municipal Freedom of Information and Protection of Privacy Act* and shall not be intentionally divulged to any member of Council, non-essential municipal staff, the public or media unless so ordered by a Court or other tribunal or body of competent jurisdiction.~~

3.8 A MLEO may conduct a preliminary review of the *complaint* to verify the information provided and research any supporting documentation which may be available in municipal records.

3.63.9 A MLEO may ~~call~~ contact the complainant, when necessary, for further details or to confirm or clarify information provided within the formal *complaint*.

3.10 A MLEO may attend the site to investigate the activity to determine if a municipal by-law contravention exists.

3.73.11 If a MLEO is unclear of a possible contravention, they may seek the advice of the municipal ~~prosecutor~~ planner or solicitor, appropriate municipal staff members or if required, other municipal by-law enforcement officers.

3.12 When seeking advice pursuant to section 3.11, a MLEO will ensure compliance with the *Municipal Freedom of Information and Protection of Privacy Act* and may only provide the necessary information required to the appropriate party so that an informed determination can be provided and where necessary the appropriate actions initiated.

3.83.13 A MLEO shall document all significant steps taken in their investigation. For further clarity, a MLEO shall document the date(s), time(s), and detailed particulars of activities undertaken pursuant to an investigation. The rationale for each investigative decision made by the MLEO shall be documented, with reference as appropriate to the relevant by-laws, legislation, and policies considered. Any evidence collected shall be stored in the file record, along with its source and the date it was collected.

3.93.14 Where a violation of a municipal by-law is determined by a MLEO, excluding set fine situations, documented ongoing violations, or where otherwise warranted, a MLEO may provide an initial warning verbally and in writing with a time period ~~a period of time specified~~ to achieve compliance.

3.10 ~~Notwithstanding section 3.11 of this policy; in situations wherein set fines have~~



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~~been established, a MLEO may, upon confirmation of the existence of a violation, immediately issue an offence notice/ticket.~~

~~3.143.15~~ If the initial warning and/or order has not been complied with within the specified time, the MLEO ~~shall~~may review the non-compliance with the Clerk. ~~The Clerk shall inform Council of the Complaint and subsequent investigation.~~

~~3.123.16~~ Notwithstanding section 3.121 or 3.12 of this policy; where provided for by municipal by-law or otherwise Where a contravention poses an immediate threat to health or safety a MLEO may issue an emergency order to remedy a violation in lieu of an initial warning ~~when such a violation poses an immediate threat to health or safety.~~

3.17 ~~At the discretion of the Clerk, by-law enforcement matters may be advanced to Council for decision and direction. shall decide how to proceed with the enforcement of the relevant municipal by-law. Council shall decide whether a second formal written warning or formal order is issued, or whether legal action shall be taken. Council shall consider the complaint together with any information obtained through investigation by the MLEO and determine whether enforcement action is warranted and, if so, what enforcement steps shall be taken. In making this determination, Council's exercise of discretion shall be based on weighing the following policy considerations against one another: has Discretion in deciding how to proceed with enforcement. In determining how to proceed, Council shall abide by the following principles:-~~

~~Any and all enforcement actions taken must be conducted in accordance with all relevant laws, by-laws, and policies preexisting the date of the non-compliant event in question;~~

~~If the non-compliant event is of a continuing nature, investigation and enforcement shall apply to the continuing event only after the passage of the relevant law, by-law(s), or policies.~~

~~Council shall report back to the complainant with the decision regarding enforcement with written reasons. The written reasons shall include any and all policy considerations the Council considered, and any relevant laws and by-laws to the matter.~~

~~In determining how to proceed, Council shall consider any or all of the following policy considerations:~~

- a) ~~Whether the contravening action~~contravention presents a threat to public health or safety;
- b) ~~Complaints that appear to result from a vendetta or retribution, or are otherwise deemed to be spiteful, frivolous and vexatious;~~
- c) ~~The cost of enforcement action against the contravening action to the Township;~~
- d) ~~The probability of success on enforcement in achieving compliance with the relevant~~



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laws and by-laws;

- e) Potential impact on the complainant;
- f) Potential impact on the immediate neighbourhood; and
- g) If an offer for formal remediation has been made.

3.13 ~~Following discussions with the Clerk pursuant to section 3.14 of this policy, a MLEO shall determine whether to issue a formal second written warning or proceed with the actions necessary to address the situation in accordance with municipal by-laws or otherwise:~~

~~3.13.1 If a second formal written warning or formal order is issued, a MLEO shall determine a final time period to achieve compliance.~~

~~3.13.2 If legal action is required, a MLEO shall recommend to the Clerk to proceed with legal action when it appears obvious compliance is not forthcoming.~~

~~3.13.3 At any stage of the enforcement process, if, in the opinion of the Clerk the matter is of significant consequence or will result in the expenditure of public monies the matter may be brought before Council for direction.~~

~~3.14~~ 3.17 When compliance with any warning and/or order is confirmed, a MLEO shall enter the *complaint* as finalized, and date and close the file.

3.19 If either the investigating MLEO, Clerk, or Council becomes aware of non-compliance with laws, policies or by-law contraventions/regulations made by other agencies, such as Conservation Authorities, Council/the Clerk shall notify the appropriate agency and transfer the process to the agency.

3.20 In spite of section 3.19 of this policy, if either the MLEO, Clerk, or Council believes the Township has concurrent jurisdiction over enforcement, either the MLEO, Clerk, or Council may decide to continue the investigation and pursue enforcement process concurrently.

~~3.15 Spite Complaints or frivolous and vexatious Complaints, neighbour disputes or Complaints that are civil in matter will not be investigated unless deemed by the MLEO to be an immediate threat to health and safety.~~

3.21 Failure to comply with any provision of this policy shall not invalidate any proceeding or any step, document or order in a proceeding otherwise in accordance with any municipal by-law, provincial or federal legislation.

3.22 In situations where multiple *complaints* are received from a complainant at one time, or where a complainant continuously submits a variety of *complaints* on an ongoing basis, the ~~MLEO/Clerk, with confirmation from the Clerk, are given~~ shall have the *discretion* to decide an appropriate level of response to such *complaints*. The level of response may include a decision to act on some or all of the *complaints*, to not act on some or all of the *complaints*, or to assign priority to some or all of the *complaints*.



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~~If a decision not to act is reached, this will be conveyed to the complainant in writing.~~

3.23 ~~The Clerk shall inform Council shall provide the complainant in writing with their of the decision regarding enforcement in writing with respect to any complaint(s) made by the complainant. For further clarity, this is true shall be done whether or not enforcement will be pursued.~~

3.24 ~~In making a decision on the appropriate level of response by a MLEO to such complaints, staff will have regard to the following criteria:~~

- ~~a) Safety factors;~~
- ~~b) Available resources;~~
- ~~c) Potential impact on the complainant;~~
- ~~d) Impact on the immediate neighbourhood;~~
- ~~e) Complaints that appear to result from a vendetta or retribution, or are otherwise deemed to be spiteful, frivolous and vexatious;~~
- ~~f) Offer for formal remediation.~~

~~3.25~~ 3.24 Any decision made under this policy, including a decision not to ~~respond to a complaint or~~ enforce a by-law, ~~or a decision by the Clerk,~~ may at any time be revisited.

~~3.26~~ 3.25 In addition to ~~municipal law~~ municipally initiated enforcement options, complainants also have independent legal rights, which may be explored and pursued at any time by the complainant.

~~3.27~~ 3.26 The Ontario Provincial Police are responsible for emergency situations and should be contacted to deal with issues, including but not limited to loitering, trespassing, noise related neighbour or domestic disputes, Highway Traffic Act violations and speeding, possible drug activity, vandalism and/or other criminal activities.

~~3.28~~ 3.27 Pursuant to section 3.23 of this policy, once a *complaint* has been filed, other than acknowledgement of receipt of the *complaint*, ~~and the written reasons for the notice of enforcement decision~~, no follow-up, involvement, information or correspondence regarding the *complaint* shall be provided to the complainant as the process is protected by the *Municipal Freedom of Information and Protection of Privacy Act*.

~~3.29~~ ~~Council shall establish overall priorities for enforcement, enact by laws, and adopt by law enforcement policies but shall not get involved in day to day by law investigations, communications, operations and enforcement decisions.~~

~~3.30~~ 3.28 It is understood that in such circumstances where public monies are to be expended in the by-law enforcement process, monies expended by the Municipality will be added to the tax roll associated with the by-law infraction and collected in like manner as taxes according to legislative requirements.

4.0 APPLICATION



Approved by COUNCIL MOTION July 7, 2021

- 4.1 This policy shall come into full force and effect on the day it is adopted by the Council of the Corporation of the Township of Mulmur.



STAFF REPORT

TO: Council
FROM: Roseann Knechtel, Deputy Clerk/Planning Coordinator
MEETING DATE: January 12, 2022
SUBJECT: Procedural By-law Update

PURPOSE:

The purpose of this report is to present Council with the proposed changes to the procedural by-law.

BACKGROUND:

Council's Procedural By-law is a technical document that governs how Council and Committee meetings are run. At minimum, the Procedural By-law should be reviewed and updated each Term of Council as part of the governance review process or as required.

The most recent update made to the Procedural By-law occurred on May 5, 2021 to provide that recorded votes for electronic Committee and Board meetings be discretionary.

The next municipal election is scheduled for Monday, October 24, 2022. Staff recommend a review and update of the procedural by-law in advance of the new term of Council to strengthen Council's framework for governance and provide a clearer understanding and direction for those who will be serving the Township in the future.

ANALYSIS:

The following amendments are being proposed:

1. New sections and numbering throughout.
2. Terminology between Head of Council/Chair of a Committee, Clerk/Recording Secretary has been adjusted to ensure sections apply to both Committee and Council.
3. Previous Sections have been moved and combined to ensure like information is organized and can be found together.
 - a. Previous #28 (General) moved and combined into "Rules of Procedure";
 - b. Previous Sections #3 (Accountability and Transparency), #4 (Absence of Mayor), #5 (Quorum), #6 (Curfew), #10 (Conduct of Proceedings at a Meeting), and #16 (Public Behaviour) were combined into "Duties and Conduct";

- c. Sections #24 (Notice) and #29 (Emergency meetings) moved to "Meetings";
4. "Interpretation" section was added.
5. New definitions added including Act, Clerk, Ceremonial Presentation, Consent Agenda, Council, Council Meeting, Meeting, Member, Presentation, Special Meeting.
6. Inaugural meeting and closed session sections added to "Meetings"
7. Added Council's regular second meeting of each month as required.
8. Further clarification was provided surrounding Deputations to ensure subject matters are on the agenda and within Council jurisdiction. Presentations (previously referred to as Invitations) were added to this section.
9. Greater clarification and direction are provided under "Motions and Voting". Additions include Moved and Seconded, Severability of Motion, Secondary Motions, Motion to Amend, Voting Procedure.
10. Recorded votes for electronic Council meetings have been made discretionary.
11. Point of Order and Point of Privilege have been separated.
12. Committees have been distinguished between internal and external, and greater clarification has been given to the role of ex-officio.

STRATEGIC PLAN ALIGNMENT:

1. Growing a Prosperous Mulmur
2. Growing a Connected Mulmur
3. Growing a Supportive Mulmur
4. Growing a Sustainable Mulmur

FINANCIAL IMPACTS:

None.

RECOMMENDATION:

THAT Council consider the proposed changes to the Procedural By-law for presentation and passing at the next Council meeting.

Respectfully submitted,

Roseann Knechtel

Roseann Knechtel, Deputy Clerk

Schedule A - Draft Procedural By-law

SCHEDULE A

GENERAL

1.0 RULES OF PROCEDURE

The proceedings of the Council and its committees, the conduct of the members and the calling of meetings shall be governed by the provisions of the *Municipal Act, S.O. 2001, c.25* as amended and the rules and regulations contained in this by-law.

- 1.1 Except as provided herein, the rules of parliamentary procedure as contained in Robert's Rules of Order shall be followed for governing the proceedings of Council and its committees and the conduct of its members.
- 1.2 Where separate by-laws have been enacted in accordance with provisions contained in the legislation, the notice provisions set out in such by-laws shall prevail.
- 1.3 Nothing in this by-law shall prevent the Clerk from using more comprehensive methods of notice or providing for a longer notice period.

2.0 INTERPRETATION

- 2.1 Wherever this by-law refers to a person or thing with reference to gender or the gender neutral, the intention is to read the by-law with the gender applicable to the circumstances.
- 2.2 References to items in the plural include the singular, as applicable.
- 2.3 The words "include", "including" and "includes" are not to be read as limiting the phrases or descriptions that precede or follow them.
- 2.4 Headings and the index are included for ease of reference only and are not to be used as interpretation aids.
- 2.5 Specific references to legislation in this by-law are meant to refer to the current laws applicable within the Province of Ontario as at the time the by-law was enacted, as they are amended from time to time. In all cases, the reference includes the statute, as amended from time to time, including successor legislation.

3.0 DEFINITIONS

Act – means the *Municipal Act, S.O. 2001, c.25* as amended.

Ceremonial Presentation – means the giving of an award, prize or other form of recognition by the Chair at a Council meeting.

Chair – means the Head of Council or Acting Head of Council or chairperson of any committee.

Clerk – means the Clerk, or his or her designate.

Committee – means a Committee of Council, Board, Task Force, and/or Working Group constituted and appointed by Council, excluding Joint Committees and/or legislated Boards that have their own policies and procedures.

Consent Agenda – means the portion of the agenda that may be approved by Council without debate.

Council – means the Council of the Corporation of the Township of Mulmur.

Council Meeting – means meetings set out in this by-law to be held on a regular basis.

Closed Session – means a meeting or portion thereof which is closed to the public in accordance with the Act.

Deputation – means a person or group of persons who are not members of Council or staff of the Municipality who have requested and are permitted to address Council or a Committee.

Ex Officio – means by virtue of Office and refers to the position of Mayor.

Head of Council – means the Mayor.

Majority Vote – means an affirmative vote of more than one-half of the votes cast by those present.

Meeting – means any regular, special or other meeting of Council or *Committee* where quorum of members are present and members discuss and/or deal with any matter in a way that materially advances the business or decision-making of the Council or Committee.

Member – means a member of Council, including the Mayor, or a member of a Committee, including the Chair.

Notice of Motion – means a written motion received by the Clerk at a meeting of Council, moved by a member, and seconded by another member, for inclusion on an agenda of a subsequent meeting of Council.

Notice – means publicly displaced electronic, or printed communication that includes the time and place of a meeting and, in the instance of a Special Meeting, shall include the purpose of the meeting and whether the meeting was called by the Head of Council or Clerk.

Point of Order – means a statement made by a member of Council during a meeting, drawing the attention of the Chair to a breach of the Procedural By-Law.

Point of Privilege or Personal Privilege – means raising a question concerning a member of Council, or the Council collectively, when a member believes that their rights, immunities or integrity or the rights, immunities or integrity of Council as a whole, have been impugned.

Presentations – means a verbal and/or visual provision of information to Council by an individual, community group or organization.

Quorum – means a majority of the members (more than half) of the whole number of members except where a member has or members have declared a pecuniary interest pursuant to the Municipal Conflict of Interest Act, at which time the quorum may be less than half plus one of the whole number of members but shall not be less than two.

Recorded Vote – means a written record of the name and vote of every member voting on any matter or question.

Resolution – means the decision of Council on any motion.

Special Meeting – means a meeting called under Section 240 (a) or (b) of the *Act*, having the same privileges as a Council Meeting.

DUTIES AND CONDUCT

4.0 DUTIES OF THE CHAIR

4.1 It shall be the duty of the Chair to:

- a) open the meeting by taking the chair and calling the meeting to order;
- b) announce the business in the order in which it is to be acted upon;
- c) receive and submit, in the proper manner, all motions presented by the members;

- d) put to vote all questions which are duly moved and seconded, or necessarily arise in the course of proceedings and to announce the result;
- e) decline to put to vote motions which infringe the rules of procedure;
- f) run the meeting efficiently and effectively, restraining the members, within the rules of order, when engaged in debate;
- g) enforce on all occasions the observance of order and decorum among the members;
- h) receive all messages and other communications and announce them to the members;
- i) authenticate, by signature when necessary, all by-laws and minutes;
- j) inform the members when necessary or when referred to for the purpose, on a point of order;
- k) represent and support the members, declaring its will, and implicitly obeying its decisions in all things;
- l) ensure that the decisions are in conformity with the laws and by-laws governing the activities;
- m) adjourn the meeting when the business is concluded, to adjourn the meeting without question in the case of grave disorder arising.

5.0 DUTIES OF MEMBERS

5.1 It shall be the duties of members to:

- a) deliberate on the business before it;
- b) vote when a motion is put to a vote;
- c) respect the Rules of Procedure.

6.0 It shall be the duties of Council to:

- a) represent the public and to consider the well-being and interests of the municipality;
- b) develop and evaluate the policies and programs of the municipality;
- c) determine which services the municipality provides;
- d) ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of Council;
- e) ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality;
- f) maintain the financial integrity of the municipality;
- g) carry out the duties of Council under this or any other *Act*.

7.0 CONDUCT OF MEMBERS

7.1 Members shall govern themselves according to the Council Code of

Conduct adopted by Council during a meeting held pursuant to this by-law.

7.2 No member in an open meeting or Closed Session, shall speak disrespectfully of the Reigning Sovereign, or any of the Royal Family, or of the Governor-General, the Lieutenant-Governor of any province, of any Member of the Senate, the House of Commons of Canada or the Legislative Assembly of the Province of Ontario.

7.3 No member shall:

- a) in an open meeting or Closed Session, use offensive words or un-parliamentary language in or against the Council or against any Member, staff or guest;
- b) speak on any subject other than the subject in debate;
- c) criticize any decision of the Council or continue to debate the matter after it has been decided, except for the purpose of moving that the question be reconsidered;
- d) disobey the Rules of Procedure or a decision of the Chair or of the Council on questions of order or practice or upon the interpretation of the rules of the Council.
- e) disclose any information that is deemed to be confidential pursuant to the *Municipal Freedom of Information and Protection of Privacy Act*;
- f) display any offensive or partisan political material, including buttons.
- g) knowingly be absent or leave a meeting without notifying the Clerk, preferably in writing.

8.0 PUBLIC CONDUCT

8.1 Members of the public who constitute the audience at a meeting, shall not:

- a) address Council or Committee address without permission;
- b) approach the desks of Council or Committee members during a meeting without permission of the Chair or Members;
- c) bring signage, placards or banners into such meetings and refrain from any activity or behaviour that would affect the Council or Committee deliberations;
- d) enter the meeting room without first removing any non-religious or non-medical head gear;
- e) shall not forget to put on silence all electronic devices.

9.0 EXPULSION FOR MISCONDUCT

9.1 The Chair may cause to be expelled and exclude any member of the public, or group of persons in attendance at a meeting who creates any disturbance or acts improperly, during a meeting of Council or Committee. If necessary, the Chair may call upon the Clerk seek the appropriate

assistance from police.

- 9.2 Where a member persists in any disobedience of the Rules of Procedure after having been called to order by the Chair, the Chair shall forthwith put the question, no amendment, adjournment or debate being allowed, "That such Member be order to leave his/her seat for the duration of the meeting of the Council", but if the Member apologizes he/she may be permitted to retake his/her seat.

MEETINGS

10.0 INAUGURAL MEETING

- 10.1 The first meeting of a newly elected Council after a regular election shall be held on the second Wednesday in December at a time and location determined by the Clerk.
- 10.2 At the Inaugural meeting of the Council, the only business to be brought before the meeting shall be the following:
- a) Declarations of Office;
 - b) Inaugural Address by the Head of Council;
 - c) Matters incidental to any of the above.

11.0 REGULAR MEETINGS

- 11.1 Regular meetings of Council shall be held on the first Wednesday of each month at 9:00 A.M., except for December and January which shall be the second Wednesday.
- 11.2 A second regular meeting of Council may be held during each month as required.
- 11.3 Meetings of the Council shall generally be held at the Council Chambers located at 7580702nd Line East or at such other place as is specified in the agenda.
- 11.4 All Council and Committee meetings shall be open to the public.
- 11.5 Public notice of meetings shall be given for all meetings by means of the municipal website
- 11.6 Notice for meetings not scheduled in the original calendar of meetings outlined in section 11, will be at the discretion of the Clerk and using communication channels as appropriate.

- 11.7 If no quorum is present 15 minutes after the time appointed for a meeting of Council or a Committee, the Clerk shall record the names of the members present and the meeting shall stand adjourned until the date of the next meeting.
- 11.8 As soon after the hour fixed for the holding of the meeting as a quorum is present, the Chair shall call the meeting to order.
- 11.9 Subject to the provisions of *Act* and where no Presiding Officer has been appointed, in case the Chair does not attend within 15 minutes after the time appointed for a meeting, or he/she refuses to act, the Clerk shall call the members to order and the Deputy Mayor and/or Vice Chair shall preside until the arrival of the Chair, and while so presiding shall have all the rights, powers, and authority of the Chair.
- 11.10 No item of business may be dealt with at a Council meeting after 4:30 pm for a day meeting, and after 3 hours of the start of evening meeting of Council, unless agreed to by the majority of Council present.
- 12.0 CLOSED SESSIONS
- 12.1 Notwithstanding section 11.4, a meeting may be closed to the public if the subject matter being considered relates to items as listed in the *Act* and must follow the procedures as outlined in the *Act*.
- 12.2 All persons in attendance during closed sessions shall ensure that confidential matters disclosed to them, and materials provided to them during Closed Sessions or in advance of the meeting or session, are kept confidential. Persons in attendance are encouraged to return confidential material to the Clerk. The obligation to keep information confidential applies even if the member ceases to be a member.
- 13.0 SPECIAL MEETINGS
- 13.1 The Head of Council or Clerk may at any time summon a special meeting of Council on 48 hours written notice to the Members of Council, or, upon receipt of the petition of the majority of the Members of the Council.
- 13.2 The only business to be dealt with at a special meeting is that which is listed.
- 14.0 EMERGENCY MEETINGS
- 14.1 In circumstances determined to be an emergency or urgent situation, or which could affect the health or well-being of the residents of the Township of Mulmur, or if a State of Emergency is declared, or if so advised by a

Provincial Ministry, the Head of Council, Deputy Mayor or Clerk may at his/her discretion call an emergency meeting of Council on less than 48 hours notice.

14.2 An emergency meeting shall only proceed with the consent of two-thirds of the members of Council, recorded in the minutes.

14.3 The Clerk shall make his/her best efforts to provide notice of the action as soon as possible following the action and will present a report to Council for ratification.

15.0 MEETING NOTICE

15.1 Where notice of intention to pass a by-law or notice of a public meeting is required to be given, the Clerk shall cause such notice to be posted on the Township's website. Additional notice by direct mail and/or publication may be made at the discretion of Council or the Clerk. Inclusion within agenda and meeting packages shall be considered as notice.

15.2 Such notice shall be given pursuant to applicable legislation or regulations, and if not so prescribed, notice shall be given at least once, not less than 48 hours prior to the proposed notice of intention to pass a by-law or notice of a public meeting being taken.

16.0 INCLEMENT WEATHER

16.1 For all Council and Committee meetings, should the *Chair* deem the weather to be severe or an emergency, the meeting shall be held electronically, cancelled and/or rescheduled for another time.

17.0 ELECTRONIC PARTICIPATION

17.1 Electronic participation at meetings may be conducted, pursuant to Section 238 of the *Act*, and in accordance with this By-law.

17.2 Electronic participation will be permitted at all meetings unless specified by the Clerk or Chair.

17.3 Members who wish to participate electronically, in accordance with this section, shall make arrangements with the Clerk, no less than 24 hours in advance of the meeting, or as soon as possible in the event of inclement weather.

17.4 Members participating electronically, shall be entitled to vote as if they were attending in person and participate electronically in a meeting that is open or closed to the public.

- 17.5 At meetings with electronic participation by any member(s), votes may be recorded to ensure transparency.

AGENDAS

- 18.0 The Clerk, at his/her discretion, shall have prepared from all communications, correspondence and delegation requests, which are received at least 7 calendar days prior to the date and time of the meeting and not less than 48 hours before the hour appointed for the holding of a regular meeting.
- 18.1 The following headings shall make up the Council agenda:
- a) Call to Order
 - b) Land Acknowledgement
 - c) Agenda Approval
 - d) Minutes of the Previous Meeting
 - e) Discussion Arising out of the Minutes
 - f) Disclosure of Pecuniary Interests
 - g) Public Question Period
 - h) Public Meetings
 - i) Deputations and Presentations
 - j) Public Works
 - k) Treasury
 - l) Administration
 - m) Planning
 - n) Committee Minutes and Reports
 - o) Information Items
 - p) Closed Session
 - q) Items for Future Meetings
 - r) Notice of Motions
 - s) Passing of By-laws
 - t) Adjournment
- 18.2 The business of the meeting shall in all cases be taken up in the order in which it stands upon the agenda unless otherwise decided by the majority of members.
- 18.3 Any item which is not on the agenda as set but has been determined by the Clerk to be of a nature which requires attention prior to the next scheduled meeting, may be added by addendum at the discretion of the Clerk.
- 18.4 Any items brought forward as a time sensitive issue by other means shall require a majority vote of the members present to be added to the agenda.

MINUTES

19.0 MINUTES

19.1 Minutes shall record:

- a) The place, date and time of the meeting and the time of adjournment;
- b) The names of presiding officer, members and staff present;
- c) The reading, if requested, correction and adoption of the minutes of prior meetings;
- d) Declarations of pecuniary interest;
- e) All other proceedings, which will include motions, resolutions, decisions and directions of the meeting without note or comment.
- f) Recorded votes taken by Council.

19.2 The Clerk or designate shall act as the recording secretary for Council and Committee meetings, including Closed Sessions, statutory and planning public meetings.

19.3 Only the theme of questions asked during the public question period will be recorded in the minutes.

20.0 ADOPTION OF MINUTES

20.1 Draft minutes of each Council and/or Committee meeting shall be presented to Council for approval and/or information at the next regular meeting but will be made available in draft to the public as soon as possible after the meeting and prior to adoption.

20.2 Members shall indicate any errors or omissions to be corrected by the Clerk prior to adoption.

20.3 If the minutes have been delivered to the Members then the minutes shall not be read, and a resolution that the minutes be adopted shall be in order.

20.4 After the Council minutes have been approved by Council, they shall be signed by the Head of Council and Clerk and/or designate(s).

20.5 Closed session minutes shall be brought forward for approval as soon as practicable and be listed on the closed meeting agenda. Closed session minutes shall be marked as confidential and shall remain confidential.

DISCLOSURES OF PECUNIARY INTEREST

21.0 Where a Member, either on his or her own behalf or while acting for, by,

with or through another, has any pecuniary interest, direct or indirect, in any matter and is present at a meeting of the Council or Committee which the matter is the subject of consideration, the Member, shall govern themselves in accordance with the *Municipal Conflict of Interest Act, R.S.O. 1990, c. M.50*.

- 21.1 Members shall prior to any consideration of the matter at the meeting, determine whether they may have a pecuniary interest and disclose the nature thereof verbally at the meeting.
- 21.2 The Member shall provide a written statement, in a form provided, of the interest and its general nature to the Clerk. The Clerk will include the statement in a registry maintained in accordance with the *Municipal Conflict of Interest Act, R.S.O. 1990, c. M.50*.
- 21.3 Members may declare pecuniary interest prior to any item being addressed.
- 21.4 Members who have declared a pecuniary interest shall:
 - a) not take part in the discussion of, or vote on any question in respect of the matter;
 - b) not attempt in any way whether before, during or after the meeting to influence the voting on the matter;
 - c) in addition to complying with the requirements of *Municipal Conflict of Interest Act, R.S.O. 1990, c. M.50* shall forthwith leave the meeting or part of the meeting during which the matter is under consideration.
- 21.5 Where the interest of a Member has not been disclosed by reason of the Member's absence from a particular meeting, the Member shall disclose the Member's interest and otherwise comply at the first meeting of the Council or Committee, as the case may be, attended by the Member after the particular meeting.
- 21.6 In the event that a member declares an interest during closed session, the Member shall affirm their declaration of pecuniary interest immediately after the motion to arise and the Clerk shall record the declaration in the minutes.
- 21.7 A Member who has declared a pecuniary interest in a matter may move, second and vote on the confirmatory by-law for the meeting in which the interest was declared and adopting the minutes of the meeting in which the interest was declared.

- 21.8 Where the number of members who, by reason of the Provisions of *Municipal Conflict of Interest Act, R.S.O. 1990, c. M.50*, are disabled from participating in a meeting is such that at that meeting the remaining members are not of sufficient number to constitute a quorum, then, despite any other general or special Act, the remaining number of members shall be deemed to constitute a quorum, provided such number is not less than 2.

PUBLIC QUESTION PERIOD

- 22.0 A maximum of 15 minutes will be set aside for Public Question Period, with each questioner limited to 5 minutes.
- 22.1 When called upon by the Chair the questioner will identify themselves by name and address the question to the Chair.
- 22.2 Questions will be responded to by the Chair who may also request a response from staff. Response can be deferred or provided in writing depending on the specifics of the question.
- 22.3 Questions shall only be permitted in respect of subject matters that deal with municipal issues and are within the Municipality's jurisdiction, being those that Council is responsible for, as outlined in the *Act*.

DEPUTATIONS AND PRESENTATIONS

23.0 DEPUTATIONS

- 23.1 A person wishing to appear as a deputation may address Council or a Committee shall be limited in speaking to not more than 15 minutes except that a delegation consisting of more than 5 persons shall be limited to 2 speakers, each limited to speaking not more than 10 minutes.
- 23.2 Deputations shall advise the Clerk in writing providing an outline of the nature of the deputation, and relevant deputation materials at least 7 days prior to the meeting.
- 23.3 The Clerk, at his/her discretion, will determine the date and time of the deputation.
- 23.4 Deputations may only be about an item listed on the meeting agenda.
- 23.5 Deputations shall only be permitted in respect of subject matters that deal with municipal issues and are within the Municipality's jurisdiction, being those that Council is responsible for, as outlined in the *Act*.

- 23.6 A person who is unable to attend may arrange for another person to appear as a deputation on such person's behalf.
- 23.7 Members may ask questions of clarification.
- 23.8 A maximum of 4 deputations at a day meeting not including *Planning Act* public meetings shall be permitted. Invitations for attendance at a Council meeting by Council will be included in the maximum number of deputations.
- 23.9 Each issue and/or deputation will be allowed one meeting presentation to the Council or Committee with a period of 6 months lapsing before the issue can be raised again. An exception may be granted at the discretion of the Clerk, if substantially new and/or substantially significant information is provided.
- 23.10 The Chair may shorten the time of any deputation, any questions of a delegate, or debate during a deputation for disorder or any other breach of this by-law.

24.0 PRESENTATIONS

- 24.1 A person or group wishing to make a Presentation to Council shall provide the Clerk or designate with written notice no later than fourteen (14) days prior to the meeting. Such request shall state the specific nature of the matter to be presented. The presentation material must be provided fourteen (14) days prior to the meeting for inclusion in the package.
- 24.2 Presentations and Ceremonial Presentations shall only be permitted in respect of subject matters that deal with municipal issues and are within Municipality's jurisdiction, being those that Council is responsible for as outlined in the Act.
- 24.3 Presentations and Ceremonial Presentations at the Council meeting shall be limited to 15 minutes. The duration of a presentation may be extended by majority vote specifying the additional time. Such question shall be decided by Council without debate.
- 24.4 Presenters may only present once every twelve (12) months on the same topic, or at the discretion of Council or the Clerk.
- 24.5 A maximum of two (2) presentations per meeting will be scheduled by the Clerk.
- 24.6 Immediately following a presentation, the Chair will determine if further action is required and direct staff to prepare a report for consideration by Council. If no report is required, presentations will be noted and filed.

BY-LAWS

25.0 Generally, all by-laws shall be given first, second and third reading at one meeting in a single motion.

25.1 Every by-law passed by Council shall:

- a) be signed by the Head of Council and Clerk, or their deputies;
- b) Be sealed with the Municipal seal; and
- c) Indicate the date of passage.

25.2 Every by-law when introduced shall be in typewritten form and shall contain no blanks except such as may be required to conform to accepted procedure or to comply with provisions of any Act and shall be complete except for the number and date thereof.

25.3 The Clerk or designate is hereby authorized to make such minor deletions, additions, or other changes in form to any by-law before same is signed and sealed, for the purpose of ensuring correct and complete implementation of the actions of Council forming the subject matter of the by-law and members shall be advised by the Clerk of such changes by written notice.

MOTIONS AND VOTING

26.0 MOVED AND SECONDED

26.1 All motions shall be moved and seconded. The Clerk or designate may be asked to repeat the motion in question.

26.2 The *Chair* may vacate the chair in order to move or second a motion and shall resume the chair following the vote of the matter.

26.3 All motions may be supported or opposed by the mover and seconder.

27.0 SEVERABILITY OF MOTION

27.1 Upon the request of any member, and when the Chair is satisfied that a motion under consideration contains distinct proposals, the vote upon each proposal shall be taken separately.

28.0 SECONDARY MOTIONS

28.1 The following matters and motions are not debatable may be introduced without notice and without leave, except as otherwise provided by the Rules of Procedure:

- a) a point of order or privilege;
- b) to move to call the vote;
- c) to extend the time of the meeting; or
- d) to adjourn.

28.2 The following matters and motions are debateable may be introduced without notice and without leave, except as otherwise provided by the Rules of Procedure:

- a) to amend;
- b) to suspend the Rules of Procedure;
- c) to commit or refer to a specific body;
- d) defer or to postpone indefinitely;
- e) any other procedural motion.

28.3 Procedural motions shall be considered immediately upon receipt and shall have precedence.

29.0 MOTION TO RECONSIDER

29.1 If a matter has been previously considered, it shall not be reconsidered by such body within six (6) months after the meeting a-t which it was originally considered, without the consent of at least two-thirds of the members present.

29.2 "Considered" shall mean those matters for which the members of a meeting have decided to act or not act upon and shall more include the mere receipt of information where no action has been sought or taken.

29.3 A motion to reconsider must be moved by a member of the prevailing side when the matter was first considered.

29.4 A motion to reconsider on a decided matter of Council, shall be brought forward as a Notice of Motion.

30.0 MOTION TO AMEND

30.1 Motions may be amended verbally prior to the Calling for the Vote if a quorum of the members agree to the amendment.

30.2 Amendments shall be relevant and germane to the principle of the report or motion under consideration.

30.3 Only one amending motion shall be considered at any one time.

31.0 NOTICE OF MOTION

31.1 Members intending to bring forward a motion for Council consideration must provide notice at the preceding meeting.

31.2 Such notice shall contain a brief summary of the motion subject.

31.3 Final wording of the motion for Council consideration shall be provided to the Clerk or designate at least one week in advance of the meeting at which the motion is to be considered.

31.4 The Chair, at their discretion, may move to consider the Notice of Motion immediately which unanimous consent of all Council members in attendance.

32.0 CALL THE VOTE

32.1 A motion to call the vote shall preclude all further amendments of the question. When resolved in the affirmative, the Chair shall read the motion and all amendments thereto without further debate or amendment.

32.2 Such motion cannot be moved by a member who has already debated the question.

33.0 VOTING PROCEDURE

33.1 Each Member present and voting shall announce or indicate his/her vote openly and individually. No vote shall be taken by ballot or by any other method of secret voting.

33.2 Every Member present shall vote unless prohibited by statute, in which case it shall be so recorded.

33.3 A failure to vote or abstention by a member who is present at the meeting at the time of the vote and who is qualified to vote shall be deemed to be a negative vote.

33.4 After a motion is called to vote, by the Chair, no Member shall speak to the question, nor shall any other motion be made until after the vote is taken and the result has been declared.

33.5 When the Chair calls for the vote, each Member shall occupy his/her seat and shall remain in his/her place until the result of the vote has been

declared by the Chair, and during such time no Member shall walk across the room to speak to any other Member or make any noise or disturbance.

33.6 The manner of determining the decision of the Council on a motion shall be at the discretion of the Chair and may it be by voice, show of hands, standing or otherwise.

33.7 Any motions on which there is a tie vote shall be deemed to be lost, except where otherwise provided by any *Act*.

34.0 RECORDED VOTES

34.1 A request by a member for a recorded vote may be made immediately prior or immediately thereafter the taking of the vote.

34.2 Upon request for a recorded vote, the Clerk shall call the names and record the votes in the following order:

- a) the requestor shall be called first;
- b) to be followed by the next Councillor in alphabetical order;
- c) with the Deputy Mayor and Mayor voting second last and last;
- d) if the requester is the Mayor or Deputy Mayor, they shall vote first.

34.3 The Clerk shall announce the results.

34.4 An all-encompassing request for recorded votes may be made at any time where members are participating electronically and shall apply to the whole or remainder of the meeting to ensure proper technology is enabled to make such participation possible. All-encompassing record of votes will occur in alphabetical order, except that the Deputy Mayor and Mayor shall vote second last and last respectively.

RULES OF DEBATE

35.0 RULES OF DEBATE

35.1 To address Council, every member shall wait to be recognized by the Chair before speaking.

35.2 When a Member is speaking no other Member shall pass between him/her and the Chair, or interrupt him/her, except to raise a point of order or personal privilege.

35.3 Any member, taken in order of acknowledgement, may require the question or motion under discussion to be read at any time during the

debate, but only after each member has spoken on the question or motion at least once, but not so as to interrupt a Member while speaking.

36.0 POINTS OF ORDER

36.1 A member may interrupt the person who has the floor to raise a point of order when such member feels that there has been a deviation or departure from the rules of procedure.

36.2 Upon hearing such point of order, the ruling of the Chair shall be final.

36.3 The member who called the point of order may appeal the decision of the Chair to Council with the motion "that the decision of the Chair be sustained" which shall be decided by a majority vote of the members present without debate.

37.0 POINT OF PRIVILEGE

37.1 A member may rise at any time on a point of personal privilege where such member feels that personal integrity or the integrity of the Council has been impugned by another member.

37.2 Upon hearing such point of privilege, the ruling of the Chair shall be final.

37.3 The member who called the point of privilege may appeal the decision of the Chair to Council with the motion "that the decision of the Chair be sustained" which shall be decided by a majority vote of the members present without debate.

37.4 Where the Chair recognizes that a breach of privilege has taken place, the Chair shall cause the offending member to apologize, and failing such apology shall require such member to vacate for the duration of the meeting.

COMMITTEES

38.0 INTERNAL COMMITTEES

38.1 Council shall, determine the appropriate Committees, terms of reference, mandates, honorariums and their memberships.

38.2 Committees shall sit for the term of Council unless dissolved by Council.

38.3 Public members are expected to be residents, property owners, and/or business owners in the Township of Mulmur.

- 38.4 Township staff are not eligible to sit as public members.
- 38.5 Public members shall provide a clean criminal records check.
- 38.6 All Committee members will be appointed by motion or by-law.
- 38.7 Council members appointed to the Committees, shall sit for two (2) years, after which Council will determine whether new members of Council will be appointed.
- 38.8 All items considered by a Committees shall be forwarded to the Council in the form of Committee minutes.
- 39.0 EXTERNAL BOARDS AND COMMITTEES
- 39.1 Council representation on all external boards and committees for whom appointments are sought or required shall be at the discretion of Council and in accordance with the *Act*.
- 39.2 Members will be appointed by motion or by-law.
- 39.3 Appointed members shall sit for two (2) years, after which Council will determine whether new members of Council will be appointed.
- 40.0 EX OFFICIO
- 40.1 The Head of Council is an ex officio member of every *Committee*.
- 40.2 Where a Committee is established by reference to a particular number of members without specifically providing for the members of the Head of Council, such number is automatically increased by one, being the Head of Council.
- 40.3 The Head of Council may vote and otherwise participate in the business of the Committee without any restriction on the same basis as any other member.

OTHER MATTERS

41.0 AMENDMENT

- 41.1 In all matters and under all circumstances the members shall be guided by and shall have regard to the all-other existing legislation including but not limited to the *Act* and *Municipal Conflict of Interest Act, R.S.O. 1990, c. M.50*.

41.2 Following a regular or new election, the Clerk shall provide each member of Council with a copy of this By-Law, including any amendments thereto.

42.0 CONFLICT

42.1 In the event of any conflict between this By-Law and any statute, the provisions of the statute prevail.

42.2 In the event of any conflict between any provisions of this by-law and any other by-law hereto are passed; the provisions of this by-law shall prevail.

DRAFT



SHELburne & DISTRICT FIRE BOARD

October 5, 2021

The Shelburne & District Fire Department **Board of Management** meeting was held electronically (Zoom ID 853 5597 6054) on the above mentioned date at 7:00 P.M.

Present

As per attendance record.

1. **Opening of Meeting**

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

2. **Additions or Deletions**

None.

3. **Approval of Agenda**

3.1 **Resolution # 1**

Moved by F. Nix – Seconded by H. Foster

BE IT RESOLVED THAT:

The Board of Management approves the agenda as presented.

Carried

4. **Approval of Minutes**

4.1 **Resolution # 2**

Moved by S. Grant – Seconded by G. Little

BE IT RESOLVED THAT:

The Board of Management adopt the minutes under the date of September 7, 2021 as circulated.

Carried

5. **Pecuniary Interest**

5.1 No pecuniary interest declared.

6. **Public Question Period**

6.1 No public present.

7. **Delegations / Deputations**

7.1 None.

8. **Unfinished Business**

8.1 **Closed Session**

Resolution # 3

Moved by E. Hawkins – Seconded by M. Mercer

BE IT RESOLVED THAT:

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

Carried

Resolution # 4

Moved by W. Hannon – Seconded by E. Hawkins

BE IT RESOLVED THAT:

We do now rise and report progress at 7:34 pm.

Carried

Resolution # 5

Moved by S. Martin – Seconded by G. Little

BE IT RESOLVED THAT:

The Shelburne and District Fire Board of Management approves a 1.5% increase effective September 1st, 2021 for the Fire Chief.

Carried

Resolution # 6

Moved by F. Nix – Seconded by M. Mercer

BE IT RESOLVED THAT:

The Shelburne and District Fire Board of Management approves a Cost of Living Increase effective January 1, 2022 based on the Ontario CPI for the Fire Chief and Secretary-Treasurer.

Carried

8.2 Firefighter Compensation Review

The Chief reviewed the report with the Board. The Board directed the Chief to review the hourly rate for probationary firefighters for the next budget and to look into benefits for the firefighters.

Resolution # 7

Moved by G. Little – Seconded by H. Foster

BE IT RESOLVED THAT:

The Shelburne and District Fire Board of Management receives the 2022 Wage Schedule:

AND THAT the following changes be approved:

- Change in title from Training Coordinator to Training Officer
- Change in title from Acting Captain to Lieutenant
- Change in annual stipend for Lieutenant from \$400 to \$500
- Removing Annual Stipend for Firefighters 1 to 4
- Change in Thursday Night Training pay from \$35/\$40 per night to hourly rate
- Change in Officer's Meeting pay from \$60 per meeting to hourly rate
- Change in Board meeting pay from \$100 per meeting to hourly rate
- Change "Loss of Days Pay" to "Approved Additional Training"
- Change Mileage expenses from \$0.50 per km to the Revenue Canada Rate; currently \$0.59 per km
- Cost of Living for every year forward started in 2023 for the firefighters.

Carried

8.3 2022 Operating and Capital Budgets

The Board briefly discussed.

9. **New Business**

9.1 **COVID-19 Vaccination Policy**

The Board directed the Chief to draft a policy similar to the County of Dufferin and bring it back to the November meeting.

9.2 **SDFD Washroom Renovation RFP**

The Chief advised the Board that the RFP closes on October 15th.

12. **Accounts & Payroll – September 2021**

12.1 **Resolution # 8**

Moved by S. Grant – Seconded by G. Little

BE IT RESOLVED THAT:

The bills and accounts in the amount of \$27,276.64 for the period of September 1, 2021 to September 30, 2021, as presented and attached be approved for payment.

Carried

10. **Chief's Report**

10.1 **Monthly Reports (September 2021)**

There was a total of 22 incidents for the month of September.

10.2 **Update from the Fire Chief**

The Chief advised that there are currently 2 inspections in progress and 2 completed. Firefighters participated in 6 training sessions. We returned to regular Thursday night training.

The Chief issued the RFP for Washroom renovations. The Chief attended the OAFC annual conference and trade show virtually.

11. **Future Business:**

11.1 **SDFD & MMFD Boundary.**

13. **Confirming and Adjournment**

13.1 **Resolution # 9**

Moved by E. Hawkins – Seconded by M. Mercer

BE IT RESOLVED THAT:

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

Carried

13.2 **Resolution # 10**

Moved by S. Martin – Seconded by E. Hawkins

BE IT RESOLVED THAT:

The Board of Management do now adjourn at 8:25 pm to meet again on November 2, 2021, at 7:00 pm or at the call of the Chair.

Carried

Respectfully submitted by:

Approved:

Nicole Hill
Secretary-Treasurer

Walter Benotto
Chairperson

SHELBURNE & DISTRICT FIRE BOARD MEMBERS

Meeting Attendance Record Under Date of October 5, 2021

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



SHELburne & DISTRICT FIRE BOARD

November 2, 2021

The Shelburne & District Fire Department **Board of Management** meeting was held electronically (Zoom ID 840 2297 3352) on the above mentioned date at 7:00 P.M.

Present

As per attendance record.

1. **Opening of Meeting**

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

2. **Additions or Deletions**

None.

3. **Approval of Agenda**

3.1 **Resolution # 1**

Moved by G. Little – Seconded by S. Martin

BE IT RESOLVED THAT:

The Board of Management approves the agenda as presented.

Carried

4. **Approval of Minutes**

4.1 **Resolution # 2**

Moved by M. Mercer – Seconded by E. Hawkins

BE IT RESOLVED THAT:

The Board of Management adopt the minutes under the date of October 5, 2021 as circulated.

Carried

5. **Pecuniary Interest**

5.1 No pecuniary interest declared.

6. **Public Question Period**

6.1 No questions.

7. **Delegations / Deputations**

7.1 None.

8. **Unfinished Business**

8.1 **COVID-19 Vaccination Policy**

Resolution # 3

Moved by J. Horner – Seconded by F. Nix

BE IT RESOLVED THAT:

The Shelburne & District Fire Board of Management approves the COVID-19 Vaccination Policy as presented by the Fire Chief;

AND THAT the Fire Chief be directed to implement the COVID-19 Vaccination Policy effective December 1, 2021.

Carried

8.2 **SDFD Washroom Renovation RFP**

The Board discussed and reviewed the evaluation matrix.

Resolution # 4

Moved by F. Nix – Seconded by G. Little

BE IT RESOLVED THAT:

The Shelburne and District Fire Board of Management receives the Chief Fire Hall Renovations Report:

AND THAT Creative Concepts Construction be awarded the contract for Fire Hall Renovations to meet RFP 2021-02 for construction price \$20,750.00 plus HST.

Carried

9. **New Business**

9.1 **Letter to Amend Communications Agreement**

The Board discussed and expressed concern for the possibility of Tillsonburg increasing prices every year.

Resolution # 5

Moved by F. Nix – Seconded by G. Little

BE IT RESOLVED THAT:

The Shelburne and District Fire Board of Management receives the Letter to Amend Fire Communications Service Agreement from the Town of Tillsonburg;

AND THAT the Fire Chief be authorized to enter into negotiations with the Town of Tillsonburg.

Carried

8.3 **2022 Operating and Capital Budgets**

Resolution # 6

Moved by F. Nix – Seconded by J. Horner

BE IT RESOLVED THAT:

The Shelburne and District Fire Board of Management adopt the 2022 Operating Budget in the amount of \$587,475 which represents a 3.65% increase over 2021;

AND THAT \$35,000 from the operating reserve be used to offset the increase;

AND further that this request be circulated to the participating municipalities for approval.

Carried

The Chief reviewed the Fire Services Report # 21-03 with the Board. The Chief was notified by Dependable that it would be 2024 before we could get a chassis for the replacement of Rescue 26. The Chief recommended the following:

- Replace Pumper 27 now
- Replace Rescue 26 in 2024
- Refurbish Tanker 25 in 2025
- Re-certify Ladder 28 for 10 years for \$10,000 per year starting in 2027

The Board deferred the Capital budget until the December Board meeting.

Resolution # 7

Moved by F. Nix – Seconded by G. Little

BE IT RESOLVED THAT:

The Shelburne and District Fire Board of Management receives the Chief's Supply and Delivery of One Walk Around Rescue Report;

AND THAT the Chief be authorized to sole source the purchase of a replacement for Pumper 27 from Dependable Emergency Vehicles instead of the replacement for Rescue 26;

AND THAT the Chief be authorized to negotiate a contract for the purchase of a new pumper up to a cost of \$575,000.00

Carried

10. **Chief's Report**

10.1 **Monthly Reports (October 2021)**

There was a total of 25 incidents for the month of October.

10.2 **Update from the Fire Chief**

The Chief advised that there were 4 inspections completed. A Fire Escape Plan exercise was completed with students in JK – 3 from 3 (741 students) elementary schools. The Chief attended the Little family "Mini-Boo" event at Fiddle Park.

We are entering into a Red Cross Training Partner agreement to do all First Aid training in-house.

The Chief participated in the Dufferin County Emergency Exercise "Autumn Chill."

11. **Future Business:**

11.1 SDFD & MMFD Boundary.

12. **Accounts & Payroll – September 2021**

12.1 **Resolution # 8**

Moved by J. Horner – Seconded by S. Martin

BE IT RESOLVED THAT:

The bills and accounts in the amount of \$18,754.45 for the period of October 1, 2021 to October 28, 2021, as presented and attached be approved for payment.

Carried

13. **Confirming and Adjournment**

13.1 **Resolution # 9**

Moved by H. Foster – Seconded by E. Hawkins

BE IT RESOLVED THAT:

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

Carried

13.2 **Resolution # 10**

Moved by W. Hannon – Seconded by M. Mercer

BE IT RESOLVED THAT:

The Board of Management do now adjourn at 8:22 pm to meet again on December 7, 2021, at 7:00 pm or at the call of the Chair.

Carried

Respectfully submitted by:

Approved:

Nicole Hill
Secretary-Treasurer

Walter Benotto
Chairperson

*Minutes for Shelburne Public Library Board Meeting
Tuesday, November 16, 2021*

Present: Geoff Dunlop Shane Hall Paul Barclay
 James Hodder Gail Little Margaret Mercer
 Patricia Clark

Also Present: Rose Dotten, CEO/ Head Librarian, and Gord Gallaugh, Treasurer

Regrets: Mikal Archer, Sharon Martin

The participants met on-line through the Zoom platform due to the COVID-19 Pandemic.

The Chair, Geoff Dunlop, called the meeting to order at 7:00 P.M. and stated some guidelines for the meeting.

- a) Participants were to mute themselves when not speaking. Rose/Geoff to stay unmuted to recognize members.
- b) Participants were to raise their hands to ask questions or comment and wait to be recognized.
- c) Participants were to raise their hands to vote on motions.

Motion 51-21 M. Mercer, S. Hall

In accordance with a previous motion approved by the SPL Board that members can participate in a virtual meeting;

Be it resolved that the Board now hold a virtual meeting for all board members not able to be physically present due to COVID-19 restrictions.

Carried

Motion 52-21 J. Hodder, P. Clark

Be it resolved that we approve the Agenda, as amended, of the November 16, 2021, meeting.

Carried

Motion 53-21 G. Little, P. Barclay

Be it resolved that we approve the minutes, as amended, of the board meeting dated October 19, 2021.

Carried

Motion 54-21 P. Barclay, G. Little

Be it resolved that we approve the Accounts Payable Register for October, 2021, with invoices and payments in the amount of \$30,456.03.

Carried

CEO/ Head Librarian's Report:

○ **Statistics—Including Social Media and e-resources**

Since we are using both curbside and in-house systems and e-resources, we have developed a different format for reporting our statistics. Attached is a summary of the Monthly Statistics for November, 2021.

As seen in the statistics presented, we have an extensive email list (approximately 2,500) of our adult Newsletter and Rose consistently has the Newspaper article in the Shelburne Free Press... thanks to their support.

○ **Programming**

○ **Children's Programming**

Our children's programming continues with Story time and crafts on Friday morning. Families pick up a bag containing the craft materials for the month at curbside along with their books. We also post new Lego Challenges for children every Wednesday and encourage interaction through social media. On Thursday nights, we have Sleepy Story time.

○ **Teen Programming**

For the Teens, we have a weekly Make and Take Video and craft supplies to make the craft. The "Craft Supply" bags are also distributed monthly and include all the supplies necessary to make the crafts.

○ **Adult Programming**

Jade and Rose are featured in a Video clip every Wednesday. They outline some new aspect of the library resources and talk about two books they have read during the week. There is also a continuing adult reading Challenge on Beanstack.

Steve Anderson presented his book *Driven to Success*, in a virtual and on-site meeting presented by both the Shelburne Public Library and the Orangeville Public Library. It was held on Wednesday, October 20, 2021, from a link on the library website. Steve Anderson has written his memoirs about his journey from growing up in the Jane-Finch corridor to his current role as Legal Counsel for the TTC in Toronto and as Deputy Mayor of Shelburne. Copies of his book are for sale in the Shelburne Public Library.

Steve also did an extensive interview with Rose which is featured on our You Tube Channel.

Business

○ **Draft 2022 Budget**

The draft 2022 Budget was presented to the board. Gord Gallaughier, the Treasurer, was present at the meeting to answer any questions that the board had. The staff was very pleased to be able to present a budget with an under 2% budget increase and subsequent costs to the municipalities of 1.57%.

Motion: 55-21 S. Hall, G. Little

Be it resolved that the SPL Board approves the 2022 Budget in the amount of \$443,800.

Carried

- **Ongoing Library Protocols** - Discussion ensued about the issues of mandatory vaccinations for staff. The Board decided that this would be best carried forward as an agenda item for next month as we look at what Dufferin County and the other municipalities are implementing. It is important for our patrons and citizens to have a consistent policy in place. We now have the Town of Shelburne policy in hand and the CEO will present a document for board decision at the next meeting.

As to whether we will be required to ask patrons to be fully vaccinated, the provincial protocols do not mandate this for Public Libraries except for events and meetings.

Motion 56-21 P. Clark, J. Hodder

Be it resolved that SPL continue to provide programming and support to its patrons to provide online service, programming, resources, support and communication;

Be it further resolved that the SPL Board approve the recommendation to continue and maintain current staffing as modified by the CEO;

Be it further resolved that these recommendations be reviewed at the next scheduled Board meeting on December 21, 2021.

Carried

- **Donor Sign**

Rose presented a very rough draft of a possible sign to be placed in the library showing names of donors over the past 3 years. Rose also pointed out some of the issues that could arise from such a list, such as donors not wanting their names on the sign, etc.

Rose has undertaken to call all donors to ensure that the name on the Donor Sign reflects their wishes.

- **Land Acknowledgement**

Several board members brought forward the issue of reading a Land Acknowledgement before each meeting. Discussion ensued as to whether we should use the acknowledgement the Town of Shelburne uses. Rose will get that information from Jennifer Willoughby at the town office. Shane Hall will also facilitate this. The question arose as to whether the acknowledgement needed to be read at the beginning of each meeting. The board decided that it would be the appropriate action to take.

The following is the Land Acknowledgement that is read at the Town of Shelburne Council meetings:

“We would like to acknowledge the traditional territory of the Anishinaabe including the Ojibway, Potawatomi and Chippewa and the People of the Three Fires Confederacy.”

- **In Camera session -- Not required**

Motion 57-21 M. Mercer, G. Little

That we now adjourn at 8:28 p.m., to meet again December 21, 2021, at 7 pm., or at call of the Chair.

Carried



SHELburne & DISTRICT FIRE BOARD

December 7, 2021

The Shelburne & District Fire Department **Board of Management** meeting was held electronically (Zoom ID 878 2434 9346) on the above mentioned date at 7:00 P.M.

Present

As per attendance record.

1. **Opening of Meeting**

1.1 Chair, Walter Benotto, called meeting to order at 7:01 pm.

2. **Additions or Deletions**

None.

3. **Approval of Agenda**

3.1 **Resolution # 1**

Moved by E. Hawkins – Seconded by W. Hannon

BE IT RESOLVED THAT:

The Board of Management approves the agenda as presented.

Carried

4. **Approval of Minutes**

4.1 **Resolution # 2**

Moved by F. Nix – Seconded by M. Mercer

BE IT RESOLVED THAT:

The Board of Management adopt the minutes under the date of November 2, 2021 as circulated.

Carried

5. **Pecuniary Interest**

5.1 No pecuniary interest declared.

6. **Public Question Period**

6.1 No questions.

7. **Delegations / Deputations**

7.1 None.

8. **Unfinished Business**

8.1 **SDFD Washroom Renovation RFP**

The Chief updated the Board on the progress of the renovation and advised that we will need to hire painters in the new year to complete the renovations.

8.2 **2022 Capital Budget**

The Board discussed and will defer to January's meeting. The Secretary-Treasurer will modify the presented budget documents to include options with the cost of the fire hall removed.

9. **New Business**

9.1 None.

10. **Chief's Report**

10.1 **Monthly Reports (November 2021)**

There was a total of 15 incidents for the month of November.

10.2 **Update from the Fire Chief**

The Chief advised that there was 1 inspection completed. Participated in an evacuation drill at Shelburne LTC.

The Chief attended the OAFCA Annual General meeting virtually. The Chief successfully completes Humber College Fire Service Management Certificate on Change Management. The Chief also registered the SDFD for OFM "12 days of Holiday Safety" radio contest with Country 105.

The Chief updated the Board on the purchase of the new Pumper and requested additional funds for the purchase.

Resolution # 3

Moved by F. Nix – Seconded by J. Horner

BE IT RESOLVED THAT:

The Shelburne and District Fire Board of Management authorizes the addition of \$13,000.00 to the purchase of the new pumper truck.

Carried

11. **Future Business:**

11.1 SDFD & MMFD Boundary.

12. **Accounts & Payroll – November 2021**

12.1 **Resolution # 4**

Moved by S. Martin – Seconded by J. Horner

BE IT RESOLVED THAT:

The bills and accounts in the amount of \$37,411.80 for the period of October 29, 2021 to December 3, 2021, as presented and attached be approved for payment.

Carried

13. **Confirming and Adjournment**

13.1 **Resolution # 5**

Moved by E. Hawkins – Seconded by H. Foster

BE IT RESOLVED THAT:

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

Carried

13.2 Resolution # 6

Moved by W. Hannon – Seconded by M. Mercer

BE IT RESOLVED THAT:

The Board of Management do now adjourn at 7:46 pm to meet again on January 4, 2021, at 7:00 pm or at the call of the Chair.

Carried

Respectfully submitted by:

Approved:

Nicole Hill
Secretary-Treasurer

Walter Benotto
Chairperson

SHELBURNE & DISTRICT FIRE BOARD MEMBERS

Meeting Attendance Record Under Date of December 7, 2021
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Municipality / Member	Present	Absent
Township of Amaranth		
Heather Foster	X	
Gail Little	X	
Town of Mono		
Sharon Martin	X	
Fred Nix	X	
Township of Melancthon		
Wayne Hannon	X	
Margaret Mercer	X	
Town of Shelburne		
Walter Benotto	X	
Shane Hall		X
Township of Mulmur		
Earl Hawkins	X	
Janet Horner	X	
Staff		
Ralph Snyder – Fire Chief	X	
Jeff Clayton – Deputy Chief		X
Nicole Hill – Sec/Treas.	X	



DUFFERIN COUNTY ELECTION OF THE WARDEN & COUNCIL MINUTES

Thursday, December 9, 2021 at 2:00 p.m.

Video Conference

Council Members Present:

Councillor Steve Anderson (Shelburne)
Councillor Sandy Brown (Orangeville)
Councillor John Creelman (Mono)
Councillor Bob Currie (Amaranth)
Councillor Guy Gardhouse (East Garafraxa)
Councillor Chris Gerrits (Amaranth)
Councillor Earl Hawkins (Mulmur)
Councillor Janet Horner (Mulmur)
Councillor Wade Mills (Shelburne)
Councillor Fred Nix (Mono)
Councillor Philip Rentsch (Grand Valley)
Councillor Steve Soloman (Grand Valley)
Councillor Darren White (Melancthon)

Alternate Members Present:

Councillor Debbie Sherwood (Orangeville)

Council Members Absent:

Councillor Andy Macintosh (Orangeville)(prior notice)

Staff Present:

Sonya Pritchard, Chief Administrative Officer
Michelle Dunne, Clerk
Rebecca Whelan, Deputy Clerk
Anna McGregor, Director of Community Services
Scott Burns, Director of Public Works
Cody Joudry, Director of Development & Tourism
Rohan Thompson, Director of People & Equity
Brenda Wagner, Administrator of Dufferin Oaks
Tom Reid, Chief, Paramedic Service
Aimee Raves, Manager of Finance /Treasurer

1. **LAND ACKNOWLEDGEMENT STATEMENT**

Sonya Pritchard, Chief Administrative Officer, shared the Land Acknowledgement Statement.

2. **CALL TO ORDER & INTRODUCTIONS**

Sonya Pritchard, Chief Administrative Officer, called the meeting to order at 2:02 p.m. She welcomed those watching to the Election of the Warden meeting.

3. **ROLL CALL**

The Clerk verbally took a roll call of the Councillors in attendance.

4. **RECOGNITION OF PAST WARDENS**

Sonya Pritchard acknowledged the past work and contributions to the County of Dufferin made by all Past Wardens.

Past Wardens on current Council:

John Creelman – 2001, 2002 (Mayor, Mono)

Darren White – 2017, 2019, 2020, 2021 (Mayor, Melancthon)

5. **OUTGOING WARDEN'S REMARKS**

Past Warden Darren White addressed Council. He thanked Council and staff for their support throughout the year. He congratulated both nominees and reminded them that the role of Warden is bigger than one municipality or one person and it must be treated as such.

6. **NOMINATIONS OF 2022 WARDEN**

The Chief Administrative Officer reviewed the role of the Head of Council noting that this year would be the 145th Warden of the County of Dufferin.

The Clerk noted nominations for the 2022 Warden were received by the Clerk's office prior to December 3, 2021.

The following nominations were received for the position of Warden:

Councillor Gerrits, moved by Councillor Rentsch, seconded by Councillor Soloman.

Councillor Mills, moved by Councillor White, seconded by Councillor Brown.

The Clerk noted both nominees were willing to stand for the position.

Each nominee addressed Council.

7. **VOTE**

The vote for Warden was conducted electronically through an anonymous poll. The results of the voting poll for Warden were as follows:

Poll

Votes Cast	14
Councillor Gerrits	6
Councillor Mills	8

The Clerk declared Councillor Mills to be the Warden Elect for the year 2021-2022.

8. **OATH OF OFFICE FOR 2022 WARDEN**

Warden Elect Mills took the Oath of Office for the Warden. The Chain of Office, Gavel and Warden's pin will be presented to Warden Mills at a later date.

9. **REMARKS BY THE 2022 WARDEN**

Warden Mills thanked everyone for entrusting him with the role of Warden. He recognized that the past 21 months have been difficult and they as local leaders have been called upon to make some of the most difficult decisions they've had to make in their public life. He also thanked past Warden White and County staff for their commitment through this time.

Warden Mills announced that they would now be moving into the regular Council meeting (2:28 p.m.).

The next regular meeting of Council will take place on January 13, 2022 at 2:00 p.m. by video conference.

10. **APPROVAL OF THE AGENDA**

Moved by Councillor Brown, seconded by Councillor Nix

THAT Item #12.2 be removed from the Agenda and be received as correspondence and the delegate be allowed to speak at Public Question period.

-Carried-

Moved by Councillor Nix, seconded by Councillor Gerrits

THAT the Agenda and any Addendum distributed for the December 9, 2021 meeting of Council, as amended, be approved.

-Carried-

11. **DECLARATION OF INTEREST BY MEMBERS**

Members of Council are required to state any pecuniary interest in accordance with the Municipal Conflict of Interest Act.

12. **APPROVAL OF MINUTES OF THE PREVIOUS MEETING**

Moved by Councillor Brown, seconded by Councillor Creelman

THAT the minutes of the regular meeting of Council of November 11, 2021, be adopted.

-Carried-

13. **PROCLAMATIONS, DELEGATIONS AND PRESENTATIONS**

13.1. **Presentation – Wellington Dufferin Guelph Public Health**

Staff informed Council that the representative from Wellington Dufferin Guelph Public Health was not able to attend.

13.2. **Delegation: Vaccine Passports & Mandates**

This item was removed from the agenda.

Moved by Councillor Brown, seconded by Councillor Horner

THAT the correspondence from Graciela Cardenas-Mustapha regarding vaccine passports and mandates, be received.

-Carried-

13.3. **Presentation: Transit Feasibility Review**

David Forsey, Associate-Manager, Transportation Engineering from IBI Group, provided Council with a presentation regarding the Transit Feasibility Review. The study shows that there is a need for a County-wide transit service and that the preferred service design would be a curb-to-curb on-demand model.

Moved by Councillor Creelman, seconded by Councillor Brown

THAT the Transit Feasibility Review by IBI Group be received:

AND THAT it be referred to all standing committees for further discussion.

-Carried-

14. **PUBLIC QUESTION PERIOD**

Graciela Cardenas-Mustapha submitted the following question to Council: Why are you censoring the community when they have concerns and would like to be heard? What are you afraid of?

Warden Mills explained that a more appropriate time for Ms. Cardenas-Mustapha to have raised these questions and concerns would have been when the matter was being debated by County Council.

PRESENTATION AND CONSIDERATIONS OF REPORTS

15. **Infrastructure & Environmental Services Minutes – November 25, 2021**

Moved by Councillor Currie, seconded by Councillor Hawkins

THAT the minutes of the Infrastructure and Environmental Services meeting held on November 25, 2021, and the recommendations set out, be adopted.

-Carried-

16. **INFRASTRUCTURE & ENVIRONMENTAL SERVICES – November 25, 2021 – ITEM #1**

Amendment to Electric Vehicle Charging Station User Fees

THAT Report, Amendment to Electric Vehicle Charging Station User Fees, dated November 25, 2021 from the Director of Public Works/County Engineer be received;

AND THAT the user fee by-law be amended to the updated fee structure for the use of County-owned electric vehicle charging stations.

AND THAT the corresponding sections of the Electric Vehicle Policy be amended to reflect the changes to the user fee by-law.

17. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – November 25, 2021 – ITEM #2
Electric Vehicle Charging Network – Update and MOU November 2021

THAT Report, Electric Vehicle Charging Network – Update November 2021, dated November 25, 2021 from the Director of Public Works/County Engineer be received;

AND THAT the Memorandum of Understanding between the County and each local municipality and/or property owner be approved in substantial form.

18. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – November 25, 2021 – ITEM #3
Capital Project Update – November 2021

THAT Report, Capital Project Update – November 2021, from the Director of Public Works/County Engineer, dated November 25, 2021 be received.

19. INFRASTRUCTURE & ENVIRONMENTAL SERVICES – November 25, 2021 – ITEM #4
Dufferin County Forest Recreational Use Policy Public Review

THAT Report, Dufferin County Forest Recreational Use Policy Public Review, dated November 25, 2021 from the Director of Public Works/County Engineer be received.

20. **General Government Services Minutes – November 25, 2021**

Moved by Councillor Nix, seconded by Councillor Gardhouse

THAT the minutes of the General Government Services meeting held on November 25, 2021, and the recommendations set out, be adopted.

-Carried-

21. GENERAL GOVERNMENT SERVICES – November 25, 2021 – ITEM #1
Municipal Emergency Readiness Fund Grant Request - Grand Valley

THAT the report of the Emergency Management Coordinator dated November 25, 2021, regarding a Municipal Emergency Readiness Fund Grant Request – Grand Valley be received;

AND THAT, a grant in the amount of \$10,000 to purchase and install a backup generator and automatic transfer switch for the Town of Grand Valley, be approved.

22. GENERAL GOVERNMENT SERVICES – November 25, 2021 – ITEM #2
Streamline County IT/GIS Services with Local Municipalities

THAT the Report from the Manager of Information Technology & Geographic Information Systems dated November 25, 2021 titled Streamline County IT/GIS services with local municipalities, be received;

AND THAT an updated IT phased-in cost recovery model, reflecting 35% for the first year, 65% for the second year and 100% for the third year, be adopted;

AND THAT a permanent IT/GIS partner working group be established and that the terms of reference includes an annual report to committee;

AND THAT new memoranda of understanding with municipal partners be created reflecting the new costing model;

AND THAT the Manager of Information Technology & Geographic Information Systems continue to work with the current partners to determine options to phase in the new agreements;

AND THAT staff report back to the committee with an update in January 2022.

23. GENERAL GOVERNMENT SERVICES – November 25, 2021 – ITEM #3
2022 Development Charge Indexing

THAT the report of the Manager of Corporate Finance, Treasurer, dated November 25, 2021, regarding 2022 Development Charge Indexing be received.

24. GENERAL GOVERNMENT SERVICES – November 25, 2021 – ITEM #4

OMERS Performance 2020

THAT the Report from the Chief Administrative Officer dated November 25, 2021 with respect to OMERS performance 2020 be received;

AND THAT Dufferin County Council support the call from the City of Toronto on July 14, 2021 for greater disclosure from OMERS with respect to investment performance and management;

AND THAT, staff be directed to notify OMERS and CUPE Ontario of Council's support for the City of Toronto resolution;

AND THAT, staff be directed to notify CUPE Ontario that Council does also support the request for an independent third party review.

25. **Community Development and Tourism Committee Minutes – November 25, 2021**

Moved by Councillor Gerrits, seconded by Councillor Soloman

THAT the minutes of the Community Development and Tourism Committee meeting held on November 25, 2021, and the recommendations set out, be adopted.

-Carried-

26. **COMMUNITY DEVELOPMENT & TOURISM – November 25, 2021 – ITEM #3**
Lake Erie Source Protection Committee (SPC) – Nomination for Municipal Representative

THAT the report from the Director of Development and Tourism, dated November 25, 2021, regarding Lake Erie Source Protection Committee – Nomination for Municipal Representative, be received;

AND THAT the nomination for John Sepulis as the Municipal Representative for Dufferin County be supported.

27. **COMMUNITY DEVELOPMENT & TOURISM – November 25, 2021 – ITEM #4**
Planning Services & Staffing

THAT the report of the Director of Development and Tourism, dated November 25, 2021, with respect to the Planning Responsibilities and Staffing be received.

28. COMMUNITY DEVELOPMENT & TOURISM – November 25, 2021 – ITEM #5
Dufferin County Municipal Comprehensive Review- Town Urban Boundary
Expansion

THAT the correspondence from Gladki Planning Associates dated November 17, 2021 regarding the Dufferin County Municipal Comprehensive Review – Town Urban Boundary Expansion, 133184 Sideroad 28-29, Town of Grand Valley, be received.

29. **CORRESPONDENCE**

30. **MOTIONS**

31. **NOTICE OF MOTIONS**

32. **BY-LAWS**

2021-42 A by-law to appoint a Chief Building Official and to repeal by-law
2021-30 (Rebecca L. Montyro)
Authorization: Council – December 9, 2021

2021-43 A by-law to amend By-law #2021-15, being a By-law to adopt a
Code of Conduct for members of Council
Authorization: Council – November 11, 2021

2021-44 A by-law to amend By-law #2015-41, fees and charges for services
and activities provided by the County of Dufferin. (Schedule "C" –
Public Works)
Authorization: Infrastructure and Environmental Services Committee
– November 25, 2021

Moved by Councillor Horner, seconded by Councillor Soloman

**THAT By-law 2021-42 – By-law 2021-44, inclusive, be read a first, second
and third time and enacted.**

-Carried-

33. **SELECTION OF COMMITTEE CHAIRS & COMMITTEE MEMBERS**

The Warden called for the nominations for the Chair of the Infrastructure and Environmental Services Committee.

Moved by Councillor Sherwood, seconded by Councillor White

THAT Councillor Brown be nominated for the position of Chair for the Infrastructure and Environmental Services Committee for the County of Dufferin for the year 2022.

Councillor Brown accepted the nomination.

The Warden asked if there were any other nominations for position of Committee Chair. No other nominations were presented.

The Warden announced Councillor Brown as Chair of Infrastructure and Environmental Services Committee.

The Warden then called for the nominations for the Chair of the General Government Services Committee.

Moved by Councillor White, seconded by Councillor Nix

THAT Councillor Creelman be nominated for the position of Chair for the General Government Committee for the year 2022.

Councillor Creelman accepted the nomination.

The Warden asked if there were any other nominations for position of Committee Chair. No other nominations were presented.

The Warden announced Councillor Creelman as Chair of General Government Services Committee.

The Warden then called for the nominations for the Chair of the Health and Human Services Committee.

Moved by Councillor Gerrits, seconded by Councillor White

THAT Councillor Rentsch be nominated for the position of Chair for the Health and Human Services Committee for the year 2022.

Councillor Rentsch accepted the nomination.

The Warden asked if there were any other nominations for position of Committee Chair. No other nominations were presented.

The Warden announced Councillor Rentsch as Chair of Health and Human Services Committee.

The Warden then called for the nominations for the Chair of the Community Development and Tourism Committee.

Moved by Councillor Brown, seconded by Councillor Gerrits

THAT Councillor Horner be nominated for the position of Chair for the Community Development and Tourism Committee for the year 2022.

Councillor Horner accepted the nomination.

The Warden asked if there were any other nominations for position of Committee Chair. No other nominations were presented.

The Warden announced Councillor Horner as Chair of the Community Development and Tourism Committee.

Moved by Councillor Brown, seconded by Councillor Gerrits

THAT the slate of Committee Membership as set out below, be adopted:

Infrastructure and Environmental Services Committee

Councillor Anderson
Councillor Brown
Councillor Currie
Councillor Hawkins
Councillor Nix
Councillor White

General Government Services Committee

Councillor Anderson

Councillor Creelman
Councillor Horner
Councillor Macintosh
Councillor Rentsch
Councillor Soloman

Health and Human Services

Councillor Brown
Councillor Gardhouse
Councillor Gerrits
Councillor Macintosh
Councillor Nix
Councillor Rentsch
Councillor Soloman

Community Development and Tourism

Councillor Currie
Councillor Creelman
Councillor Gardhouse
Councillor Gerrits
Councillor Hawkins
Councillor Horner
Councillor White

-Carried-

34. **OTHER BUSINESS**

Warden Mills and County staff advised that the Emergency Declaration will remain in effect after advisement from Wellington Dufferin Guelph Public Health.

Councillor Currie inquired on why a recent County meeting was held at Hockley Valley Resort instead of in a Dufferin County facility. The Chief Administrative Officer advised that the space was originally booked 2 years ago for an Emergency Management conference but was cancelled due to the pandemic. As there was already a deposit made on the space the County decided to hold their meeting there otherwise lose the money that was paid to Hockley Valley.

Councillor White inquired on the vacant position left by previous Councillor Laura Ryan on the Diversity, Equity & Inclusion Community Advisory Committee. Councillor White advised he would like to join the committee.

Moved by Councillor Brown, seconded by Councillor Creelman

THAT Councillor White be appointed to the Diversity, Equity & Inclusion Community Advisory Committee.

-Carried-

The new Director of People and Equity, Rohan Thompson was introduced to Council.

Councillor Brown advised Council that the Kay Cee Gardens has reopened and thanked the Optimist Club, Town of Orangeville staff and Orangeville Hydro for all their work in getting it organized.

35. **CLOSED SESSION**

36. **CONFIRMATORY BY-LAW**

2021-45 A by-law to confirm the proceedings of the Council of the Corporation of the County of Dufferin at its meeting held on December 9, 2021.

Moved by Councillor Currie, seconded by Councillor Gerrits

THAT by-law 2021-45 be read a first, second and third time and enacted.

-Carried-

37. **ADJOURNMENT**

Moved by Councillor Gardhouse , seconded by Councillor Nix

THAT the meeting adjourn.

-Carried-

The meeting adjourned at 3:44 p.m.

Next meeting: Thursday, January 13, 2022 at 2:00 p.m.
Video Conference

Wade Mills, Warden

Michelle Dunne, Clerk



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Mulmur, Ontario
L9V 0G8

Local **(705) 466-3341**
Toll Free from 519 only **(866) 472-0417**
Fax **(705) 466-2922**

INFORMATION

2021 Planning Applications

2021 Municipal Approvals / Building Permits: 67

LOCATION	DEVELOPMENT TYPE
998326 MULMUR-TOSORONTIO TLINE	Addition
62 PINE RIVER CRES	Addition
837177 4TH LINE	Accessory Building
958693 7TH LINE E	New Non-Residential
9 WHITFIELD LANE	Addition
40 SOMERVILLE CRES	Pool Enclosure
15 WHITFIELD LANE	Accessory Building
41 Somerville	Garage Addition
958400 7th line	Agricultural Run In / Tack Room
796205 3rd Line	Single Detached Dwelling
676297 CENTRE RD	Addition
877015 5TH LINE E	Addition
15 WHITFIELD LANE	Addition
877015 5TH LINE E	Single Detached Dwelling
677129 CENTRE RD	Addition
597494 2ND LINE W	Accessory Building
798377 3RD LINE	Pool Enclosure
638040 Prince of Wales Rd	Renovation
798093 3RD LINE	Pool House
757390 2nd Line E	Single Detached Dwelling
587412 10 SIDEROAD	Accessory Building
607064 RIVER RD	Single Detached Dwelling
678500 CENTRE RD	Addition
668350 TWENTIETH SIDEROAD	Single Detached Dwelling
1 Adrian Ave	Pool Enclosure
936588 Airport Road	Renovation
667137 20 Sdrd	Renovation

708312 County Road 21	Single Detached Dwelling
677119 Centre Road	Single Detached Dwelling
708312 County Road 21	Detached Garage
798569 3rd Line	Detached Garage
798569 3rd Line	Guest House
9 Sideroad	Single Detached Dwelling
836171 4th Line	Detached Garage
836171 4th Line	Single Detached Dwelling
568211 9 sideroad	Deck
568211 9 sideroad	Pool Enclosure
798475 3rd Line	Addition
627310 15 sideroad	Barn
588189 10 Sideroad	Detached Garage
877555 5th Line	Detached Garage
796095 3rd Line	Porch, dormers, outdoor kitchen pavilion
757390 2nd Line E	Addition
528082 5 Sideroad	Detached Garage
958423 7th Line	Renovation
3 Somerville Cres	Pool Enclosure
936488 Airport Road	Secondary Dwelling
757378 2nd Line E	Deck
758510 2nd Line	Renovation
506193 Highway 89	Commercial Building with Residential Unit
797658 3rd Line	Detached Garage
757083 2nd Line	Detached Garage
828254 Mul-Not TL	Detached Workshop
20 Big Tree Circle	Addition
40 Somerville Cres	Gazebo
836164 4th Line E	Fire Damage Restoration
958471 7th Line	Addition (attached accessory dwelling)
628213 15 Sideroad	Patrol Hut
1 Mountainview Cres	Legalization of Shed
996002 Mulmur-Tos TL	Demolition of Commercial Building
1 Mountainview Cres	Legalization of Shed
667137 20 SIDEROAD	Deck / Porch Renovations
878642 5th line	Addition
587413 10 Sideroad	Demolition - drive shed
587413 10 Sideroad	Reconstruction - drive shed
797112 3rd Line	Renovation
876516 5th Line	Single Detached Dwelling

2021 Zoning Amendments: 12

File Number	Location	Type
Z01-2021	958400 7th LINE E	Relief to permit 2 Horses
Z02-2021	746029 30 SIDEROAD	Surplus Farm Dwelling and Sterilization of retained farmland
Z03-2021	636592 PRINCE OF WALES RD	Surplus Farm Dwelling and Sterilization of retained farmland
Z04-2021	506195 Highway 89	Removal of Holding
Z05-2021	588189 10 SIDEROAD	Relief from Setbacks
Z06-2021	877217 5th Line	Rezoning of severed lands
Z07-2021	2 Somerville Cres	Relief from setbacks and size of accessory building
Z08-2021	26 Pineriver Crescent	Relief from setbacks and lot coverage
Z09-2021	CON 2 W E PT LOT 28 RP 7R4060 PART 2	Relief from setbacks
Z10-2021	636040 PRINCE OF WALES RD & 506243 HWY 89	Industrial Park Subdivision
Z11-2021	937045 Airport Road	Residential Subdivision
Z12-2021	CON 6 EHS PT LOT 30 RP 7R6666 PART 1	Relief from size of accessory building

2021 Site Plan Agreements: 7

File Number	Location	Type
SPA01-2021	627477 15 Sideroad	Second Dwelling
SPA02-2021	CON 7 E W PT LOT 26 RP 7R1725 PARTS 2 & 3	Self Storage Facility
SPA03-2021	936488 Airport Rd	Second Dwelling
SPA04-2021	PT LT 1, CON 2 WHS. PT I, 7R2651 & PTS 1 & 2. 7R2940; T/W & S/T MF160087	Retail Business and Accessory Residential Unit
SPA05-2021	936577 Airport Road	
SPA06-2021	CONCESSION 5 EHS, WEST PART LOT 1	Development Agreement
SPA07-2021	668057 20 Sideroad	Second Dwelling

2021 Plans of Subdivision: 2

File Number	Location	Type
SUB01-2021	636040 PRINCE OF WALES RD & 506243 HWY 89	Industrial Park
SUB02-2021	937045 Airport Road	Residential Subdivision

2021 Consent Applications: 14

File Number	Location	Type
B1-2021	746029 30 SIDEROAD	Surplus Farm Dwelling Severance
B2-2021	CONCESSION 5 EHS, WEST PART LOT 1	Severance
B3-2021	757235 2nd Line E	Severance
B4-2021	757235 2nd Line E	Easement
B5-2021	CONCESSION 2 EHS, EAST PART LOT 1 PCL 2 & PCL 3	Severance
B6-2021	CONCESSION 2 EHS, EAST PART LOT 1 PCL 4 & PCL 5	Boundary Adjustment
B7-2021	CONCESSION 2 WHS, EAST PART LOT 22	Severance
B8-2021	CON 3 E E PT LOT 3 RP 7R506 PART 2	Severance
B9-2021	CON 4 EHS PT LOT 4 RP 7R6596 PART 4	Severance
B10-2021	667287 20 SIDEROAD / 758008 2ND LINE EAST	Boundary Adjustment
B11-2021	638040 PRINCE OF WALES ROAD	Boundary Adjustment
B12-2021	598011 2ND LINE WEST	Boundary Adjustment
B13-2021	CON 2 E E PT LOT 1 PCL 2	Boundary Adjustment
B14-2021	528194 5 SIDEROAD	Boundary Adjustment

2021 Official Plan Amendments: 1

File Number	Location	Type
OPA1-2021	746029 30 SIDEROAD & 636592 PRINCE OF WALES RD	Surplus Farm Dwelling and Sterilization of Farmland



NVCA December 2021 Board Meeting Highlights

Next Meeting: NVCA Annual General Meeting held virtually on January 28, 2022.

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

NVCA 2022 Budget Approved

The Board of Directors unanimously approved NVCA's 2022 budget at \$5,095,130.30 compared to the 2021 approved budget of \$4,949,422. This includes a \$89,768.15 increase to the municipal levy (shared among all 18 member municipalities), with the remainder coming from grants, fees for services, and other sources. Funds from municipal levy represent 50% of NVCA's revenues.

Over 97% permits and clearances approved within prescribed timelines

Between June 9, 2021 to November 23, 2021, 382 permits and clearances were approved. In the majority of instances (97.8%) NVCA staff met the prescribed timelines as outlined in the MNRF guideline document.

NVCA's permit application service timelines are governed by the Conservation Authority Liaison Committee (CALC), which requires NVCA to complete a policy review within 21 days, and complete a technical review within 30 days for minor applications and 90 days for major applications.

Applicants are encouraged to pre-consult with NVCA staff prior to submission of an application to determine complete permit application requirements for projects.

Housekeeping Changes to Fees for Planning and Permit Applications

In 2016, the NVCA Board of Directors approved the current [Policy to Charge Fees for Services Related to Planning and Permit Applications](#) and associated review fees.

In October 2021, staff performed housekeeping updates to the 2016 fees by seeking input from key stakeholders, including watershed municipalities the development sector (BILD).

Going forward, NVCA staff will review the fees annually and may as minimum recommend cost of living adjustments at future Board of Director's meetings.

Increase to NVCA's event booking fees

As per NVCA board direction, staff deliver recreational opportunities and event bookings to watershed residents and visitors through a fee-for-service basis.

The revenues that are generated through these programs are used to reduce the overall levy funds required by member municipalities to support conservation lands and infrastructure and are applied to general ownership costs, such as maintenance, health/safety, and infrastructure development.

The NVCA Board of Directors approved a fee increase to event booking fees.

Afternoon booking

Current	New
\$550	\$1,000

Celebration of Life (standard)

Current	New
\$1,125	2,250

Celebration of Life (speciality)

Current	New
\$1,125	\$6,000

Evening party

Current	New
\$2,250	\$2,250

Wedding

Current	New
\$4,620	\$6,000



Nottawasaga Valley
Conservation Authority

December 1, 2021

The Honourable David Piccini,
Minister of Environment, Conservation and Parks (MECP)
777 Bay Street, 5th Floor
Toronto, ON, M7A 2J3

SUBJECT: Transition Plan for Submission to Ministry of Environment
Conservation and Parks (MECP) from the Nottawasaga Valley
Conservation Authority (NVCA)

Purpose of this Document

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

The passage of Regulation 687/21 "Transition Plans and Agreements for Programs and Services Under Section 21.1.2 of the Act" requires the development of Transition Plans by each Conservation Authority. The Transition Plans are to outline the process and timelines for the development of cost apportioning agreements with municipalities within their jurisdiction for non-mandated programs and services.

The NVCA Transition Plan sets out the process and timelines for the development and execution of memorandum of understandings (MOUs)/agreements between NVCA and Municipal Partners located in Simcoe, Dufferin and Grey Counties to fund program and services that are not deemed to be provincially mandatory core services outlined in the *Conservation Authorities Act* and associated regulations.

Workplan

NVCA staff reviewed the Regulatory Proposal Consultation Guide released by MECP on May 13, 2021, which included discussion with the board of directors to provide initial information on the proposed changes to the Act and the regulatory consultation guide.

Phase 1 Part 1 Workplan

The following workplan lays out steps to be taken by NVCA and associated timelines to develop and enter into funding agreements with the Municipal Partners for non-

mandatory programs and services at the request of a municipality with municipal funding through a MOU and programs and services an authority determines are advisable where municipal funding is needed

With the final Phase 1 regulations released from MECP on October 7, 2021, NVCA staff has developed a Transition Plan based on the transition period and requirements provided by MECP.

This Transition Plan has been completed by December 31, 2021 and was distributed to Minister Piccini, Ministry of the Environment, Conservation and Parks (MECP) and to NVCA member CAOs of the 18 municipalities within our watershed.

Prior to this distribution, the NVCA Board of Directors received and approved the plan noted approval below:

Staff Report No. 46-10-21-BOD from Doug Hevenor, Chief Administrative Officer regarding Transition Plan for Submission to Ministry of Environment Conservation and Parks (MECP). RES: 67-21

Moved by: Cllr. Shirley Boxem Seconded by: Cllr. Rob Nicol RESOLVED THAT: Staff Report No. 46-10-21-BOD regarding the Transition Plan for the MECP in accordance with Section 21.1.4 of the Conservation Authorities Act be approved for submission by the Board of Directors. Carried November 26, 2021.

The Transition Plan will be circulated to the Minister MECP, all 18 Municipal Partners and posted on the NVCA website before December 31, 2021.

Part 2 Phase 1 Inventory of Programs and Services

NVCA still will utilize Conservation Ontario template to complete inventory of programs and services which is required to be completed by February 28, 2022 and circulated to member municipalities and posted on the NVCA website

Prior to this distribution, the NVCA Board of Directors will receive and approve the inventory. The inventory of programs and services will be classified as either:

- Category 1 Mandatory,
- Category 2 Municipal or
- Category 3 Other.

These categories are identified in Section 21 of the Conservation Authorities Act.

The inventory will include an estimate of the annual cost of the service, sources of funding and the percentage attributed to each funding source. In addition, a record of the municipal distribution of the inventory is to be forwarded to the MECP. Any changes to the inventory after February 28, 2022 will be documented and forwarded to MECP.

Transition Plan

Timeline	Action	Status
October 2021	Review existing MOUs and Agreements to set the stage for future budget submissions, timing of subsequent meetings, preliminary concerns with deadlines	Complete
October 25- November 10, 2021	Development of Transition Plan	Ongoing
November 26, 2021	Presentation of Transition Plan to NVCA Board	Completed 11/26/21
December 1, 2021	Submission of Transition Plan to Ministry of Environment and Conservation and Parks (MECP) and Municipal Partners	Completed 12/01/2021
December 1, 2021	Post Transition Plan on NVCAs website	Completed 11/29/2021

Phase 1 of Transition Period

Timeline	Action	Status
September 1, 2021 - January 31, 2022	Development of Inventory of Program and Services - identification of category classification, funding sources, average annual cost.	Ongoing
January 1, 2022 - February 18 2022	Ongoing work to complete Inventory including co-ordination/consultation with adjacent CAs and Municipal Partners as required	Ongoing
February 25, 2022	Presentation of Inventory of Program and Services to NVCA Board	To be completed
February 28, 2022	Submit Inventory of Programs and Services and record of consultation to MECP and Partner Municipalities	To be completed

Phase 2 of the Transition Period

Timeline	Action	Status
March 2022 - June 2023	Ongoing discussions with Municipal Partners regarding timing, form, and content of MOUs/agreements	Ongoing
July 1, 2022	Submit Progress Report to MECP	To be completed
October 1, 2022	Submit Progress Report to MECP	To be completed
January 1, 2023	Submit Progress Report to MECP	To be completed

April 1, 2023	Submit Progress Report to MECP	To be completed
July 1, 2023	Submit Progress Report to MECP	To be completed
October 1, 2023	Submit Progress Report to MECP	To be completed
June 2023	NVCA Board approval of 2024 preliminary levy submission	To be completed
September/November 2023	NVCA Board endorsement of Funding MOU/agreement and 2024 levy submission	To be completed
November/December 2023	Municipal Partners Approval of MOU/agreement	To be completed

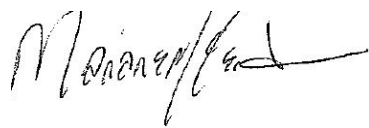
Relevance to Authority Policy/Mandate

The Plan will allow NVCA Staff to complete the associated body of work that will allow the organization to become fully compliant under the CA Act by January 1, 2024.

Impact on Authority Finances

During the transition process the 2022 Budget will be in a status quo format following the design of former NVCA budgets. As the transition continues the budget for 2023 will see the budget process begin to conform to the recent changes to the regulations culminating in 2024 with a budget that is fully compliant to the recent regulatory changes.

Original Signed and approved by:



Mariane Mcleod
Councillor, Town Of Collingwood
NVCA Chair



Doug Hevenor
Chief Administrative Officer



Report

Transit Feasibility Study Report

County of Dufferin Transit Feasibility Study



Prepared for County of Dufferin
by IBI Group
November 30, 2021

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Executive Summary

Dufferin County is in a unique position to explore the opportunity for a county-wide rural transit system. The County currently lacks a transportation system that provides basic mobility for all urban and rural residents and is projected to grow significantly in population with approximately 30% more residents between 2016 and 2036¹. However, with recent advancements in transit technologies and the new ubiquity of smartphones, dispersed rural areas can feasibly be served by some types of public transit systems that would not have been an option in the past.

In an effort to improve transportation equity and mobility in Dufferin, County Council directed staff to study all reasonable options, preferred routes and costs associated to provide transit service for Dufferin County. IBI Group was retained by Dufferin County in April 2021 to conduct a transit feasibility analysis. The study serves two purposes: determine the case for transit in the County and develop a plan to initiate a service should it be deemed feasible.

The need for transit in Dufferin County is revealed through a needs and opportunities assessment that explored the performance of peer transit systems, coverage of existing transit in the County and provincial and municipal policies and initiatives. Also considered in the assessment is the demographic composition and travel patterns of Dufferin County residents to understand the potential ridership base.

A strategic framework has been developed to guide the design and implementation of a future transit service. The framework is informed by the needs and opportunities assessment and engagement with stakeholders in the County and members of the public. The vision for the future service is as follows:

The future public transportation service will help urban and rural residents sustainably meet their essential transportation needs by providing an equitable and accessible service in a manner that is fiscally responsible.

Through applying the goals developed as part of the strategic framework, an **on-demand transit solution is selected as the most appropriate delivery approach for a county-wide service**. This type of service delivery model provides the

¹ Population projection from the Provincial Growth Plan for the Greater Golden Horseshoe

greatest benefit in dispersed areas with lower demand, limit County up-front investment, and can adapt to changing travel patterns.

The transit service should be delivered by a third-party contractor retained via a competitive Request for Proposals process. Responses to the RFP should be open to private transit operators, taxi companies, and technology companies.

The proposed service is a curb-to-curb on-demand service that is available to all residents in Dufferin County. It would operate five days a week (Monday to Friday) between 8:00 a.m. and 6:00 p.m. The coverage area for the proposed service is the entirety of Dufferin County, not including trips both starting and ending within the Town of Orangeville. The purpose of this exclusion is to not duplicate or compete with the existing Orangeville Transit service. A zone-based fare structure is recommended, which would allow all residents to travel within their municipality or to the closest urban centre for \$10 (\$8 concession fare).

The County should require the contractor to provide two light-duty vehicles that meet the requirements of an accessible public transit vehicle.

Annual ridership for the first full year of service is projected at 5,500 based on 2,520 annual service hours and a projected net municipal investment of \$320,286. Costs are expected to decrease thereafter with the introduction of gas tax funding. Exhibit E.1 provides a multi-year estimate of the revenue and operating costs.

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Exhibit E.1: Five-Year Budget Estimates for Proposed Service

Item	Plan Year				
	2022 ¹	2023	2024	2025	2026
Dufferin County Population	68,480	69,670	70,890	72,120	73,380
Service Area Population	35,560	36,380	37,210	38,050	38,920
Annual Revenue Hours	840	2,520	2,520	2,520	2,520
Annual Ridership	1,870	5,500	5,595	5,690	5,790
Revenue					
Fare Revenue	\$19,000	\$56,000	\$56,900	\$57,900	\$58,900
Capital and Operating Costs					
Operating Contract (@ \$70/hr, adjusted at 3% annual inflation)	\$118,000	\$353,000	\$363,000	\$374,500	\$385,700
County Staff Salaries (adjusted at 3% annual inflation)	\$49,200	\$76,000	\$78,300	\$80,650	\$83,050
Software Platform ²	\$20,000	\$ -	\$ -	\$ -	\$ -
Marketing and Communications ³	\$20,000	\$10,000	\$10,000	\$10,000	\$10,000
Total Expenses	\$207,200	\$439,000	\$451,300	\$465,150	\$478,750
Gas Tax ⁴	\$0	\$62,714	\$193,414	\$199,350	\$205,179
Net Municipal Investment⁵	\$188,200	\$320,286	\$200,986	\$207,900	\$214,671
1. 4 months, effective September 1, 2022					
2. The cost to maintain the platform will be included in the operating contract					
3. Updating the marketing and communications plan is included in the County staff time.					
4. Available after one year of operation; amount to be confirmed					
5. Municipal Contributions assume maximum gas tax contributions (75% of municipal costs plus revenue)					

1 Introduction

Dufferin County lacks a county-wide public transportation service that can provide basic mobility for residents. In an effort to improve transportation equity and mobility in the County, County Council directed staff to study all reasonable options, preferred routes and costs associated to provide transit service for Dufferin County on October 8, 2020. IBI Group was retained by Dufferin County in April 2021 to conduct a transit feasibility analysis.

The purpose of this study is to determine whether there is a case for the County to provide its own transit service and develop a plan to initiate transit service should it be deemed feasible.

1.1 Background

Dufferin County finds itself at the intersection of a number of challenges and opportunities faced by rural communities across the country. Until now, traditional transportation solutions have been the only option to provide service to some, but not all County residents, creating a barrier to equitable mobility. The collective impact of these challenges and opportunities has encouraged a rethink of transportation service provision. Some of the notable challenges and opportunities include:

- **A Dispersed Population:** As with many other rural municipalities in Ontario, Dufferin County includes a mix of small rural communities and larger urban areas over a wide geographic region. This creates an inherently challenging environment for transportation—and, in particular, transit—as trip origins and destinations are often dispersed across significant distances.
- **Aging:** The County is experiencing an aging of its population, with forecasts indicating that older adults (55+) will make up approximately 36% of the County's residents by 2041. As reported in the County's recent Age-Friendly Needs Assessment & Strategic Plan, transportation for older adults is the top priority to make the community more age-friendly.

- **Growth:** As a municipality just beyond the periphery of the Greater Toronto Area (GTA), the County is expected to see rapid growth in the coming decades—some 30% more residents between 2016 and 2036 according to the Provincial Growth Plan for the Greater Golden Horseshoe. Most of this growth is directed by the County’s Official Plan to the urban settlement areas of Orangeville, Shelburne and Grand Valley and is permitted to be accommodated with resource-effective development. While this new growth may bring increased prosperity, it will also introduce new transportation needs and opportunities that differ from those of the past and present.
- **Transit “Gaps”:** Existing transit services in the County leave several gaps in demand and are not able to meet all the needs of potential users. Orangeville transit operates within the Town’s boundaries and currently does not have the fleet capacity to service communities outside of Orangeville. Routes 1 & 2 of the Grey Transit pilot project connect Orangeville, Shelburne, and Owen Sound and provide a much-needed regional transportation service but do not address the local travel demands within Dufferin County. Other existing services operate for a select clientele and are constrained by funding models to expand their service to all residents in the County.
- **Renewed Interest in Rural Transit:** The Province has been actively funding rural and inter-community transit through the Community Transportation Grant program, building interest and operating experience for these types of services. There is also active Provincial involvement in planning for rural transportation as part of the Greater Golden Horseshoe Transportation Plan, and the Connecting the Southwest Transportation Plan that consider new ways of connecting people, jobs, and goods across large areas more efficiently.
- **New Technologies:** Recent advances in mobile computing, vehicle dispatching algorithms, and the near-ubiquity of smartphones has resulted in an increase in the efficiency of certain types of rural public transit. This means that some services that would not have been feasible in the past can now be offered more cost-effectively to the benefit of rural municipalities and their residents.

- **COVID:** The COVID-19 pandemic has turned some of the most fundamental mantras of transportation planning on their heads, as people travel in different ways, at different times, and for different reasons than they did one year ago. The coming years will reveal how many of these changes are permanent, and to what degree transportation will revert to the way things used to be.

This is the context in which the County has elected to study the feasibility of operating its own public transportation service. If proven feasible, such a service would improve basic levels of accessibility and help meet the needs a changing population, particularly those that are most vulnerable.

1.2 Objectives

The primary objective of this report is to serve as a resource and roadmap for effective decision-making regarding a future transit service by the County of Dufferin. To meet the objective, the report includes the following:

- Establishment of the need for transit via a needs and opportunities assessment;
- A plan to initiate a future county-wide transit service; and
- Recommendations, presented as a clear schedule of actions, for the County to take towards implementation.

1.3 Report Structure

This report is structured around the following sections:

- Section 2 is an overview of the needs and opportunities for a future transit service;
- Section 3 presents the strategic framework for a future transit service including the vision, goals and objectives;
- Section 4 identifies and assess potential service delivery approaches to inform the type of service that would be most appropriate for Dufferin County;

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- Section 5 presents service design options in terms of service area, operating hours, fare policies, ridership, revenue and operating costs and evaluates the options using criteria based on the strategic framework to arrive at a preferred service design;
- Section 6 presents the proposed transportation service including coverage area, booking protocol, ride prioritization, legislative requirements, fare structure, operating costs and vehicle and technology considerations;
- Section 7 presents the implementation plan for the proposed transportation service;
- Section 8 is financial analysis of the ridership, revenue and operating costs required to implement the proposed service and funding opportunities;
- Section 9 presents future considerations for the proposed transportation service including possible service enhancements;
- Section 10 is a summary of the two phases of public and stakeholder engagement that took place during the feasibility study;
- Section 11 is a summary of the transit feasibility study, presenting recommendations for County Council to consider for a future transportation service.

2 Needs and Opportunities

This section identifies the current and future need for transit service within Dufferin County and the opportunities that such a transit service would present. To support this objective, the assessment includes:

- **A peer review** of transit systems in operating environments similar to Dufferin County;
- **An outline of the policy framework** that would guide transit service provision in the County;
- **A demographic analysis** of the County's population to understand the potential market for the potential transit service;
- **An evaluation of existing and planned transit services** offered by others to define the current role of transit in the County and identify challenges and opportunities for service provision;
- **An analysis of existing travel patterns and key connection points** to inform service design and integration; and
- **Identification of future opportunities** for transit service within the County.

2.1 Peer Review

The precedent established by other rural transit systems is an informative way of establishing the potential utilization and performance of a transit service in Dufferin County. The services selected for this peer review include conventional fixed and flexible route transit services and door-to-door accessible services. The selected transit services serve communities that have similar size, demographics, character, and/or population density as Dufferin County.

The services reviewed include:

- **Ride Norfolk** – a transit service operating daily in Simcoe and Brantford, and connecting other communities within Norfolk County to Simcoe on alternating days. The service is entirely fixed-route and the fleet is fully accessible.

- **Deseronto Transit** - an accessible inter-municipal fixed-route service connecting Deseronto to Napanee, Belleville, Tyendinaga Territory and Prince Edward County. Some trips operate early in the morning or late in the evening.
- **Muskoka Community Transit** - a transit service connecting communities on Highway 11 five days per week, and two once-weekly rural connector routes. The service operates 3 trips per day on Highway 11, and 2 trips per day on rural connectors. Fares are variable and based on distance travelled. Additional stops are available on request near the rural connector routes.
- **Bancroft Community Transit** - a door-to-door accessible transportation service for residents of Bancroft and north Hastings County. Service is provided by a non-profit organization, and users must be referred to Bancroft Community Transit by participating community agencies.
- **Simcoe County Linx** – an inter-city transit service connecting communities within Simcoe County. Service is provided Monday-Friday on all routes. Fares are variable and based on the distance travelled by customers. Customers can connect to GO Transit at Barrie and Bradford. Linx does not provide local transit service in larger cities of Simcoe County, as they have their own municipal systems. Linx+ provides door-to-door paratransit service for customers who cannot use the fixed-route service.

2.1.1 Key Characteristics

Exhibit 2.1 presents a summary of each of the studied services and the communities they operate in. Dufferin County has a population of approximately 61,735 over an area of 1,486.31 square kilometres. Of the County's population, approximately 32,835 people live outside of Orangeville.

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Exhibit 2.1: Key Characteristics of Peer Transit Services

System	Description	Service area	Annual revenue hours	Service span	Average fare	Ridership (linked trips)	Annual rides per capita
Ride Norfolk	Accessible, fixed routes operating in different zones on different days 3 total buses	1,648.0 km ² Population 31,000 (service area only)	4,759	Weekdays: 07:45-18:30	\$3.83	10,698	0.3
Deseronto Transit	Accessible, fixed-route service with on-demand option 2 routes, 4 buses	1,897.9 km ² Population 48,725	6,930	Weekdays: 05:00-23:59 Weekends: 05:00-17:00	\$9.07	10,799	0.2
Muskoka Community Transit	3 total routes with flex and flag stops 2 once/week routes	4,765 km ² Population 60,599	3,123	Weekdays: 06:30-19:25	\$14.65	3,312	0.1
Bancroft Community Transit	Door-to-door service 3 vehicles total	2,941.5 km ² Population 14,583	1,300	Weekdays: 9:30-16:30	\$3.25	5,576	0.4
Simcoe County Linx	5 routes 16 total vehicles	4,841 km ² Population 158,377	26,127	Weekdays: 5:30-21:00	\$1.17	91,140	0.6

Source: Canadian Urban Transit Association, Ontario Urban Transit Fact Book (2019)

2.1.2 Key Findings

The key findings of the peer review include:

- The operations of peer systems are **contracted** to third party operators. Contracted operations can be a way of minimizing costs through competitive bids. This may also allow municipalities that do not have transit operations experience to lean on the expertise of companies that are accustomed to running a transit system.
- All five peer systems use **zone-based** fare structures. Zone-based fares can be a way to offset the high cost of long distances in rural transit systems, as longer trips will cost more. The Corridor 11 bus in Muskoka is a good example of this. Fares can be as low as \$7 for shorter round trips, or as high as \$30 for a round-trip from Huntsville to Orillia—a distance of 92 km in each direction. Not all rural systems do use zone-based fares, however – T:GO Transit in the area of Tillsonburg, for example, charges a flat fare of \$10 for each inter-community round trip.
- The studied systems have reduced **operating hours** when compared to urban transit systems, which are more likely to operate all day, every day. Both Ride Norfolk and Muskoka Community Transit operate systems with occasional service to more remote parts of the service area, complimented by every-day service to communities where ridership and demand are higher. Bancroft Community Transit ends service early in the day and only operates weekdays, while Deseronto Transit operates every day of the week. Simcoe County Linx operates weekdays only, though it may expand to weekend service in the future.
- The mean annual 2019 **ridership** of the peer systems in Norfolk, Deseronto, Bancroft, and Muskoka was 7,596 linked trips. Of the studied systems, Simcoe County Linx has the highest ridership, but it also has the highest population base and access to major centres. Deseronto Transit and Ride Norfolk have the highest ridership of the primarily rural systems. Muskoka Community Transit has the lowest overall ridership, which may be understandable given how geographically vast its service area is, with the additional challenge of many residents living on long private roads that cannot be served by transit.

2.2 Policy Review

The policy framework that guides the provision of transit in the County consists of provincial and county policies and initiatives. The purpose of reviewing the policy framework is to align the potential transit service with the County's strategic priorities and build on previous studies and plans rather than duplicate them.

2.2.1 Provincial Policies and Initiatives

The Province of Ontario provides strategic direction regarding transportation planning and has advanced policy that encourages the development of transit and sustainable land use development patterns. The **Provincial Policy Statement (2020)** and the **Growth Plan for the Greater Golden Horseshoe (2020)** serve as core regional growth management policies that inform the settlement pattern in Dufferin County. The PPS emphasizes the importance of maintaining and improving connectivity of transportation systems and modes, both within jurisdictional boundaries and across them, while the Growth Plan includes more specific transit supportive policy statements to create complete communities.

Additionally, the Province is developing a **Greater Golden Horseshoe Transportation Plan** and a **Southwestern Ontario Transportation Plan**. One of the near-term goals of the GGH Transportation Plan focuses on expanding user choice by improving transit availability, reducing barriers to transit access, and supporting Mobility as a Service. As part of this goal, the province is continuing to support seven municipalities in the GGH through the Ontario Community Transportation Grant Program and is opening up the intercommunity bus sector to improve transportation options and support economic recovery.

The Province recently repealed the *Public Vehicles Act, 1990* and the *Ontario Highway Transport Board Act, 1990* under the **Better for People, Smart for Business Act, 2020**. The purpose of the repeal was to modernize the intercommunity bus sector, support economic recovery and improve transportation options in Ontario by reducing red tape and regulatory burdens for transportation vehicles. The repeal should make it easier for new carriers to step in and address transportation service gaps.

2.2.2 County and Municipal Policies and Initiatives

The **Dufferin County Official Plan** provides the strategic direction for the County and includes transit-supportive policies. The Official Plan supports a more efficient

use of the road network to enable the future implementation of transit. A Municipal Comprehensive Review of the Official Plan is underway and involves developing a Transportation Master Plan.

The **Age-Friendly Needs Assessment & Strategic Plan** provides key insights to the challenges faced by the older population and transportation opportunities.

Dufferin's Climate Action Plan includes actions to expand public transit options within and between local and regional municipalities and supports the electrification of public transit vehicles. The **Dufferin County Transportation Report** indicates that the County is looking for a rural transportation solution that is collaborative, cost-effective and sustainable, with cost being the greatest barrier to date.

The study team reviewed a comprehensive selection of County and Local Municipality transportation and transit policies, initiatives and background studies and found a broad support for introducing transit in the region to address the current barriers to transportation.

2.2.3 Key Findings

The key findings from these policies and initiatives include:

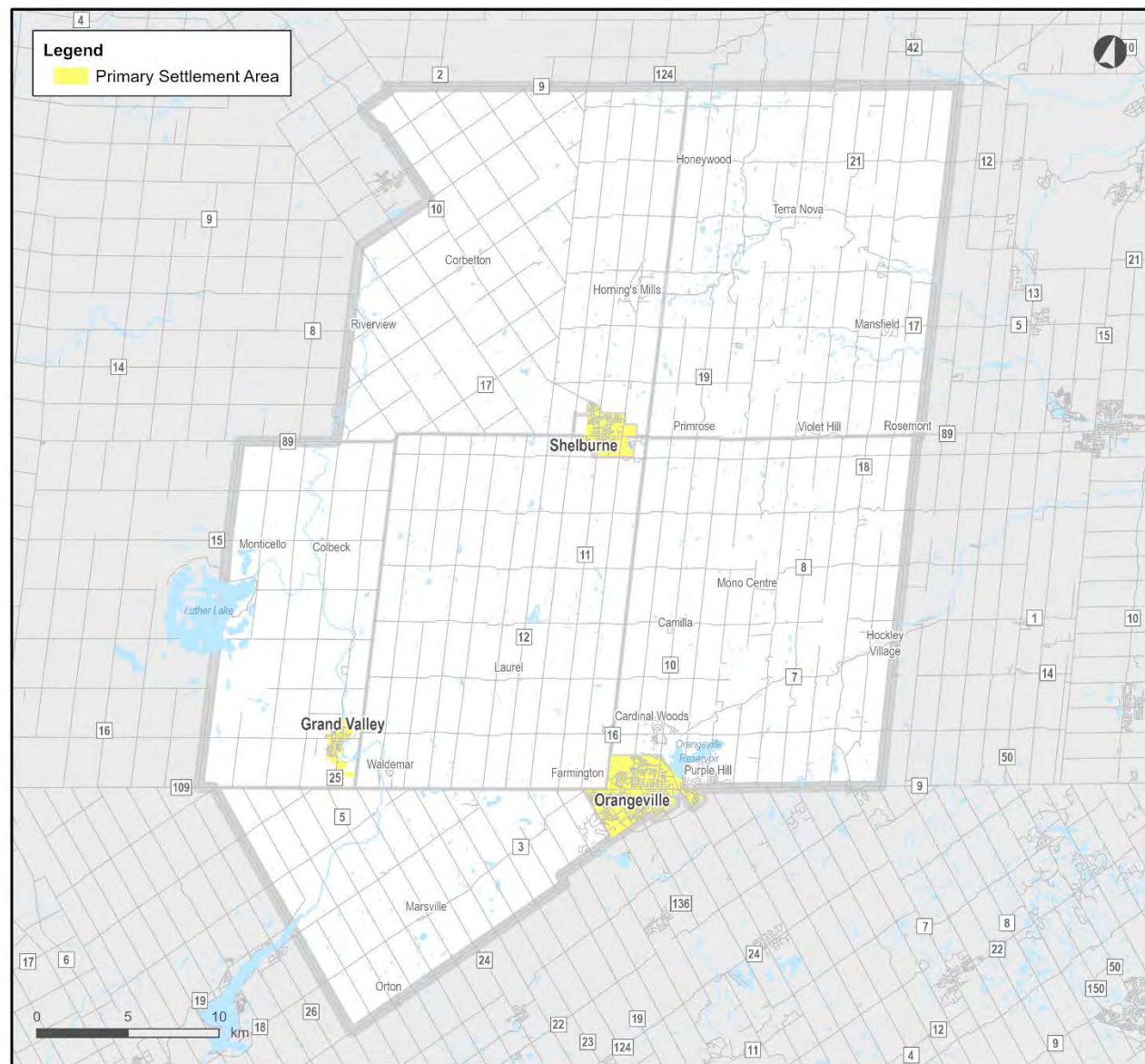
- There is strong provincial investment in transit in rural areas through the Community Transportation Grant and the emphasis placed on transit availability and solutions for smaller communities in the GGH Transportation Plan Discussion Paper;
- The County's Official Plan supports the future implementation of transit through the policies that protect for transit infrastructure rights-of-way and recommend a more efficient use of the road network; and
- Some of the existing studies done at the County and lower-tier municipal level identify transit as a priority for Dufferin. The studies discuss initiatives in similar rural municipalities such as RIDE WELL, Grey Transit Route, and Innisfil's partnership with Uber as opportunities for feasible transit service in Dufferin.

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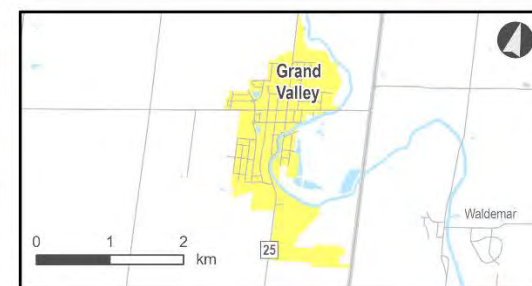
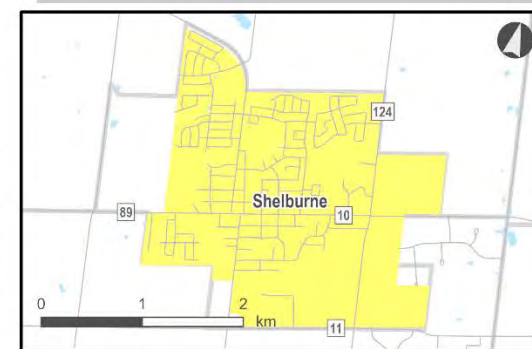
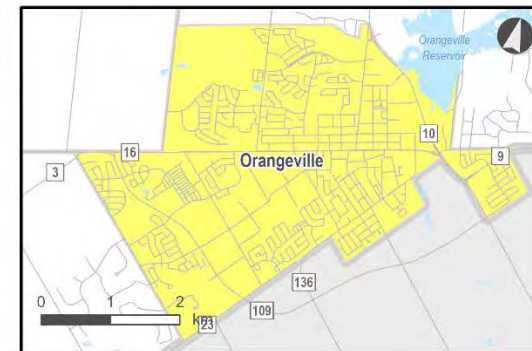
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Exhibit 2.2: Map of Dufferin County and Primary Settlement Areas



COUNTY OF DUFFERIN
PRIMARY SETTLEMENT AREAS



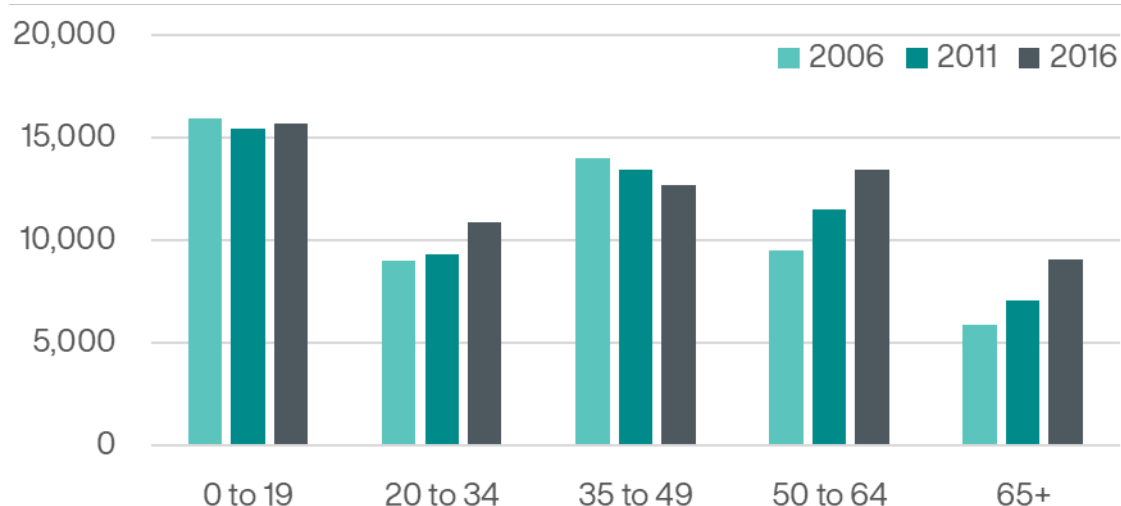
2.3 Demographic Analysis

As of 2016, Dufferin County was home to 61,735 residents and 24,354 jobs.² The County experienced strong population growth of 8% between 2011 and 2016, which is almost double compared to the provincial growth rate of 4.5%.

2.3.1 Population Characteristics

Exhibit 2.3 shows population by age cohort from 2006 to 2016 for the County. Approximately 15% of Dufferin's residents are above the age of 65 and 36% of residents are above the age of 50. Between 2011 and 2016, the age cohort of 65+ saw the most growth at 22%, while the 20-34 and 50-64 cohorts grew at the same rate of 14%. As the County's population continues to grow, an effective transit model would need to serve a range of users and provide an essential form of mobility to the senior population.

Exhibit 2.3: Population by Age Group and Census Year



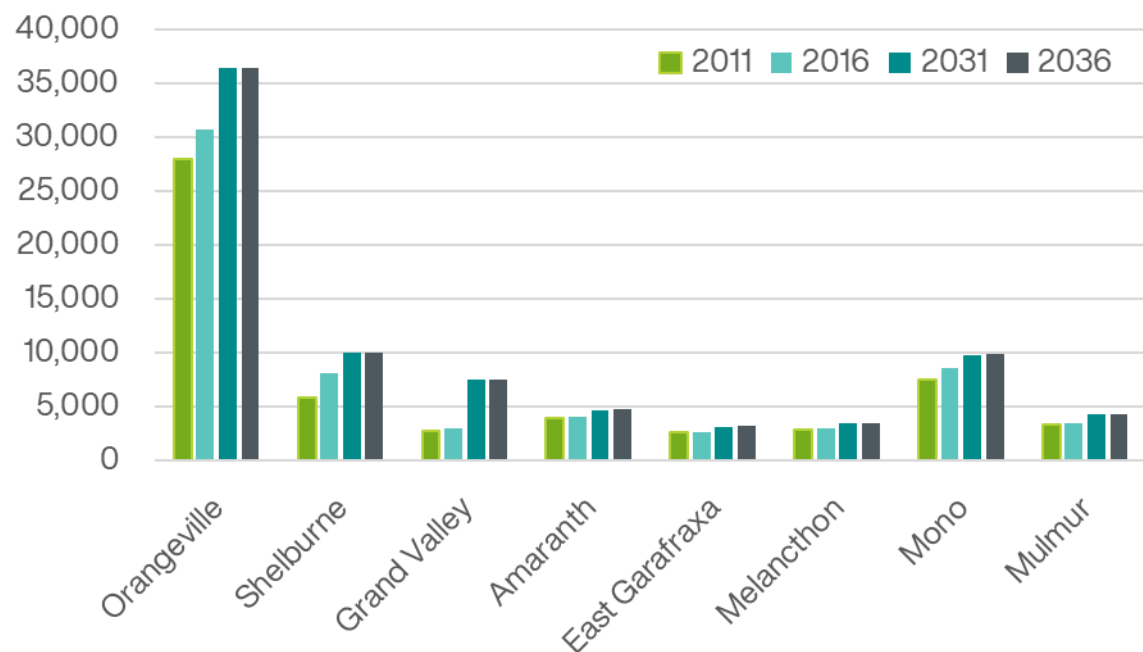
Source: IBI Group Analysis of Census Data for Dufferin Division

The County is expected to see rapid growth in the coming decades—some 30% more residents and 25% more jobs between 2016 and 2041 according to the Provincial Growth Plan for the GGH. As of 2016, the primary population centres in the County include Orangeville, Shelburne, and Mono. The County's Official Plan growth projections for 2036 indicate that these three municipalities will remain the largest with expected growth between 13-20%. However, to accommodate future

² Source: Statistics Canada, 2016 Census of Population and Dufferin County Economic Development Strategic Plan (2017).

population the County also projects Grand Valley to grow by over 60% by 2036. Short- and long-term transit solutions for the County will need to consider how and where the County is growing to reach current and future demand for the service. Current and projected population by lower-tier municipality is shown in Exhibit 2.4.

Exhibit 2.4: Historic and Forecast Population by Lower-Tier Municipality



Source: IBI Group Analysis of Census Data for Dufferin Division and the Dufferin County Official Plan

2.3.2 Vulnerable Residents

Transit can also provide an essential mobility service to those who can not afford to drive, cannot drive due to age (e.g. younger and older residents) or choose not to drive for safety or other concerns (e.g. older residents). Exhibit 2.5 presents age and low-income statistics for Ontario, Dufferin County, and the lower-tier municipalities. In comparison to the province, the County has a younger population on average, a lower share of older adults (65+) and less residents that fall under the low-income cut-off, after tax measure. With respect to the older population, Mono and Mulmur have a higher percentage of residents aged 65+ compared to the rest of the County and the province. Of the lower-tier municipalities, Orangeville, Melancthon and Mulmur have more than four percent of their population classifying as low-income, based on the 2016 Census low-income cut-off, after tax measure.

Exhibit 2.5: Age and Low-Income Statistics

Location	Average Age	65+ Population (%)	Low-Income Cut Off (%)
Orangeville	38.7	14.7	4.6
Shelburne	37.3	14.3	3.7
Grand Valley	39.2	12.3	3.7
Amaranth	40.4	14.5	3.1
East Garafraxa	41.0	14.5	1.9
Melanchthon	38.9	12.6	4.3
Mono	42.7	17.5	2.7
Mulmur	43.7	18.1	4.2
Dufferin County	39.6	14.7	3.9
Ontario	41.0	16.7	9.8

Source: Statistics Canada, 2016 Census of Population

2.3.3 Key Findings

Dufferin County is experiencing strong population growth that is projected to continue in the next 20-30 years. The demographic composition of the County can be described as follows:

- Between 2011 and 2016, the County saw 8% population growth, which is almost double compared to the province. A large portion of the population growth is a result of the aging population (50+), but the County did experience growth in the 20 to 34 age range suggesting more younger families are moving to the County.
- Dufferin County is projected to increase its population and employment by more than 30% and 25%, respectively, between 2016 and 2041. Majority of the population growth will be focussed in the urban areas of Orangeville, Shelburne, Mono and Grand Valley. To accommodate the future population in urban settings, Grand Valley is projected to grow by over 60% by 2036.
- Compared to the province, the County has a younger population on average, a lower share of older adults (65+) and less residents that fall

under the low-income cut-off, after tax measure. Mono and Mulmur have a larger share of older adults compared to the County.

2.4 Existing and Planned Service Review

There are several existing transportation service providers currently operating within the boundaries of Dufferin County. Municipal transit, regional transit, and other specialized transportation providers in Dufferin County present opportunities for any future Dufferin transit service.

Major trip generators for transit in small communities are focused on areas that provide essential goods and services, community connections and employment. For Dufferin County, most of these trip generators are in the northeast and southwest ends of Orangeville. Shelburne has some trip generators that serve a portion of the community's daily trips are generally located in the downtown area or along County Road 124.

2.4.1 Orangeville Transit

Orangeville Transit is the municipal transit service for the Town of Orangeville. It operates a fleet of smaller midibus vehicles on three routes: Orange, Blue, and Green. The three routes serve different areas of the town, intersecting together at a central transfer point on Fourth Street north of Broadway. A future transfer point is planned at the Edelbrock Centre on Centre Street. All three routes operate from 7:15 AM until 8:15 PM on weekdays, and until 5:45 PM on Saturdays. Each route is scheduled to leave the main transfer point at the same time, making it easier for customers to connect from one route to another.

2.4.2 GO Transit

GO Transit operates one route in Dufferin County, Route 37, which connects Orangeville to Brampton GO Station via Highway 10. This route stops only at major arterial streets within the City of Brampton; on Highway 10, the bus stops at major crossroads and in Caledon Village before making its way to Orangeville.

Within Orangeville, Route 37 operates a similar counterclockwise loop as the Green Route of Orangeville Transit along Hansen Boulevard, Blind Line, and Broadway. A Park & Ride facility is provided at the last stop on the loop, at a historic train station on Townline near the intersection with Mill Street. As of July 2021, GO Transit

operates eight daily trips from Orangeville to Brampton, and six daily trips from Brampton to Orangeville.

2.4.3 Grey Transit Route

Grey County's transit service operates a service along Highway 10 within the boundaries of Dufferin County. Routes 1 & 2 of the Grey Transit Route (GTR) travel on Highway 10 between Owen Sound and Orangeville, with stops including Chatsworth, Markdale, Flesherton, Dundalk, and Shelburne. The two routes are split at Dundalk; Route 1 travels from Owen Sound to Dundalk, while Route 2 travels from Dundalk to Orangeville.

GTR operates three trips per day on Route 1, and four trips per day on Route 2, from Monday to Friday. Some trips allow for continuous travel through Dundalk with synchronized departure times, but that is not possible on all trips. As of July 2021, provincial funding has been extended to allow the service to operate until at least 2025.

2.4.4 Dufferin County Community Support Services

Dufferin County Community Support Services (DCCSS) is a non-profit agency funded by Central West Local Health Integration Network, and operated by Dufferin County. The main office of DCCSS is located in Shelburne. DCCSS provides many services to seniors and people with disabilities in Dufferin County, including transportation to and from medical appointments.

2.4.5 TOK Coach Lines

TOK Coach Lines is a private intercity coach bus operator. TOK operates routes connecting Union Station in downtown Toronto with other municipalities in Ontario, including Orangeville. One route operated by TOK serves both Orangeville and Grand Valley within the boundaries of Dufferin County. This route connects to Union Station, Pearson Airport, and other localities such as Hanover, Walkerton, Kincardine, Port Elgin, and Southampton.

The COVID-19 pandemic has reduced TOK Coach Lines to operating their service four days per week: Monday, Wednesday, Friday, and Sunday. The Southampton-Toronto route operates one westbound trip and one eastbound trip per day of service.

2.4.6 Key Findings

There are numerous providers of public transportation and specialized transit options that currently exist in Dufferin County, including:

- Local transit service in Orangeville provided by Orangeville Transit;
- Regional transit service connecting Orangeville to Brampton, Owen Sound, and Pearson Airport/Toronto provided by GO Transit, Grey Transit Route, and TOK Coach Lines;
- Specialized medical transportation provided by DCCSS and The Shelburne Transporter; and
- Student transportation provided by Wellington-Dufferin Student Transportation Services.

These services present an opportunity for collaboration and partnership with any new public transportation system operated by the County.

2.5 Travel Pattern Analysis

2.5.1 Trip Generators

This subsection of the travel pattern analysis considers the major trip generators within Dufferin County that shape some of the travel patterns discussed below. The purpose of identifying the trip generators is to ascertain where a future transit service would be most beneficial. The majority of trip generators are located in established urban areas of the County (i.e. Orangeville, Shelburne) as these are the regional centres that provide access to essential goods and services and employment to the urban communities and adjacent rural municipalities.

Major trip generators include large format retail, employment clusters, community facilities and institutions. These land uses are considered major trip generators for transit in small communities because they provide essential goods and services to residents and are a source of traditional and service-based employment. Senior centres can also be considered major trip generators for transit service as the older population can face greater barriers to driving.

2.5.2 The Transportation Tomorrow Survey

The 2016 Transportation Tomorrow Survey (TTS) provides insight into the travel patterns within the Greater Toronto and Hamilton Area (GTHA) and broader Greater Golden Horseshoe (GGH), including Dufferin County. Exhibit 2.6 provides a high-level summary of where, when and how residents of Dufferin County travel and where residents work. The analysis defines Dufferin Residents as those living in Dufferin County, excluding the Town of Orangeville.

The majority (67%) of trips by Dufferin residents that start in Dufferin also end in the County, suggesting that residents can access employment and services without leaving the region. Likewise, the majority of residents (54%) also work within Dufferin County, followed by rest of GGH and Peel Region.

Time of travel is also important to highlight as it can inform the design of a future transit service. Almost all travel within the County (87%) occurs between 6 a.m. and 7 p.m., with the greatest share of trips occurring within a shorter time interval between 3 p.m. and 7 p.m. (30%).

2.5.3 Key Findings

Travel in Dufferin County is described by the following patterns:

- Major trip generators for transit in small communities are focused on areas that provide essential goods and services, community connections and employment (i.e. Orangeville, Shelburne). This means that the travel patterns to be served by a new transit service would be predominantly oriented towards moving rural residents to or from larger centres;
- Majority of trips (67%) by Dufferin residents start and end in the County and their primary mode of travel is by car, including auto passengers; and
- More than half of Dufferin Residents (54%) work within the County.

Exhibit 2.6: Travel Pattern Analysis for Dufferin County

Where do Dufferin Residents Travel?

45% within Dufferin County

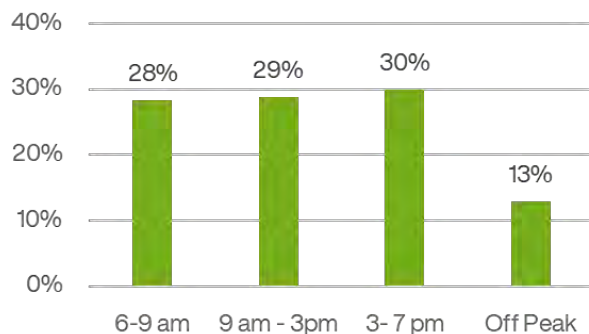
- 23% start and end in the same municipality
- 22% start and end in a different municipality

22% to Orangeville

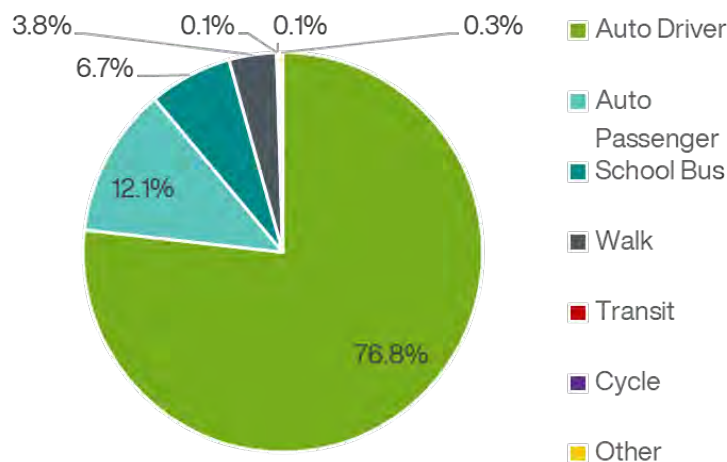
13% to Peel Region

20% to Rest of GGH

When do Dufferin Residents Travel?



How do Dufferin Residents Travel?



Where do Dufferin Residents Work?



54% within Dufferin

- 26% work and live in the same municipality
- 15% in Orangeville
- 13% work and live in a different municipality



19% in Peel Region



27% in Rest of GGH

Note: Dufferin Residents in this analysis is defined as those living in Dufferin County, excluding the Town of Orangeville.

Source: IBI Group Analysis of 2016 Transportation Tomorrow Survey

2.6 Needs and Opportunities

The first study objective was to determine whether there is case for the County to provide its own transit service. The preceding sub-sections highlight a number of important findings about recent trends, current operations, and general context that help to justify the need for such a service, as highlighted below.

2.6.1 The Need for Transit

- **Gaps in existing transportation system:** Current transportation offerings create an equity barrier to low-income, senior and rural residents in the County. There are limited reliable and affordable options for transportation into urban areas (i.e. Orangeville and Shelburne) and non-medical transport in the County.
- **Meeting the needs of an aging population:** Residents aged 65 and older represent the County's fastest-growing demographic and, while many of these residents will continue to drive into old age, they represent a potential market for transit. In fact, the Age-Friendly Needs Assessment conducted by urban Metrics for the County identified transportation as the top priority to improve age-friendliness in Dufferin County. As such, the design of any potential transit system will need to be cognizant of the unique needs of this demographic group in terms of destinations of interest, service design, and other dimensions.
- **New technologies:** Recent advances in mobile computing, vehicle dispatching algorithms, and the near-ubiquity of smartphones have resulted in an increase in the efficiency of certain types of rural public transit. This means that some services that would not have been feasible in the past can now be offered more cost-effectively to the benefit of rural municipalities and their residents.
- **Supportive policy framework:** The Dufferin Climate Action Plan emphasizes the need to shift to active and public transportation modes by expanding public transit options within and between local and regional municipalities. The Official Plan is supportive of transit and building a road network that enables efficient movement of people and goods. The Provincial Growth Plan and transportation plans underway

for the GGH and southwestern Ontario support transit initiatives to improve mobility and create more sustainable communities.

2.6.2 Opportunities

- **Leveraging supportive policies:** The regional and Provincial policy environment is supportive of transit, and recent initiatives by the Provincial and Federal governments have introduced funding for rural transit specifically. This environment is conducive to the initiation of new transit service, provided there is sufficient local interest and investment to fund the service.
- **Building on the success of other rural systems:** The aforementioned interest in rural public transportation has resulted in a growing number of rural transit service offerings, including Grey Transit Route that operates in Dufferin and Wellington County's RIDE WELL service. These systems present valuable case studies for the potential deployment of transit in Dufferin County to inform the development of financial projections, marketing and communications, service design, and several other elements of a potential future transit system.
- **"Priming the pump" in developing communities:** The number of residents in the County is forecast to grow by 30% by 2041, with the potential for more rapid growth as settlement patterns change in the fallout of the COVID-19 pandemic. These residents represent a new market for transit, and providing service to developing communities presents an opportunity to build a rider base as these communities grow.
- **Responding to local travel patterns:** Two thirds of trips by Dufferin residents (excluding Orangeville residents) start and end within the County. Of those trips, more than a third end in Orangeville. These travel patterns suggest an environment that is conducive to effective and efficient transit service, one in which residents make, on average, relatively short trips to a relatively small area.
- **Building on an existing foundation:** Between local service in Orangeville, GO Transit, and the Grey Transit Route inter-community service, County residents are accustomed to seeing public transit in

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their community. The presence of these services means that transit is not an entirely new concept to a substantial portion of the County, and also presents an opportunity to build off and complement a successful base.

These findings confirm the need for transit in Dufferin County and highlight opportunities associated with the development of a potential transit system.

3 Strategic Framework

A Strategic Framework, including the Vision, Goals Objectives, was developed to describe the future state of transit in Dufferin County. The Vision, Goals and Objectives are based on industry best practices and informed by the policy review conducted in the needs and opportunities assessment and the stakeholder engagement session as part of the first phase of engagement.

3.1 Vision

The **Vision** is focused on describing the overall outcome of the transit service and is as follows:

The future public transportation service will help urban and rural residents sustainably meet their essential transportation needs by providing an equitable and accessible service in a manner that is fiscally responsible.

The Vision was updated following the second phase of stakeholder engagement to better reflect the consideration for urban and rural residents.

3.2 Goals

The **Goals** are separate aspects of the future outcome that map back to the vision and are used to evaluate transit service delivery approaches (Section 5).

Equitable: Enables all residents to access basic services at an affordable price.

Connected: Sustainably connects residents to essential goods, services and community hubs and increases the number of places that people have access to by connecting to other transit providers.

Accessible: Meets the needs of people with mobility issues or other challenges that impact the ability to use personal vehicles.

Affordable: Represents cost-effective County and tax-payer spending on capital and operating costs and leverages partnership and grant opportunities.

3.3 Objectives

The **Objectives** are specific ways of measuring the outcome of the Goals and are used to evaluate transit service design options to arrive at a preferred design (Section 6).

Equitable:

- Provides an affordable transit service that reflects customers' ability to pay.
- Connects residents to "lifeline" services throughout Dufferin County.

Connected:

- Connects to community hubs within the built-up areas of Dufferin County.
- The service design limits non-revenue travel and facilitates direct routing to mitigate the environmental impact.
- The service connects to other transit service providers including Orangeville Transit, GO Transit and Grey Transit Route.

Accessible:

- Transit vehicles are low-floor accessible for all transit routes, or a parallel accessible transit service is provided.
- Transit signage, information and booking are designed to be accessible and user-friendly.
- Transit information and booking is available for customers with and without access to the internet.

Affordable:

- The service minimizes capital, operating and operating costs per passenger.
- The service leverages funding and partnership opportunities.

4 Service Approach

4.1 Service Type

The following service types were evaluated for their applicability to Dufferin County, and rated according to how well they could accomplish the vision and goals of the future transit service:

- Conventional fixed route;
- Flexible route;
- On-demand transit;
- Hybrid fixed route/on-demand;
- Rideshare and taxi vouchers;
- Specialized transit (exclusively); and
- Volunteer driver networks.

4.1.1 Conventional Fixed Route

This type of service is characterized by a defined route and a defined schedule. Customers can determine where and when the bus is coming by consulting its schedule. The bus will not depart from its route to reduce customer walk distance, as that would compromise its reliability. Fixed transit routes are good for connecting major centres and destinations and in built-up urban areas, but are less effective in dispersed areas, where the number of potential customers is lower and walking distances to stops higher.

Exhibit 4.1: Orangeville Transit Bus



A system based around fixed routes is unlikely to be able to serve all residents of Dufferin County, due to its dispersed population. Many rural fixed-route transit systems, such as Ride Norfolk, are based around connecting towns with a critical mass of residents and jobs. Dufferin has a low population density outside of Orangeville and Shelburne, and fixed routes are unlikely to generate enough ridership to be viable. Furthermore, the two corridors that are most able to sustain fixed-route service are already served by GTR (Orangeville-Shelburne-Dundalk) and GO Transit (Orangeville-Caledon-Brampton).

4.1.2 Flexible Route

A flexible route is similar to a fixed route, as it normally follows a defined route on a defined schedule. However, the bus is able to deviate a certain distance away from the normal route if a customer asks the operator to do so, or if the customer books the deviation ahead of time. Departure times are typically provided from a series of set time points that the route will always serve. Deviation requests are easier for a transit provider to accommodate if they are made further in advance. A flexible route will allow for wider service coverage than a fully fixed route, but the deviations made by a flexible route can also cause travel time impacts for other customers on the bus. An example of this type of service is provided by Muskoka Community Transit with its Rural Community Connector service.

Exhibit 4.2: Muskoka Community Transit Vehicle



A system of flexible routes could serve the County's dispersed population more equitably than a system of fixed routes, but this service type otherwise encounters many of the same challenges. Flexible routes would be able to serve an increased coverage area compared to fixed routes, but a route can only deviate so much before its reliability is compromised. As such, a flexible route system would not be able to cover all residents of the County in a sustainable way; it could only serve some corridors and some residents within walking distance.

4.1.3 Demand Responsive (On-Demand) Transit

Demand responsive, or on-demand transit is a type of transit service that does not operate on a fixed route or a fixed schedule. Customers request or book trips using either an app on a mobile device, or by calling a customer service centre. On-demand transit has less certainty for a customer in terms of when the bus arrives, but it has more flexibility in its routing, which may allow for a customer to travel more directly to their destination. On-demand transit services can be more cost-efficient in lower-density, lower-demand areas, as the bus will only go out to a pickup or drop-off location if a customer requests it. An example of this type of service is provided by the City of Stratford Transit on Saturdays, when the fixed-route network is replaced by a demand-responsive service.

Exhibit 4.3: Stratford Transit On-Demand Bus



Demand responsive, or on-demand transit is good at serving lower-demand, lower-density areas like Dufferin County in a cost-effective manner. Vehicles only go out when and where they are needed, and vehicles which allows them to be utilized more effectively than a bus that must follow a fixed route and schedule regardless of where customers need it to be. Longer trips on demand responsive transit are more expensive to operate, and a customer's wait time will be limited by the number of vehicles in service at once, so these are important considerations in how the service should be designed. Each hour of in-service or on-call time for an operator and vehicle adds cost to operating the system.

4.1.4 Hybrid Approach – Fixed Route & On-Demand

Different types of transit services can be combined into one system. Fixed-route transit works best in areas of higher demand, while on-demand transit works better in areas of lower demand. As a regional transit operator, York Region Transit is an example of this—on-demand transit “zones” fill in the gaps between transit routes that run on higher-demand corridors. This type of service model can be a reasonable solution where lower-demand areas exist between higher-demand corridors. An example of this type of service is provided by York Region Transit, which operates a mixture of fixed routes on high-demand corridors, and on-demand service areas where demand is lower.

Exhibit 4.4: Vehicles Operated by York Region Transit

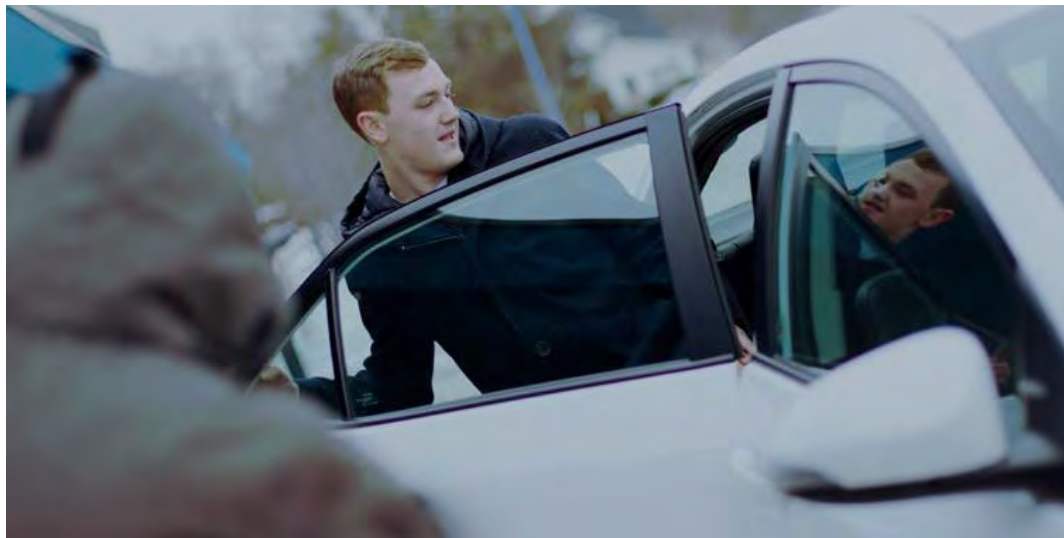


A system that combines fixed routes on higher-demand corridors with demand responsive transit in more dispersed areas can provide additional service to higher-demand areas while providing service coverage to lower-demand areas. Every vehicle that is operating at a given time adds an additional cost to operating the system, so the two types of service would each need to be viable in terms of ridership. Highway 10, the busiest corridor in the County, already has transit service at this time.

4.1.5 Rideshare & Taxi Vouchers

Municipalities may also partner with existing private transportation providers that are already operating in their jurisdiction, such as rideshare and taxi companies. These companies employ drivers who can be hired by anyone, either by booking a trip on a mobile app (rideshare) or calling a dispatch office (taxi). The cost of hiring a rideshare vehicle or a taxi exceeds that of a typical transit fare. Municipalities partnering with these companies can subsidize customers' trips in order to bring down the cost to the customer to a level more in line with a public transit service. An example of this type of service is provided by the Town of Innisfil, which has partnered with Uber for its transportation service.

Exhibit 4.5: Customer Boarding a Rideshare Vehicle



Rideshare systems and taxi vouchers have similar positive and negative attributes; the main difference between the two is the booking interface. Rideshare apps also allow for the pooling or sharing of customer trips, though this capability isn't currently being used due to COVID-19. Contracting service to a rideshare or taxi company provides a similar service to customers as demand-responsive transit but requires less start-up infrastructure from the municipality. Rather than paying to operate a service, the County would subsidize the trips of an individual customer.

In Innisfil's example, customers are limited to a maximum of 30 trips per month to keep costs down. Due to the COVID-19 pandemic, Uber trips in Innisfil are not currently being shared between customers, which does increase vehicle miles travelled per customer. There are pros and cons to this approach. It requires less direct involvement from the County but depends on factors such as vehicle and

driver availability that are outside the County's control. This can make finding wheelchair-accessible vehicles more complex, as it is up to an individual rideshare driver to determine their vehicle.

4.1.6 Specialized Transit (Exclusive)

A specialized transit service is similar to an on-demand transit system, but it requires customers to meet eligibility criteria. Specialized transit systems are designed to be fully accessible for people with disabilities and will often transport customers door-to-door. Because the cost per trip of a specialized transit service is very high, access to the system is restricted to those who need it most. Many larger transit agencies will operate a parallel specialized transit system to provide service for those who cannot use other transit routes due to physical or other limitations. Under the AODA, it is mandatory for transit providers to provide specialized transportation for anyone who is not able to use conventional transit because of a disability. An example of a specialized transit system restricting potential customers is Bancroft Community Transit (BCT), which requires customers to be referred to BCT by a participating social agency in north Hastings County.

Exhibit 4.6: Bancroft Community Transit Vehicle



A specialized transit system may be necessary in parallel to a transit system in Dufferin County, depending on the accessibility of the chosen service delivery. A specialized transit service requires customers to be eligible. It would provide highly accessible door-to-door service to those who qualify, but would not provide transportation to all County residents. A system that only provides specialized transit service would be in line with the Bancroft approach of allocating limited resources to those with the highest need.

4.1.7 Volunteer Driver Networks

Networks of volunteer drivers are another potential way to transport residents in rural municipalities. Rural Rides, a registered charity operating near Moncton in New Brunswick, employs a network of volunteer drivers to transport clients to medical appointments, shopping, and appointments with government or social programs. As with specialized transit systems, Rural Rides requires clients to be eligible for the service and registered as a client. The service provided by Rural Rides is a very worthwhile cause, but it is not recommended for a public service agency to depend on volunteers to provide a public service, as the availability of drivers cannot be guaranteed. Carpooling incentives, or other types of travel demand management, could be an option for Dufferin County to pursue in order to address some demand for transportation in the County, particularly for work purposes.

4.2 Service Type Evaluation

The service types are evaluated in Exhibit 4.7 using Harvey Balls (○◐◑◒◓) to determine how well a potential service type aligns with each goal. The more filled-in a circle is, the more it accomplishes the goal.




































- **Fixed routes** could serve major destinations, but would not serve all residents of Dufferin County equitably. A fixed-route service that was designed to not duplicate the existing services would be too expensive for the level of demand due to the low population density of the County, and some residents would not have access to the service. **Overall low suitability.**
- **Flexible routes** would provide slightly more service coverage for customers, but still could not serve all residents of the County. Customer trips would be slower overall due to the need to build flexibility into the route schedule. The cost would be too high relative to the level of demand. **Overall moderate suitability.**
- **Demand-responsive**, or on-demand transit would be able to cover the whole County with a lower number of vehicles compared to a system based around fixed routes. Costs would be lower due to the flexibility of vehicle routing, as they would only go where they are needed at a given time. A start-up cost would be required to set up the technology

required for such a system. **Overall high suitability. Carried forward to service design.**

- **A hybrid system** based on fixed routes and on-demand could provide similar service coverage as an on-demand system, but different vehicles would be required for each of the fixed route and on-demand components. The cost of operating such a system would be too high for the level of demand that exists. This approach could be considered in the future if clear corridors of high demand emerge. **Overall moderate suitability.**
- **Rideshare or taxi voucher** transportation, like on-demand transit, could cover the large area of Dufferin County with a smaller number of vehicles and at a lower cost. Rather than following a fixed schedule, vehicles would only go out to where a customer is waiting at a given time. Overall cost would be reduced due to the lower amount of start-up infrastructure required. **Overall high suitability. Carried forward to service design.**
- An exclusively **specialized transit** system would limit services to only residents with the highest amount of need. The system would operate in a manner similar to on-demand, but the eligibility of potential customers would be restricted. It is important to provide a service that addresses the unique needs of residents who are disabled, but operating a system exclusively for these customers would restrict the overall utility of the service. **Overall moderate suitability.**
- **Volunteer driver networks** would provide a system that is very low-cost to the County, but could not reliably or consistently serve County residents. This type of service is not recommended. **Overall low suitability.**

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Exhibit 4.7: Service Type Evaluation

Service Type	Equitable	Connected	Accessible	Affordable	Overall
Fixed Route					
Flexible Route					
Demand Responsive					
Hybrid (Fixed + On-Demand)					
Rideshare & Taxi Vouchers					
Specialized Transit Exclusive					
Volunteer Driver Networks					

5 Service Design and Evaluation

The purpose of this section is to detail the development and evaluation of service design options based on the two highest-ranking service delivery approaches from Section 4: Demand Responsive Transit and Rideshare/Taxi Vouchers. The evaluation informs the recommended public transportation service for the County.

5.1 Service Design Development

Three service designs were developed to intentionally conceptualize a low, medium and high investment scenario for the County. The service options were designed for an open-ended Request for Proposals (RFP) process to allow transportation network companies (e.g. Uber, Lyft), taxi companies or partnerships between vehicle operators and software platforms to respond. All three options are based on providing users with curb-to-curb travel and have varying service characteristics:

- **Option 1** is a demand-responsive system. It has the longest service span (7 days/week) and the lowest general fares (\$5 per trip). It is the most expensive to operate.
- **Option 2** is a rideshare/taxi voucher system. It has the shortest service span (4 days/week) and the highest general fares (estimated at \$1.96/km with a \$10 subsidy). It is the least expensive to operate, as the County would only be subsidizing individual customer trips.
- **Option 3** is a demand-responsive system. It has an average service span (5 days/week) and zone-based general fares (\$10 or \$15 per trip) that are in between Options 1 and 2. It requires a moderate investment from the County to operate.

Exhibit 5.1 outlines the three service design options in terms of the following service parameters:

- Route network and stops;
- Service schedule including days, hours and frequency;
- Infrastructure requirements;

- Fare policies, rates and fare collection requirements; and
- Capital, operating and maintenance costs.

The service designs, including service schedule, fare structure and rates, were informed by peer transit systems and were intentionally selected per option to generate a low, medium and high investment scenario for the County.

5.2 Service Design Evaluation

An evaluation of the three service design options presented in Exhibit 5.1 was conducted to identify the design that will best meet the needs of the County. Evaluation criteria that align with the Goals and Objectives, as discussed in Section 3, were developed to assess the design options. The evaluation is summarized in Exhibit 5.2.

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Exhibit 5.1: Service Design Concepts

Service Parameter	Option 1	Option 2	Option 3
Route Network and Stops			
Service Area	County of Dufferin but restricts service within Orangeville.		
Pick-up and Drop-off restrictions	Curb-to-curb Service Able to pick-up and drop-off in Orangeville but cannot provide service within Orangeville itself.		
Service Schedule			
Service Span	Mon-Fri: 6:30 a.m. - 8 p.m. Sat-Sun: 7:30 a.m. - 6:30 p.m.	Mon, Wed, Fri: 9 a.m. - 6 p.m. Sat: 10 a.m. - 5 p.m.	Mon-Fri: 8 a.m. - 6 p.m.
Infrastructure Requirements			
Stops	Stops are not needed. Could make use of Orangeville Transit and GO Transit stops and shelters as necessary.		
Fare Policies and Rates			
Fare Policies	Residents are not restricted by distance but are restricted to 30 trips per month (one-way trips)		
Fare Rates (one-way trip)	\$5 general fare \$4 concession fare	\$1.96 per km \$10 general subsidy \$15 concession subsidy	General zone-based fare of \$10 or \$15 Concession zone-based fare of \$8 or \$12
Fare Collection	Booking for people with and without access to smart phones required. Third party service provider to set up and maintain booking platform.		
Annual Ridership and Revenue			
Ridership	10,100	3,800	5,600
Revenue	\$46,000	\$0	\$57,000
Capital and Annual Operating Costs			
Setup Costs	\$15,000-\$25,000		
Operating Cost	\$636,000	\$45,000	\$353,000
Net Operating Cost	\$590,000	\$45,000	\$296,000

Exhibit 5.2: Service Design Evaluation

Goals and Objectives	Evaluation Criteria	Option 1	Option 2	Option 3
Equitable				
Provides an affordable transit service that reflects customers’ ability to pay.	Average fare per one-way trip	\$5 general fare \$4 concession fare \$4.60 average fare	\$23.50 estimated average fare (\$10 general subsidy and \$15 concession subsidy)	General zone-based fare of \$10 or \$15 Concession zone-based fare of \$8 or \$12 \$10.20 average fare
Connects residents to “lifeline” services throughout Dufferin County.	Number of “lifeline” services accessible to users	All options connect residents to any location within the County.		
Connected				
Connects to community hubs within the built-up areas of Dufferin County.	Number of community hubs accessible to users	All options connect residents to any location within the County.		
The service design limits non-revenue travel and facilitates direct routing to mitigate the environmental impact.	Service design efficiency	Demand-responsive transit can pool rides with users generally travelling in the same direction. This is made easier for the scheduling software when trips are booked ahead of time.	Rideshare service can pool rides with users generally travelling in the same direction. This is possible with taxi companies, but less common. There is a risk to the model that a taxi company may not be able to provide ride pooling, which would reduce the service efficiency and increase the environmental impact.	Demand-responsive transit can pool rides with users generally travelling in the same direction. This is made easier for the scheduling software when trips are booked ahead of time.
The service connects to other transit service providers including Orangeville Transit, GO Transit and Grey Transit Route.	Number of connections to other transit service providers	All options connect residents to all transit service providers within the County, including Orangeville Transit, GO Transit and Grey Transit Route.		

Goals and Objectives	Evaluation Criteria	Option 1	Option 2	Option 3
Accessible				
Transit vehicles are low-floor accessible for all transit routes, or a parallel accessible transit service is provided.	Transit vehicles are low-floor accessible or a parallel accessible transit service is provided.	The evaluation criteria would be requirements in the RFP, and as such all feasible proposals will need to meet the accessible objectives established by Dufferin County.		
Transit signage, information and booking are designed to be accessible and user-friendly.	Communications materials are AODA compliant and the booking platform is accessible.			
Transit information and booking is available for customers with and without access to the internet.				
Affordable				
The service minimizes capital, operating and operating costs per passenger.	Capital costs Operating costs (annual) Net operating cost per passenger	\$15,000-\$25,000 \$636,000 \$58 per passenger	\$15,000-\$25,000 \$45,000 \$12 per passenger	\$15,000-\$25,000 \$353,000 \$53 per passenger
The service leverages funding and partnership opportunities.	Project eligibility for provincial and federal grants	All three options could be eligible for provincial and federal funding for transportation grants.		

Connected and Accessible

The three options are equivalent in their ability to meet the objectives of the Connected and Accessible goals because the service model is unchanged between the options. It is worth noting that an operator that uses an advanced routing software to pool trips occurring in generally the same direction will better meet the objective of limiting non-revenue service travel, which could limit the overall environmental impact of the system. This software is standard for transportation network companies and not as common for taxi companies, but there is the possibility of an existing taxi company pairing with a software provider to enhance the quality of the service that could be offered.

Although the fare structure is not directly evaluated under the connected goal, the three differing fare options could impact residents' perceived connectedness to the entire County. With Option 1 residents are not impacted because the trip cost is the same for all destinations. With Option 2 there is a greater barrier associated with destinations that are farther away because the user cost increases with distance, possibly impacting some residents' ability to travel farther or more frequently within the County. With Option 3 residents are only somewhat impacted if they choose to travel farther than within their municipality or the closest urban centre.

Equitable and Affordable

In terms of equitable and affordable service, the first option provides the most affordable fare for customers but requires the greatest annual operating investment from the County. The annual investment is a direct product of the fare subsidy and the annual operating hours, which constitutes the highest level of investment compared to the other options. Operating hours for Option 1 are 89.5 hours per week compared to 50 hours per week for Option 3, while the predicted revenue is the lowest overall due to the affordable fare structure. Subsidies are lower for Option 3, which collects a higher fare from customers, and for Option 2, which significantly limits the subsidy paid by the County. Operating seven days a week at 11-13.5 hours per day can provide a comprehensive service but is uncommon to launch a new service at such a level. The uptake in ridership during off-peak hours and days (i.e. night time and weekend service) could be limited and result in lower service efficiency.

The second option provides the least equitable service as the general per trip subsidy of \$10 does not substantially cover the cost of an average trip (estimated at \$23.50 after incorporating the fare subsidy). This service would not sufficiently address the current barriers to transportation, aside from providing a better source of reliability compared to the existing offerings. The projected ridership is lower compared to the other options because it is directly linked to the proposed service span. However, it does not provide an equitable transportation service for potential customers, as travel within Dufferin County would remain expensive. Although Option 2 requires the least annual investment from the County, the service will not meet the needs of residents to be a worthwhile investment.

Option 3 provides the greatest balance between providing equitable service and maintaining County affordability. The fare by zone model yields greater revenue to the County compared to Option 1, while also providing a substantially lower per trip user cost compared to current transportation options. Launching a service at 40 hours per week Monday to Friday would allow ridership to gain traction before the County considers extending operating hours or adding weekend service.

The extent to which each option meets the strategic goals is qualitatively described at a high level in Exhibit 5.3 as well as evaluated based on qualitative scale (+, =, -). If the option meets the objective and evaluation criteria, its score is equal. If the option goes beyond the objective or falls short of meeting the objective, its score is positive or negative, respectively.

Exhibit 5.3: High-level Evaluation

Project Goal	Option 1	Option 2	Option 3
Equitable	Lowest fare of considered options Most affordable to all potential customers	Highest fare of considered options Not affordable to many potential customers	Mid-range fare compared to other options Affordable to many potential customers
Score	+	-	=
Connected	Connects rural Dufferin County to important services Residents can travel throughout County with minimal restrictions	Connects rural Dufferin County to important services Residents are incentivized to travel to closer destinations as fares increase by distance	Connects rural Dufferin County to important services Residents can travel throughout County, but travel close to home is cheaper
Score	=	=	=
Accessible	Accessible vehicles for customers with mobility needs Curb-to-curb service	Accessible vehicles for customers with mobility needs Curb-to-curb service	Accessible vehicles for customers with mobility needs Curb-to-curb service
Score	=	=	=
Affordable	Highest cost to municipality Lowest revenue collected by municipality Cost may increase if additional vehicle is needed	Lowest cost to municipality Highest revenue collected by municipality Cost may increase if additional vehicle is needed	Moderate operating cost and total revenue for municipality Cost may increase if additional vehicle is needed
Score	-	+	=

Option 3 provides an equitable service to residents at a relatively affordable level of investment from the County. The option meets all the project goals and would substantially reduce the barriers to transportation that currently exist in Dufferin.

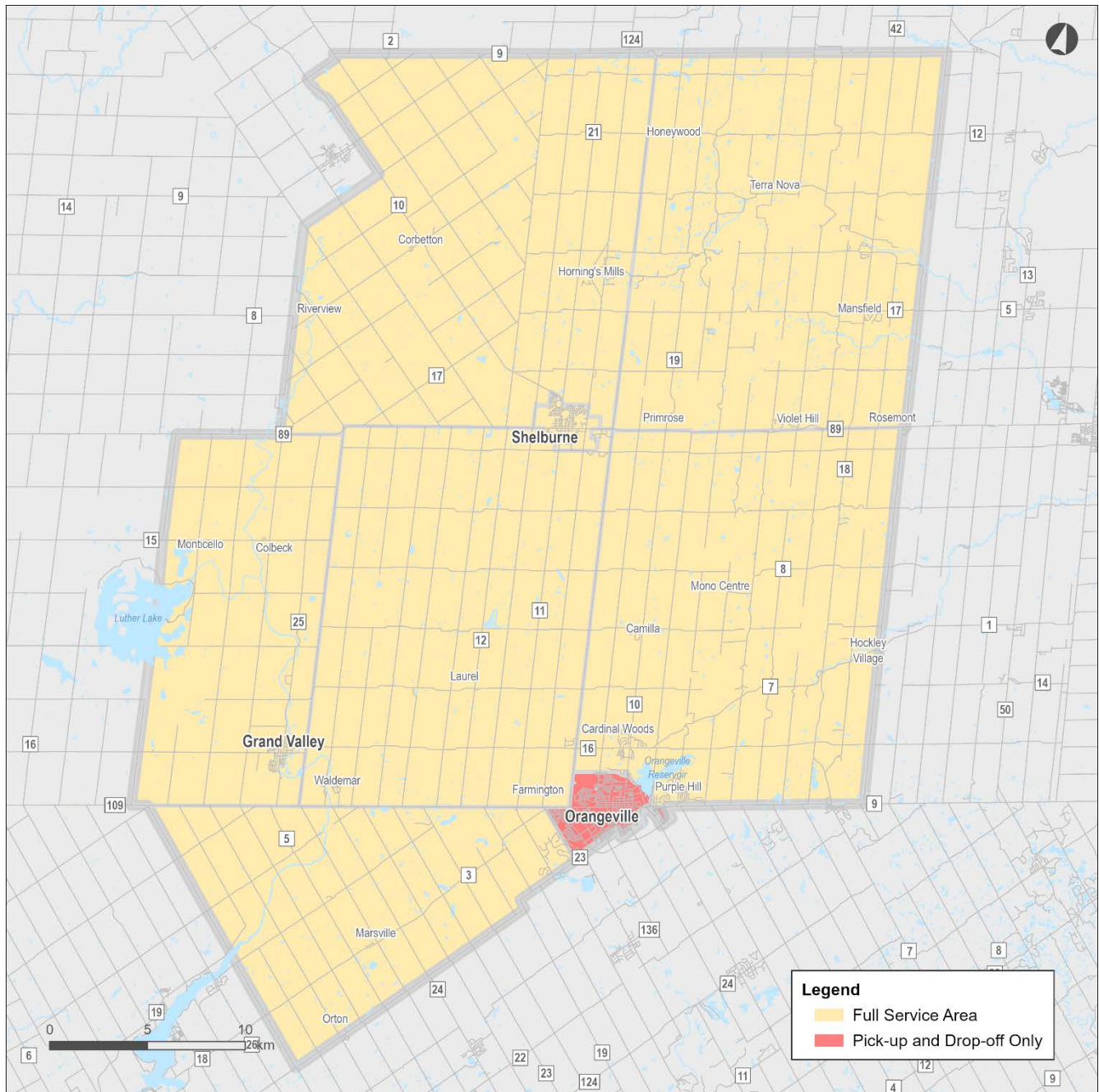
6 Proposed Service

The proposed transportation service is Option 3: a curb-to-curb on-demand service that is available to all residents in Dufferin County. It would operate five days a week (Monday to Friday) for a ten-hour service span between 8:00 a.m. and 6:00 p.m., totalling 2,520 annual operating hours. The span takes into consideration operating hours of the existing transit services in the County, peer transit systems and services and institutions in the County. Service would not operate on statutory holidays.

6.1 Coverage Area

One of the goals of the future transit service is to enable all residents to access basic services at an affordable price. To meet this goal, the coverage area for the proposed service is the entirety of Dufferin County, not including trips both starting and ending within the Town of Orangeville, as shown in Exhibit 6.1. The purpose of this exclusion is to not duplicate or compete with the existing Orangeville Transit service. The service population would therefore be all residents in Dufferin County, excluding those that live in Orangeville, or approximately 31,001 people as of the 2016 Census.

Exhibit 6.1: Coverage Area



6.2 Booking Protocol

Demand response services typically offer two types of trips: recurring trips, to and from specific locations at the same time, or one-time trips. These are typically referred to as subscription trips and casual trips, respectively. A prevalence of subscription trips can be detrimental to the system as it may limit opportunities for

spontaneous travel. The proportion of subscription to one-time trips can be an indicator of high demand.

The booking protocol should require that users provide:

- a day and date of travel;
- a pick-up address;
- a drop-off address;
- the trip purpose (should identify if the trip is a subscription or casual trip);
- a preferred arrival time (if the purpose of the trip is an appointment);
- additional passengers; and
- any special instruction (e.g. related to pick-up or drop-off location; mobility device accommodation etc.).

Return trips should be booked as two separate trips. This information will be used in the ride prioritization and scheduling process. Booking should be available on a mobile application, website or over the phone. Booking requirements should be refined through discussions with the service operator, but must meet AODA requirements.

Same-day, on-request booking should be available to improve attractiveness of the service. For pre-scheduled trips, cancellations should be made at least 24 hours before the scheduled trip, during regular operating hours to allow for scheduling to accommodate other trips. Any cancellations outside the cancellation window or no shows for both pre-scheduled or casual trips should be penalized to limit reoccurrence. Conversely, if trips are delayed more than 10 minutes after the scheduled pick-up window, the user should contact the driver via the booking platform or the dispatcher.

6.3 Ride Prioritization

Although the proposed service will have no restrictions on trip type, trip prioritization can be applied to ensure essential travel is accommodated as a first priority. Trips for medical appointments, education and work trips, grocery shopping and other necessities of life should be prioritized over social trips, and trips will be grouped whenever possible to increase productivity. Subscription trips

should also be evaluated periodically if they impact the capacity to accommodate casual trips. Trips will be prioritized on a first come, first-served basis based on the trip purpose, attributes of the user, and whether or not the trip is a recurring trip as shown in concept in Exhibit 6.2. The details of this prioritization framework can be established in consultation with the service provider and adjusted to reflect emerging ridership patterns..

Exhibit 6.2: Conceptual Ride Prioritization Framework

Priority Rank	Trip Purpose	User Attributes	Trip Type
1	Medical Appointments Social services Prescribed therapy (e.g. occupational therapy, physiotherapy)	Users with mobility difficulties (e.g. cognitive, physical and sensory impairments.), with or without attendants	One-time trip (one-way or return)
2	Essential shopping (groceries, prescriptions)	Users over the age of 55	Recurring trip (one-way or return)
3	Education or work trips Personal business (banking, legal services etc.) Advance ticketed events	All other users	
4	Recreational trips Social outings Grooming Religious services Non-essential shopping All other trip purposes		

6.4 AODA Requirements

This sub-section outlines the legislative requirements for providing public transportation services, and suggests supporting policies for the implementation of the service.

6.4.1 Legislative Requirements

The provision of public transportation in Ontario is guided by various regulations which outline the municipal obligations when providing public transportation service. The main regulations guiding the provision of a public transportation service and their requirements are:

- The **Accessibility for Ontarians with Disabilities Act (AODA)**, 2005, which requires that all public transportation services are compliant with the Act. AODA aims to have a fully accessible province by 2025. To be compliant with the Act, all public transportation services must work to remove barriers from their operations and provide convenient services for all users, including those with disabilities. The legal obligations for a public transportation service operating in the Province are outlined in Ontario Regulation (O. Reg.) 191/11 and include:
 - Providing an alternative accessible method of transportation if the conventional service provided is not accessible and a specialized service is not provided;
 - Providing information on the accessibility equipment and features on their vehicles, routes and services in an accessible format;
 - Accessibility training for employees and volunteers;
 - Developing public emergency preparedness and response policies that provide for the safety of all users;
 - Developing equitable fare policies including allowing support persons accompanying a person with a disability to travel for free;
 - Developing accessibility plans that include processes for managing, evaluating and taking action on customer feedback;
 - Ensuring there is clearly marked priority seating on all vehicles;

- Establishing booking policies that either provide same day service to the extent that it is available or accept booking requests up to three hours before the published end of the service period on the day before the intended day of travel; and
- Providing accessible means to accept bookings.
- **Accessible Vehicle Act**, 1990 O. Reg. 629 which identifies the features required to ensure a public transit vehicle is accessible;
- **Ontario's Canadian Content for Transit Vehicle Procurement Policy, 2008**, requires that all transit vehicles procured with provincial funding must have at least 25% Canadian content. Specialized transit buses are exempted from this requirement and instead the transit operator and entity (in this case the County) would apply a 5% price preference to the price for the submission with the highest percentage of Canadian content; and
- The **Municipal Freedom of Information and Protection of Privacy Act**, 1990, requires municipalities to protect the privacy of individual's personal information existing in government records, and gives individuals the right to request access to municipal government information, including most general records and those containing their personal information.

6.4.2 Actions

To support the implementation of the proposed public transportation service, the County should take the steps:

- Adopt accessibility training procedures for all staff associated with implementing the public transportation service, including those developing marketing and promotional materials;
- Adopt operating policies that are compliant with the O. Reg. 191/11 requirements for fare policies, booking procedures, and communications; and
- Establish policies and procedures for the monitoring the compliance of the service with the legislative requirements outlined in Section 6.4.1.

6.5 Fare Structure

When selecting a fare policy, a number of key principles should be considered:

- Public transportation benefits the community as a whole, and it is appropriate for the community to support the service financially;
- Fares are a source of revenue for the system, and the cost of collecting them should not be higher than the revenue;
- Fares should be kept low enough to be affordable and attractive for users;
- Cash fares should be allowed in consideration of occasional users of the service;
- If fare products are considered, they should offer a discount compared to cash fares to incentivize their purchase;
- Fares should be perceived by the public as supporting the level of service offered (i.e. users are more supportive of fare increases if level of service is improved); and
- Fares should be reviewed annually, or every two years to maintain small regular adjustments as opposed to occasional significant changes.

A zone-based fare structure is recommended and is consistent with many of the peer systems reviewed. Users can pay a lower fare to travel within a community and a higher fare to travel between communities. A zone-based fare is more equitable for a system covering a large service area because it more closely reflects the costs of operation and ensures that short trips do not have to subsidize long trips.

The proposed service would have a fare schedule as set out in Exhibit 6.3. The fare schedule divides the County into three fare zones, ensuring that all County residents can travel to either Orangeville or Shelburne for \$10.

Trips between municipalities and to the nearest urban area (Orangeville or Shelburne depending on the trip origin) would cost \$10 one-way and trips to other municipalities or the further urban area would cost \$15 one-way. There are some exceptions, where trips to or from Mono or Amaranth would cost \$10 one-way to Orangeville or Shelburne because of their central location within the County.

Concession fares would be offered to equity-deserving groups, including seniors, students, and low-income residents. All \$15 general fares are reduced to \$12 and all \$10 fares are reduced to \$8.

Exhibit 6.3: Proposed Fare Schedule for One-way Trips

To <-> From		General Fare	Concession Fare
Within the same municipality (except within Orangeville)		\$10	\$8
Melancthon Mulmur	Shelburne	\$10	\$8
Mono Amaranth	Orangeville Shelburne	\$10	\$8
East Garafraxa Grand Valley	Orangeville	\$10	\$8
All other trips		\$15	\$12

The proposed fare structure also includes a monthly cap of 30 one-way trips per customer. The purpose of a trip cap per rider is to ensure the service is available within the proposed service standards to all County residents. This has been implemented by peer systems as well. Residents from equity-deserving groups that rely on the service to meet their essential needs could apply for an exception to the monthly cap.

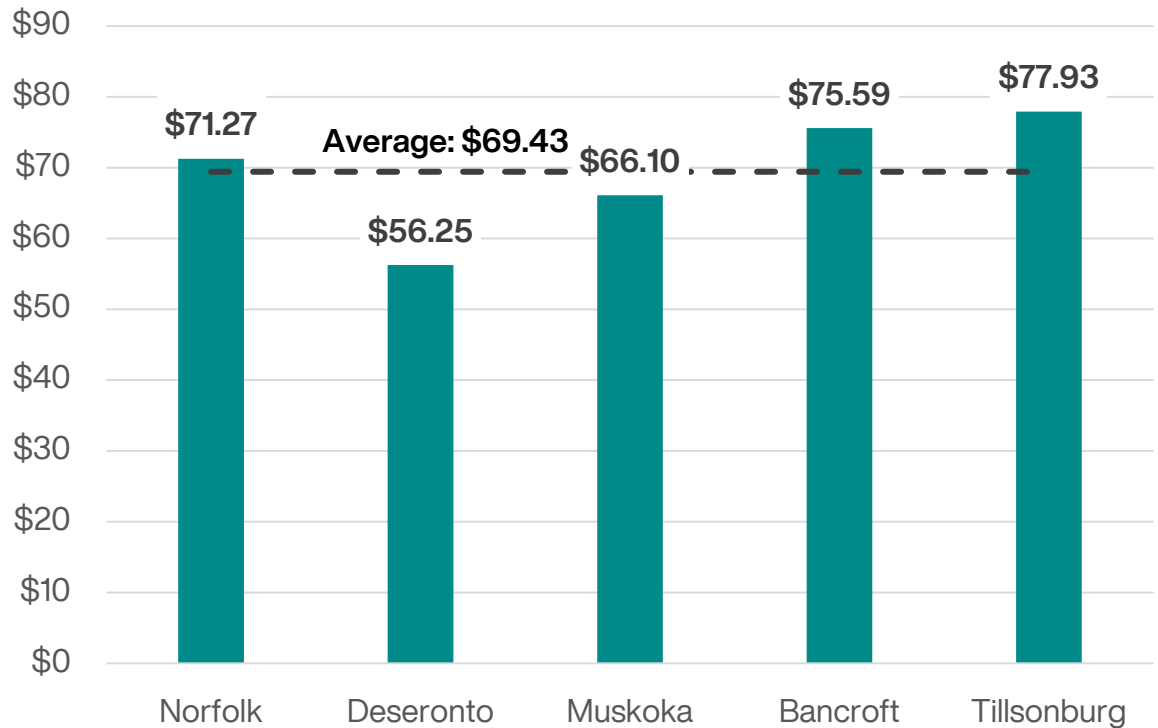
The proposed fare schedule takes into consideration the costs of current transportation offerings in the County, costs of rural peer transit systems, and the affordability to the County. It is not recommended to increase the fares as it would reduce the ability for the service to be equitable and address current transportation barriers in the County.

6.6 Operating Costs

Operating costs for the service have been estimated at \$70 per revenue vehicle hour, based on a review of the hourly operating costs of comparable peer systems. Five peer systems were considered in the projected hourly operating costs: Norfolk, Deseronto, Muskoka, Bancroft, and Tillsonburg. The average of these systems was calculated to be \$69.43 per hour, which was rounded up to \$70 for

the purpose of this analysis. Exhibit 6.4 summarizes the cost per hour of the reviewed peer transit systems.

Exhibit 6.4: Operating Costs Per Hour of Peer Systems



The proposed service would operate for an estimated 2,520 hours per year, based on a weekday service span of 8:00 a.m. to 6:00 p.m. The cost of operating this service over a full calendar year is estimated at \$353,000. With an estimated annual ridership of 5,500 trips, the service is projected to earn approximately \$57,000 in annual revenue to offset the operating cost. Exhibit 6.5 presents the estimated operating costs and projected revenues of the recommended system.

Exhibit 6.5: Summary of Service Characteristics, Revenue and Operating Costs

Proposed Transportation Service	Total
Population (2016)	61,735
Population excluding Orangeville (2016)	31,001
Days of Operation	5 days/week
Hours of Operation	10 hrs./day
Annual Operating Hours	2,520
Annual Ridership	5,500
Revenue and Cost Estimates	
Average Fare Paid (one way)	\$10.20
Annual Fare Revenue	\$57,000
Operating Costs (@ \$70/hr)	\$353,000

6.7 Vehicle Considerations

Given the recommended service span, estimated ridership and county geography, two light-duty vehicles would be appropriate for the service. One vehicle would not be able to provide adequate service with reasonable wait times and user reliability because of the expansive geography of the County. As well, only having one vehicle could result in service issues should unexpected maintenance be required.

The service must be accessible to users with mobility devices as it would be the only county-led public transportation service available. Therefore, the vehicles will need to be lift-equipped to accommodate users with mobility devices. The vehicles should have a capacity for two or more wheelchairs or mobility devices. A spare vehicle with similar characteristics should be available in the event of capacity constraints on the main vehicle, or for maintenance activities.

The County has the option to purchase or lease vehicles for the service or require the contractor to provide vehicles. The option for the County to own or lease the vehicles will incur expenses for procurement and could cause contractual issues. It is recommended that the County require the contractor to provide vehicles that meet the requirements of an accessible public transit vehicle.

6.8 Technology Considerations

Demand-response transit services require processes and procedures for booking, scheduling, and dispatching trip requests from users. Historically, these processes have been manual, requiring a user to call an operator to “book” a trip, which the operator/dispatcher then schedules and dispatches. This is consistent with how most taxi companies operate, although some are moving towards more automation. As the technology available for booking, scheduling and dispatching has become more sophisticated, it is possible for the process to become partially or fully automated. This is consistent with transportation network companies (e.g. Uber, Lyft) that use advanced software to increase ridesharing and routing efficiency. To compete with transportation network companies and provide more efficient service, taxi companies or vehicle operators can partner with software companies offer automated scheduling, dispatch and ridesharing.

As part of tendering the proposed transportation service, the County would require the proponent to provide a software system that provides automated scheduling and dispatch for both prescheduled and on-demand trips, options for driver communications, and user information applications (e.g. website or mobile application). The proponent would also be required to provide a phone-booking system for residents without access to a smartphone or the internet.

Initial start-up costs associated with the software system can range from \$15,000-\$25,000 based on providers that work within the province. An annual licensing fee is also required and is included within the \$70 per vehicle per service hour operating cost assumed for this study.

7 Implementation Plan

The purpose of this section is to provide guidance to the County on how to operate, market and monitor the proposed public transportation service, as well as provide a timeline for implementation.

7.1 Service Delivery Model

The proposed service delivery model is for a private firm to operate the service under contract to the County with the private contractor providing drivers, vehicles and overall management of the service. It is recommended that the County contract the service through a competitive RFP process.

The main benefits of utilizing a private firm under contract are the time and cost savings. The RFP process also allows the County the flexibility to invite respondents to propose “value added” services that may enhance the operation and delivery of the service. A competitive bid process also ensures that the cost to operate the service reflects market conditions while also providing the flexibility to modifying services without incurring high capital costs or to alter the level of service as needed.

The RFP would include a full description of the service to be provided, performance expectations and accountability. The RFP should be developed to be flexible and allow for various service providers to respond, including rideshare services, taxi companies and partnerships between vehicle operators and digital platform providers.

As part of project team and stakeholder discussions, sustainability is suggested to be included as part of the scoring criteria as it is not explicitly included in the goals and objectives of the future service.

With a contracted service, the County is responsible for oversight of the contract and service as well as some supportive administrative tasks as outlined in the delivery structure below.

7.1.1 Delivery Structure

This sub-section identifies the administrative and staffing needs required by the County to support the provision of the proposed public transportation service with input from other stakeholders as identified in Exhibit 7.1.

Exhibit 7.1: Recommended Administrative Roles and Responsibilities

Task	Province	Dufferin County	Local Municipalities	Contractor
Planning				
Approving a service strategy (including operating model, service levels and coverage areas)		✓	✓	
Developing supporting policies and procedures (e.g. fares, training, licensing)		✓	✓	
Marketing and Promotion		✓	✓	
Funding				
Gas Tax Funding	✓			
Local Funding		✓		
Operations and Management				
Scheduling and Dispatch				✓
Service delivery as specified by the County				✓
Contract Management		✓		
Operations Management		✓		✓
Fare Collection/Fare product distribution				✓
Customer Service		✓		✓
Fleet Maintenance				✓
Operator training, Labour relations				✓

7.1.2 Staff Resource Requirements

To support these tasks the County will require administrative staff resources for the planning, management, and marketing of the service. As there is currently no staff at the County level dedicated to these tasks, one full-time employee (FTE) would be required to initiate the service, coordinate operations with the contractor and fulfill reporting requirements. The main responsibilities of this position will include:

- Administration and monitoring of contracts and operating agreements. This may include periodic inspection of the vehicles used for service;
- Marketing and communications, including preparing and distributing customer information and promotional materials, communicating service disruptions, and updating (or coordinating updates to) the website;
- Coordinating the distribution of any fare products (e.g. passes, transit tickets);
- Responding to customer enquiries and feedback;
- Reconciliation of ridership and revenue – including coordinating the daily collection of fare revenues from the contractor. This task can be incorporated into the operator contract to streamline administrative costs;
- Regularly reviewing and updating supporting policies and procedures as needed;
- Preparing all necessary reports and documentation on the performance of the service for Council updates, the Ministry of Transportation (MTO), the Canadian Urban Transit Association (CUTA), and other agencies that request information on the service; and
- Reviewing the eligibility requirements for receiving funding from other levels of government (e.g. gas tax) and exploring additional funding options as required.

The resource commitment of 1 FTE will be required to launch of the service and during operations. Their time will be used to assist with contract management, marketing, and communication.

7.2 Marketing and Communications

A marketing and communications plan is integral to raising awareness of a future transit service. Increasing awareness of an on-demand service can be particularly challenging because their operating patterns make them less visible than fixed route services.

A simple way to make the service more visible is by developing recognizable branding. The purpose of branding is to develop an image of the service to potential users. It involves two key considerations:

- a brand message, which should convey the vision, goals and objectives of the services; and
- a visual identity, which makes the service recognizable and confirms its authenticity.

The brand message is communicated to users through their experience of the service (i.e. in the day-to-day operation) and influences their perception of the system. The vision, goals and objectives of the service should be communicated internally, so that all staff are aware of them, and the actions being taken toward meeting them. The visual identity should be applied to all the materials used for the service, including vehicle livery, marketing materials, and on-line communications.

For the launch of the service, branding should be paired with targeted marketing to make people more aware of the service. Targeted marketing can take two main forms: community based marketing, and media advisories or paid advertising. Community based marketing would primarily involve communicating with existing services that work with the demographic groups that would benefit most from the service, such as seniors and low-income residents. This is a more engaged form of promotion, and requires on-going two-way communication with community groups. In addition to communicating through existing service providers, it will be important for the service to be promoted at community events, such as festivals and farmers markets. Media advisories and paid advertising (including targeted social media advertising) can be a one-time undertaking to promote the launch of the service.

Following the launch of the service, it is important to communicate information about the service on an on-going basis to help grow ridership. The following tasks are recommended as part of the marketing and communications plan:

- **Develop Customer Information Materials** including a website and a transportation service brochure. These will incorporate all the essential information about the service, such as hours of operations, coverage area, fare structure and where to purchase fare media.
 - **Website:** The website should also include a trip booking form, contact information, service policies, a feedback form and rider alerts. It should be promoted on the County's website landing page, as well as on the local municipalities' websites. Transit information can also be incorporated into the transportation webpages of the My Dufferin Service Directory, Headwaters Communities in Action, and the Central West Heath Line, among others.
 - **Print Brochure:** The brochure should be available on the vehicle, at service agencies and retailers, County offices and other municipal facilities, and should feature the visual brand.
- **Establish a Customer Information Line** for feedback. This should be a dedicated telephone number for customer information that is coordinated by the contractor and staffed during the regular business hours. An email address or comment form on the website can also be provided for the same purpose.
- **Update Council Regularly** regarding the performance of the transportation service and any other relevant occurrences.
- **Create Special Promotion Days** that allow people to try the service for special fares or to community-wide events.
- **Maintain Regular Community Involvement** to promote the benefits of a public transportation system and communicate service changes or disruptions. This can include regular communication with community agencies, and the media.

7.2.1 Resource Requirements

Financial and administrative resources will be required to support and implement the marketing and communications plan. The main cost will be developing the branding of the service, which will require retaining the services of branding professionals if none are available at the County. The typical cost to develop a

brand for this purpose and scale is approximately \$10,000. In addition to the branding, a special promotional budget of \$10,000 should be established for the launch of the service, including development and distribution of promotional materials. In terms of staffing resources, there should be expected to be high volumes of customer enquiries with the launch of the service, and for the first few months of service.

An annual budget for on-going promotional activities should be established based on the promotional activities selected (e.g. the special promotion days). The full-time employee will be required to manage and update the marketing and communication plan. This budget can be supplemented by cross-promotional activities with other County services and local businesses and community services.

7.3 Monitoring and Reporting

On the basis of contracting out the service to a third party, the County would be responsible for monitoring the operations and maintenance of the service, as well as reporting on the performance of the service to Council, residents and transit associations.

The contract for services should outline the information the contractor must provide, including usage metrics and public feedback.

Exhibit 7.2 identifies the recommended performance indicators that should be collected to monitor the performance of the system and who should be responsible for collecting it.

The purpose of collecting this data is to identify usage trends, including common destinations, usage peaks, service utilization, and the cost effectiveness of the service. In addition, these metrics can be shared by trade associations such as CUTA and the Ontario Public Transit Association (OPTA). It is useful for benchmarking the system against peer communities, and monitoring trends. It is also useful for regular updates to Council on the service, and for Gas Tax funding eligibility.

Exhibit 7.2: Recommended Performance Indicators

Recommended Performance Indicators	Collected By
Operating Data	
Revenue Vehicle Kilometres	Contractor
Total Vehicle Kilometres	Contractor
Revenue Vehicle Hours	Contractor
Total Vehicle Hours	Contractor
Passenger Data	
Total annual ridership	Contractor
Ridership by month	Contractor
Number of passengers by trip purpose	Contractor
Percentage of subscription trips	Contractor
Percentage of on-demand/day-of trip requests	Contractor
Passenger pick-up and drop-off locations	Contractor
Advance cancellations	Contractor
No shows/Cancelled at the door	Contractor
Unaccommodated trips	Contractor
Number and nature of complaints	Contractor
Operating Expenses	
Administrative costs (County)	County
Number of employees (by role)	County/Contractor
Contract costs (including software licensing)	County
Maintenance	Contractor
Fuel	Contractor
Capital Expenses	
Vehicles purchases	Contractor
Initial software configuration	County
Other capital expenses	County
Operating Revenue and Funding Contributions	
Total operating revenue	County
Federal contributions	County
Provincial contributions	County
Municipal contributions	County

7.3.1 Service Standards

Service standards provide the framework and support for decision-making for improving or modifying service. They guide resource allocation as the community changes, and can be used to evaluate the service to ensure it continues meeting the needs of the population. The following service standards are recommended for the system:

- **Service Span** should accommodate a majority of trip requests within the 10-hour day. If a significant portion of unaccommodated trips are requested outside of the hours of operation, the service span should be reviewed.
- **Service utilization** should eventually reach the projected 2.2 trips/hour. Some strategies to improve service utilization include minimizing no-shows and same-day cancellations by introducing penalties and improving scheduling and dispatch methods to allow same day trip accommodation.
- **Wait times** are defined by the length of the pick-up and drop off window. This window should be short enough to minimize in-vehicle travel time for users while allowing flexibility for operations. To begin, the service should aim to provide consistent wait times.

7.4 Implementation Timeline

The following implementation actions are outlined in Exhibit 7.3 to guide the County from the presentation of this report to Council in December 2021, tendering the service, and officially launching the proposed public transportation service. The time leading up to launching the service is estimated at eight months, dependent on Council approval and staff resources.

IBI GROUP REPORT
TRANSIT FEASIBILITY STUDY REPORT
 Prepared for County of Dufferin

Exhibit 7.3: Implementation Timeline

Action	Notes
Winter 2021/2022	
Present report to Council	
Council approval and budget approval	
Establish implementation date	
Development procurement strategy and refine service plan to develop RFP	
Prepare RFP and Contract Documents	
Council approval for RFP and Contract	
Issue RFP	Allow 4 weeks for responses
Spring 2022	
RFP Closes	
Evaluate bids and award contract	
Finalize contract with successful bidder	
Develop system branding	
Summer 2022	
Prepare communication and information materials	e.g. website, promotional materials
Targeted marketing	Paid advertising; community based marketing; promotional efforts to gain publicity
County to identify and prepare administrative roles related to the service	
September 2022	
Launch new public transportation service	Plan promotional events around service launch
On-going after launch	
Monitor performance and report to Council regularly	
Provide contract and service oversight	
Work with contractor to improve efficiency and consider service enhancements discussed in Section 9.2	

8 Financial Plan

8.1 Funding Opportunities

Federal and provincial funding opportunities for public transit projects are outlined in the following sub-sections.

8.1.1 Provincial Community Transportation Grant

The provincial Community Transportation Grant is a funding program to support areas of Ontario that are unserved or underserved by transit services. Municipalities can use the funding to plan, implement and operate public transportation services in their community. The program was initiated with a five-year funding term (2018-2023) and was subsequently extended in 2021 to provide funding until 2025. The application period for the grant program closed in 2018 and is **presently not a viable funding source**.

Given the provincial support for addressing transportation barriers and improving access and availability of transit in the GGH Transportation Plan Discussion Paper, there could be opportunities for the province to introduce a second intake to allow other municipalities to benefit from the grant. The Ministry of Transportation is exploring all options for an additional intake of the program. Communications from municipalities, such as Dufferin County, that are considering launching a rural transit system could help to support or influence the province's decision.

8.1.2 Federal Rural Transit Solutions Fund

The federal Rural Transit Solutions Fund is targeting the development of transit solutions in rural, remote, northern and Indigenous communities to improve mobility within and between communities. The fund is available for five years beginning in 2021. Eligible applicants can seek grants of up to \$50,000 in support of project planning; up to \$3 million to cover capital costs (e.g. purchase of a vehicle or digital platforms); and up to \$5 million to support zero-emission transit solutions (e.g. purchase of a zero-emission vehicle(s)). The federal contribution, from this program and other programs, is limited at 80% of capital expenses.

The application period for the planning program was open from August 6, 2021 to October 8, 2021. Subsequent calls for applications, including the capital program,

are planned to be released at a later date. Until such a time, this fund is **not a viable funding source**.

8.1.3 Canada Community-Building Fund

Canada Community-Building Fund, previously named the Federal Gas Tax Fund, is a source of infrastructure capital funding for provincial and municipal governments. The funding is distributed from the federal government to the province and then to AMO (Association of Municipalities of Ontario) before being distributed to the municipalities. Municipal allocation is based on population per capita. Dufferin County is scheduled to receive \$1.958 million in 2022 and \$2.043 million in 2023. Public transit infrastructure is eligible for funding under this program.

Dependent on the existing and planned allocation of the County's funding for 2022 and 2023, the County could recommend allocating a portion of the funding for any capital investment incurred from a future transit service. As such, this fund is a **viable funding source for capital expenditures**.

8.1.4 Investing in Canada Infrastructure Program (ICIP) – Public Transit Stream

The Public Transit stream of ICIP provides funding for planning and feasibility studies and capital investments in public transit. The program was originally designed to allocate funding based on ridership and population for established transit systems. As part of the COVID-19 Resilience stream, funding eligibility was expanded to include inter-community transit projects that are not connected to an existing transit system. These projects were required to start construction by September 30, 2021. As such, this is **no longer a viable funding source**.

It is recommended that Dufferin County consider applying for funding under the Public Transit stream of ICIP if the future transit service requires capital investment.

8.1.5 Provincial Gas Tax Funding

Ontario's Dedicated Gas Tax Funds for Public Transportation Program (Gas Tax) supports public transit in municipalities across Ontario by providing two cents per litre of provincial gas tax to improve and expand transit. Funding can be used for capital and operating costs for public transit, but the program requires a transit system to be established before a municipality can apply for funding. The funding allocation is capped at 75% of the net municipal investment and is based on 70

percent ridership and 30 percent municipal population. **This is a viable funding source after the first year of operation.**

It is recommended that Dufferin County apply for the provincial Gas Tax program once a future transit service is in operation.

In order to be eligible for the Gas Tax program, the County must adopt a by-law or resolution committing to ongoing financial support of public transit. The by-law or resolution should include the expected municipal contributions that are being committed. MTO requires ridership data to be collected and reported to CUTA.

8.1.6 Other Considerations

The current federal funding initiatives for public transit are solely focused on capital investment in a new or existing system. It is worth noting that the County could consider the opportunity to acquire their own transit vehicles to supply to a private operator. This consideration is not recommended to be explored further due to potential risks and responsibilities for the County, including vehicle maintenance or expanded contract oversight, vehicle supply issues, and contractual conflicts with a future service provider.

As a long-term consideration that would require further analysis, the County could explore the opportunity to invest in electric vehicles for a transit system. In addition to the federal Rural Transit Solutions Fund for electric vehicles, the federal Zero Emission Transit Fund is a potential source of capital funding to acquire electric vehicles.

8.2 Budget Estimates

This section provides start-up capital costs, operating costs, and high level considerations for the recommended service and other considerations to expand the service in the medium and long term.

Given the operating model, the main County costs for start-up will be the software platform and website design and branding.

The main operating costs for the first five years will be:

- Administrative costs for 1.0 FTE;
- Marketing and communication costs; and

- Operator contract costs (which will include fuel, labour, maintenance, logistics and vehicles).

Exhibit 8.1 provides a multi-year estimate of the revenue and operating costs. The population growth rate is based on the Dufferin County Official Plan population projections for 2016-2036. The service area population represents Dufferin County residents excluding the Town of Orangeville. The annual revenue hours have been kept constant, assuming a 5-year operating contract. County staff wages are based on an estimate of similar positions in peer municipalities.

The maximum gas tax contribution (75% of net municipal investment) is assumed. The Gas Tax allocation formula is based on a 70/30 split between ridership and population, to accommodate for the disparities in funding between high growth and low growth areas. Changes in the Provincial Gas Tax Funding Program may have an impact on future allocations. The cost estimates below assume no changes to the program, and would need to be reviewed if that does not remain constant.

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Exhibit 8.1: 5-Year Budget Estimates for Proposed Service

Item	Plan Year				
	2022 ¹	2023	2024	2025	2026
Dufferin County Population	68,480	69,670	70,890	72,120	73,380
Service Area Population	35,560	36,380	37,210	38,050	38,920
Annual Revenue Hours	840	2,520	2,520	2,520	2,520
Annual Ridership	1,870	5,500	5,595	5,690	5,790
Revenue					
Fare Revenue	\$19,000	\$56,000	\$56,900	\$57,900	\$58,900
Capital and Operating Costs					
Operating Contract (@ \$70/hr, adjusted at 3% annual inflation)	\$118,000	\$353,000	\$363,000	\$374,500	\$385,700
County Staff (adjusted at 3% annual inflation)	\$49,200	\$76,000	\$78,300	\$80,650	\$83,050
Software Platform ²	\$20,000	\$ -	\$ -	\$ -	\$ -
Marketing and Communications ³	\$20,000	\$10,000	\$10,000	\$10,000	\$10,000
Total Expenses	\$207,200	\$439,000	\$451,300	\$465,150	\$478,750
Gas Tax ⁴	\$0	\$62,714	\$193,414	\$199,350	\$205,179
Net Municipal Investment⁵	\$188,200	\$320,286	\$200,986	\$207,900	\$214,671
1. 4 months, effective September 1, 2022					
2. The cost to maintain the platform will be included in the operating contract					
3. Updating the marketing and communications plan is included in the County staff time.					
4. Available after one year of operation; amount to be confirmed					
5. Municipal Contributions assume maximum gas tax contributions (75% of municipal costs plus revenue)					

The net municipal investment for the calendar year 2022 will be approximately \$188,200, which includes a marketing and communications budget, 1.0 FTE, and the operating contract for 2022. This accounts for 4 months of service and approximately 4 months of County administrative staff time.

9 Future Considerations

This section identifies future considerations for the County prior to launching the proposed transportation service and during operations, including potential enhancements to the service.

9.1 Southwest Community Transit (SCT)

SCT is an association of member municipalities and non-profit organizations in Southwest Ontario and works with the South Central Ontario Region Economic Development Corporation (SCOR EDC) to increase travel connections between under-served areas, rural communities and urban areas. SCT's mandate involves the following actions:

- Promote inter-community connections between the member transportation services;
- Identify operating efficiencies and capital savings by pooling members' resources, and
- Present a unified voice to the province to support the sustainability of public transportation service in southwest Ontario.

Dufferin County should explore the opportunity to become a member of SCT to leverage the network's expertise in launching and operating rural transportation systems and benefit from pooling resources to increase operating efficiencies and incur potential savings. Grey County is currently a member of SCT.

9.2 Potential Service Enhancements

Following the launch of the service, the County will monitor and track service uptake in terms of total ridership, ridership per revenue service hour, total revenue, and revenue per service hour based on the performance indicators provided by the operator. Should the County experience substantial growth in users and frequency of trips, the following measures can be explored to enhance the service.

9.2.1 Future Fixed Route

If trip patterns and demand indicate a common set of origin-destination pairs, the County could explore augmenting service to provide a fixed route option. This would likely occur between the major urban centres of the County (i.e. Orangeville, Shelburne) and could provide operating efficiencies and improve user reliability.

The County should rely on the performance indicators of the system to evaluate the need to introduce a fixed route service. Full vehicle capacity, increased user wait times and observed common travel patterns with pick-up and drop-off locations and time of day travel consistencies could warrant the evaluation.

The introduction of a fixed route option would use one of the two vehicles already in service. The second vehicle would continue to fulfill on-demand service requests. Dependent on the number and frequency of the on-demand requests, user wait times could increase beyond the acceptable service standards. In this case and after detailed evaluation, the County could consider adding a third vehicle to the service. An additional vehicle would have an associated cost of \$70 per revenue vehicle hour for the entire service span or potentially for a shorter service span that aligns with observed travel patterns.

9.2.2 Operating Hours

The operating hours of the proposed service design concept are Monday to Friday, 8 a.m. to 6 p.m. The operating hours were informed by a peer review of similar ridesharing services and neighbouring transit systems and by balancing forecast ridership with County operating costs. The extension of service hours should be informed by performance indicators including ridership growth and frequent user requests for service outside of the existing operating hours. Each additional revenue service hour would incur a cost of \$70 per vehicle.

As part of the public engagement, some survey respondents indicated interest in potential service outside of the proposed operating hours. From the phase 1 survey, long operating hours (early morning and evening service) and weekend service were in the top four most important characteristics of a transit service.

9.2.3 Service Area Expansion

A third consideration for the County to explore is the expansion of the service area of the future transit system. The recommended option provides service within the municipal boundaries of Dufferin County. Travel within Orangeville is excluded, but

users can be picked-up and dropped-off in Orangeville. This restriction is intentional to not duplicate or compete with the existing Orangeville Transit service.

The County could explore expanding the service area to certain towns outside of the municipal boundaries to increase regional mobility and ridership potential. From the phase 1 survey, respondents indicated the most interest in Brampton and Alliston for locations outside of the County. It is not recommended to explore providing service to Brampton as it would duplicate the existing GO Transit service.

Providing service to Alliston could improve connectivity between Dufferin County and Simcoe County as Alliston is currently served by Simcoe County Linx Route 5 which connects Alliston to Bradford GO Station. Alliston may also appeal to potential customers due to its high concentration of employment. A more expensive fare may be warranted to account for the longer average trip distance between Dufferin County and Alliston and greater probability of non-revenue travel if trips are dispersed throughout the service hours. Longer trips from more distant parts of Dufferin County to Alliston may require a fare as high as \$25-\$30.

A service expansion including service to Alliston would likely require a third vehicle to be added to the service to maintain service standards. Consistent with the other considerations, the cost would be an additional \$70 per revenue service hour for the extra vehicle. The County could consider only introducing the expanded service on certain days of the week to reduce the total additional operating cost.

9.2.4 Additional Transit Partnerships

As identified earlier in the report, there are several other transit services that already operate in Dufferin County, but do not provide service coverage throughout the entire County. Notably, these services include GO Transit between Orangeville and Brampton, and Grey Transit Route (GTR) between Orangeville and Dundalk. The County may want to consider promoting these existing fixed-route services, or entering into a funding agreement to increase the level of service on these routes. This could provide additional benefits to transit users throughout the County, including users of a demand-responsive Dufferin transit system.

10 Public and Stakeholder Engagement

Consultation with the public and stakeholders in and surrounding the County of Dufferin was imperative to developing a comprehensive understanding of the transit needs in the area, feasibility of a service, and important considerations for the design of a future service. For this study, public and stakeholder engagement was organized in two phases, with the first phase occurring in August and October 2021 and the second phase occurring in late October and early November 2021. Both phases of engagement involved a stakeholder meeting and a public opinion survey. A full summary of the feedback received is detailed in Appendix A.

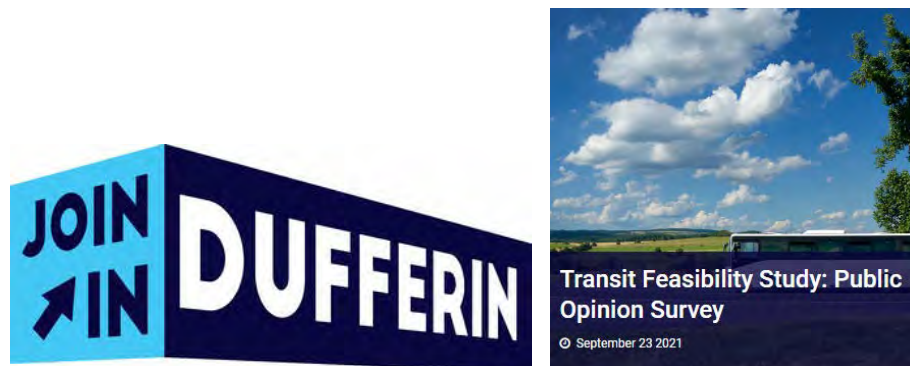
Phase 1 engagement focused on confirming needs and opportunities and receiving feedback on any gaps and areas for improvement. The feedback informed the development of the vision, goals and objectives and the service concepts and delivery options.

Phase 2 engagement focused on presenting the strategic framework, service delivery approaches, and service design options to the stakeholders and conducting a second public opinion survey on service preferences. The feedback from the stakeholders and public informed the selection of the preferred transit service design and the associated prioritization plan.

Due to COVID-19 pandemic restrictions and precautions, all consultation events and meetings throughout the study were hosted virtually.

The County set up a study webpage on the Join in Dufferin engagement platform to host study materials and the public opinion surveys.

Figure 10.1: Join in Dufferin Engagement Platform



10.1 Engagement Key Takeaways

Key takeaways from the public and stakeholder engagement in Phase 1 include:

- Accessible transit to connect rural areas of the County with urban areas would fill a current gap in the transportation system and benefit residents, especially seniors and people with disabilities, to access essential goods and services and maintain community connections;
- Key destinations include Orangeville, Shelburne and access to GO transit in Orangeville to travel to Brampton and the rest of the GTA; and
- Survey participants indicated that affordable fares, long operating hours, fixed schedule and weekend service are the most important transit characteristics.

Key takeaways from the public and stakeholder engagement in Phase 2 include:

- Safety and reliability are of utmost importance to potential users. Reliability is understood in terms of expected wait times, receiving a vehicle on time when booked in advance, and consistent fares (i.e. a trip between Grand Valley and Orangeville always costs the user the same price); and
- A future transit service should be available to all County residents, including those without access to a smartphone or the internet, and should focus on providing service within the County before expanding to neighbouring regions.

11 Conclusions and Recommendations

This section provides a summary of the Transit Feasibility Study and presents the recommendations for the County to initiate a public transportation service.

11.1 Conclusions

The purpose of the study was to determine whether there is a case for the County to provide its own transit service and develop a plan to initiate transit service should it be deemed feasible. The study has reached the following conclusions:

- **There is a need for a County-wide transit service:** The case for transit was determined through the needs and opportunities assessment that reviewed peer transit systems, existing transit in the County and the provincial, county and municipal policy framework to support such an investment. The assessment also analyzed current travel patterns and the demographic composition of the County to understand the potential ridership base. The need for transit is supported by the following key factors.
 - Gaps in existing transportation system create equity barriers to low-income, rural and senior residents, with the latter being the fastest-growing demographic in the County.
 - New technologies account for advances in mobile computing, vehicle dispatching algorithms, and the near-ubiquity of smartphones has resulted in the uptake of cost-effective rural transit systems.
 - Uptake of rural transit systems set a precedent for the province and can inform the County's deployment of its own system.
 - Population growth as a result of developing communities and the fallout of COVID-19 represents a new market for transit and providing service to developing communities presents an opportunity to build a rider base as these communities grow.

- Local travel patterns are conducive to transit as majority of trips stay within the County and a large portion end in Orangeville, indicating there is a market for county-wide service.
- A supportive policy framework at the County and Provincial level calling on the need to expand public transit options and funding opportunities from the federal and provincial governments.
- **An on-demand transit solution is the most appropriate service delivery approach:** This type of service delivery model provides the greatest benefit in dispersed areas with lower demand, limit County up-front investment, and can adapt to changing travel patterns.
- **The transit service should be delivered by a third-party contractor** retained via a competitive Request for Proposals process. Responses to the RFP should be open to private transit operators, taxi companies, and technology companies.
- **The preferred service design is a curb-to-curb on-demand model** operating from Monday to Friday, 8 a.m. to 6 p.m. within Dufferin County, but exclude travel within Orangeville itself. Users would be able to be picked-up and dropped-off in Orangeville. Annual ridership for the first full year of service is projected at 5,500 based on 2,520 annual service hours and a projected net municipal investment of \$320,286. Costs are expected to decrease thereafter with the introduction of gas tax funding.
- **County stakeholders and the public highlighting the need for accessible, affordable and reliable transit** that reaches all areas of the County and the desire for the service to connect with existing transit services.

11.2 Recommendations

The following recommendations provide a guide for the County to launch a county-wide public transportation service should Council decide to endorse the service.

- Dependent on approval from Council, the County should move forward with the development of an RFP as outlined in Section 7.1 Service Delivery Model.

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- The development and tendering of the RFP and initiation of the proposed service should follow the implementation plan discussed in Section 7 and the timeline outlined in Section 7.4, which indicates an eight-month lead up to service launch.

The proposed service should have the following characteristics to best suit the County's needs:

- The County should adopt the strategic framework for the future transportation service as presented in Section 3;
- Booking protocol:
 - Booking should be available via a mobile application, website and over the phone and should be automated. Booking protocol must meet AODA requirements and details should be refined with the service operator;
 - Establish a cancellation policy that outlines a minimum window to cancel trips and penalties for late cancellations to reduce no-shows; and,
 - Consider adopting the ride prioritization framework outlined in Exhibit 6.1.
- Fare Policy:
 - Adopt a zone based fare with as outlined in Section 6.5, such that all residents can travel within their municipality or to the closest urban centre for \$10 (\$8 concession fare); and
 - The average fare should be approximately \$10.20.
- Vehicle Selection:
 - The County should require the contractor to provide two vehicles that meet the requirements of an accessible public transit vehicle; and
 - The maintenance of the vehicles will be the responsibility of the contractor and included in their operating costs.
- Operating Model:

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- Contract out the operation of the service to a third party through a competitive RFP process; and
 - Retain 1 FTE for the lead up to the launch of the service and for the operation oversight and administration of the service.
- Technology Directions:
 - Require the contractor to provide a software system that provides automated scheduling and dispatch for both prescheduled and on-demand trips, options for driver communications, and user information applications (e.g. website or mobile application).
- Marketing and Communications:
 - Establish an annual budget for on-going promotional activities; and
 - Dedicate the management and update the marketing and communication plan to the 1 FTE.
- Supporting Policies:
 - Adopt a by-law or resolution committing to ongoing financial support of public transit; and
 - Adopt accessibility training procedures for all staff associated with implementing the public transportation service, including those developing marketing and promotional materials.
- Regularly report the performance of the system to Council, CUTA, OPTA and other transportation agencies as required.

Appendix A – Engagement Summary

Engagement Summary

This section presents a summary of the two phases of engagement, including the purpose of each phase, the stakeholder sessions and the public opinion surveys.

Phase 1 Engagement

Phase 1 engagement focused on confirming the needs and opportunities identified in Task 1 and receiving feedback on any gaps and areas for improvement. The feedback informed the development of the vision, goals and objectives and the service concepts and delivery options.

Stakeholder Engagement Session 1

The first stakeholder engagement session was held on August 18th, 2021 from 1:30 – 3:00 p.m. The session was hosted by IBI Group and the County of Dufferin on Microsoft Teams. 15 stakeholders attended the session and represented a variety of stakeholders in the County including: elected government, County departments, lower-tier municipal staff, community services, public health services, and post-secondary education.

Stakeholders identified the following transit needs, including issues and gaps with the current services, during the engagement session:

- Residents face challenges with accessing services and employment in urban areas (Orangeville, Grand Valley and Shelburne) if they do not have their own transportation;
- The current accessible transportation services do not have enough capacity to meet the demand and the services require users to book in advance (up to 2-3 weeks in some cases);
- There is a need for on-demand service that is not restricted to healthcare access and is available to all residents in the County;
- Affordability is a key concern for lower-income and vulnerable residents; and
- Access to other transit services including Orangeville Transit and GO Transit is important.

Stakeholders identified the following opportunities during the engagement session:

- Better access to Orangeville would help residents meet their shopping needs and could support local businesses;
- Accessible transit service would help rural areas that have been historically underserved and help older residents maintain community connections;
- Better transportation connections between communities would increase housing opportunities for post-secondary students; and
- Electric vehicles, although likely more expensive, could help meet the County's climate goals and the federal government's Zero Emission Transit Fund could be a potential source of funding.

Public Engagement and Survey Findings

The study webpage, hosted on the County's engagement platform, was launched for the first phase of engagement on October 1, 2021. Project materials were uploaded to the webpage to provide an overview of the study and inform the public of the findings from the needs and opportunities assessment.

A public opinion survey was hosted on the Join in Dufferin engagement page from October 1-15, 2021. Hard-copy surveys were also distributed by County stakeholders. The survey included nine multiple choice questions and one open-ended question.

The survey had a good level of participation with a total of 209 responses. 170 of the responses were submitted via the Join in Dufferin platform and the remaining 39 responses were hard-copy surveys that were submitted to the project team via County stakeholders.

Exhibit A.1 shows the distribution of the home location of survey respondents in comparison to the municipality's population proportionate to the total population of Dufferin County. Shelburne, Mono and Amaranth have the great variances with Shelburne being over represented in the survey responses and Mono and Amaranth being underrepresented.

In analysing the responses, it should be kept in mind that the survey results may show bias toward transit needs and priorities of those living in Orangeville and

Shelburne, which are already served by transit via Orangeville Transit and Grey Transit Route. This does not align with part of the study objective to determine the need for transit in areas of the County that are not already served by transit.

Exhibit A.1: Survey Respondent Location Distribution

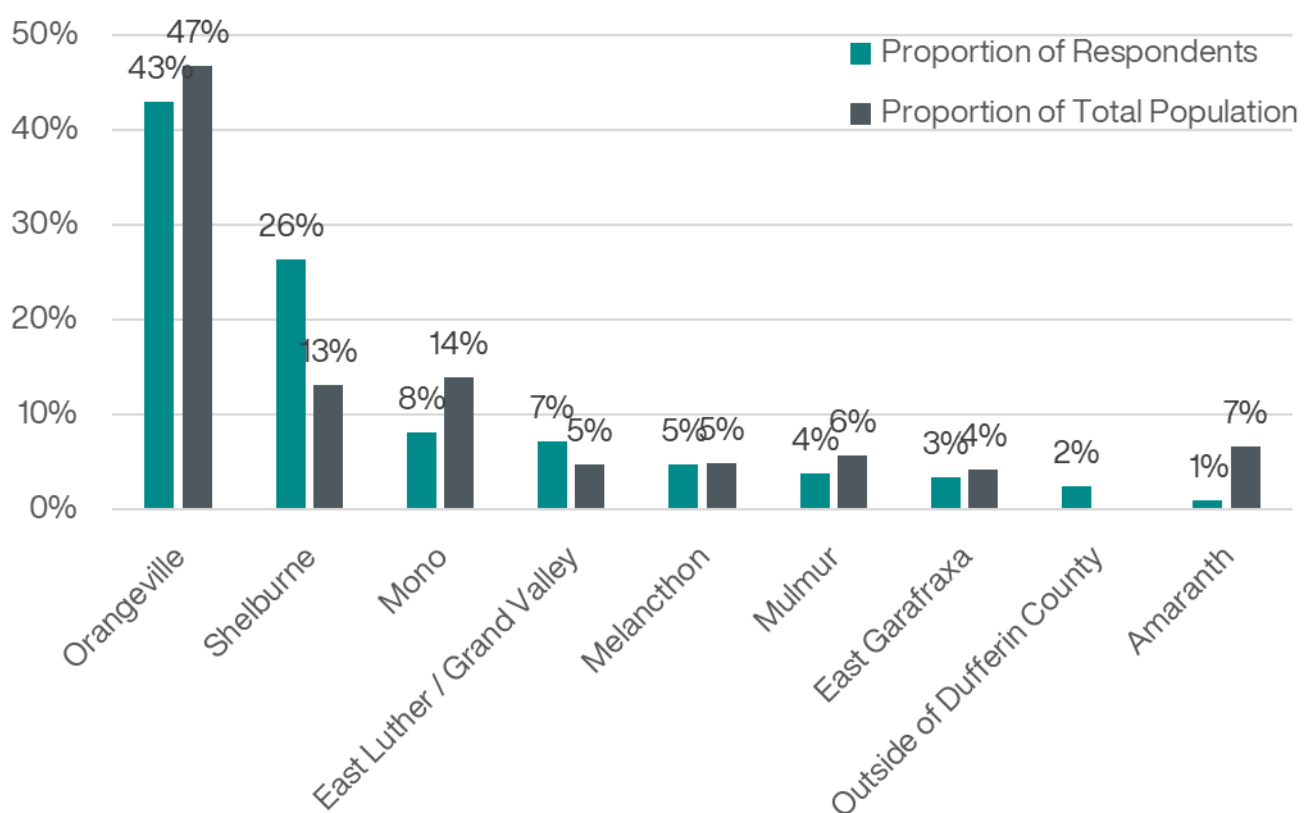
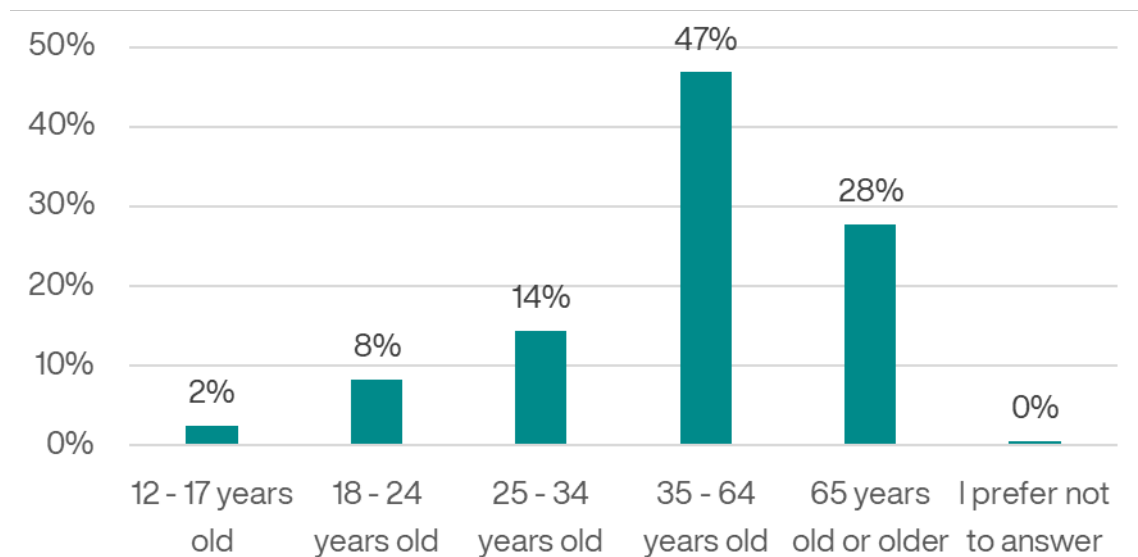


Exhibit A.2 shows the population distribution of the survey respondents. Majority of respondents were 35 years and older. Almost all of the hard-copy surveys were filled out by respondents aged 65 years and older, indicating the importance of providing an alternative to the online survey to engage with seniors in the County.

29% of survey participants indicated that they do not have access to a vehicle, while 18% inconsistently have access and 53% always have access.

Exhibit A.2: Survey Respondent Age Distribution



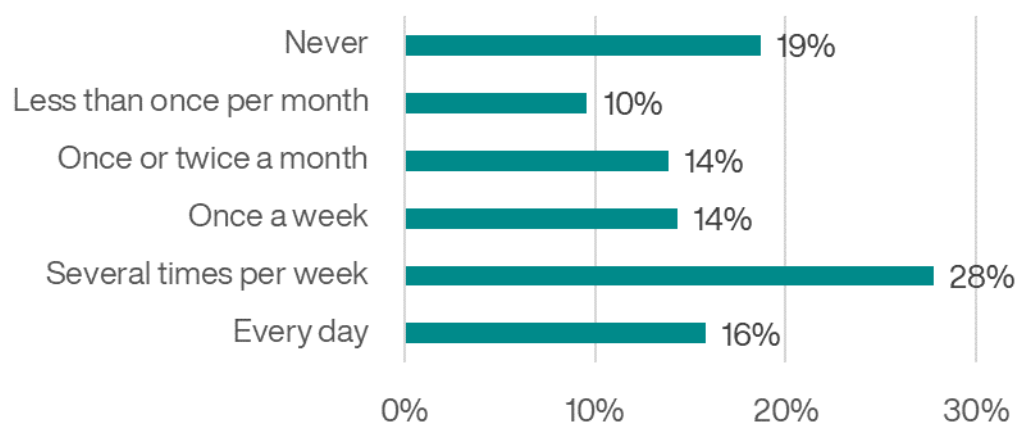
Transit Needs

89% of participants responded that they thought Dufferin County needs a transit service in addition to Orangeville's transit service.

Survey participants were asked, **"How often would you use public transit if it was introduced? Choose one option below."** Responses are summarized in Exhibit A.3, with majority (58%) of respondents indicating they would use public transit at least once a week if it was introduced. Some participants that responded that they would never use transit noted that they know family, friends and/or clients who would use transit if it was introduced.

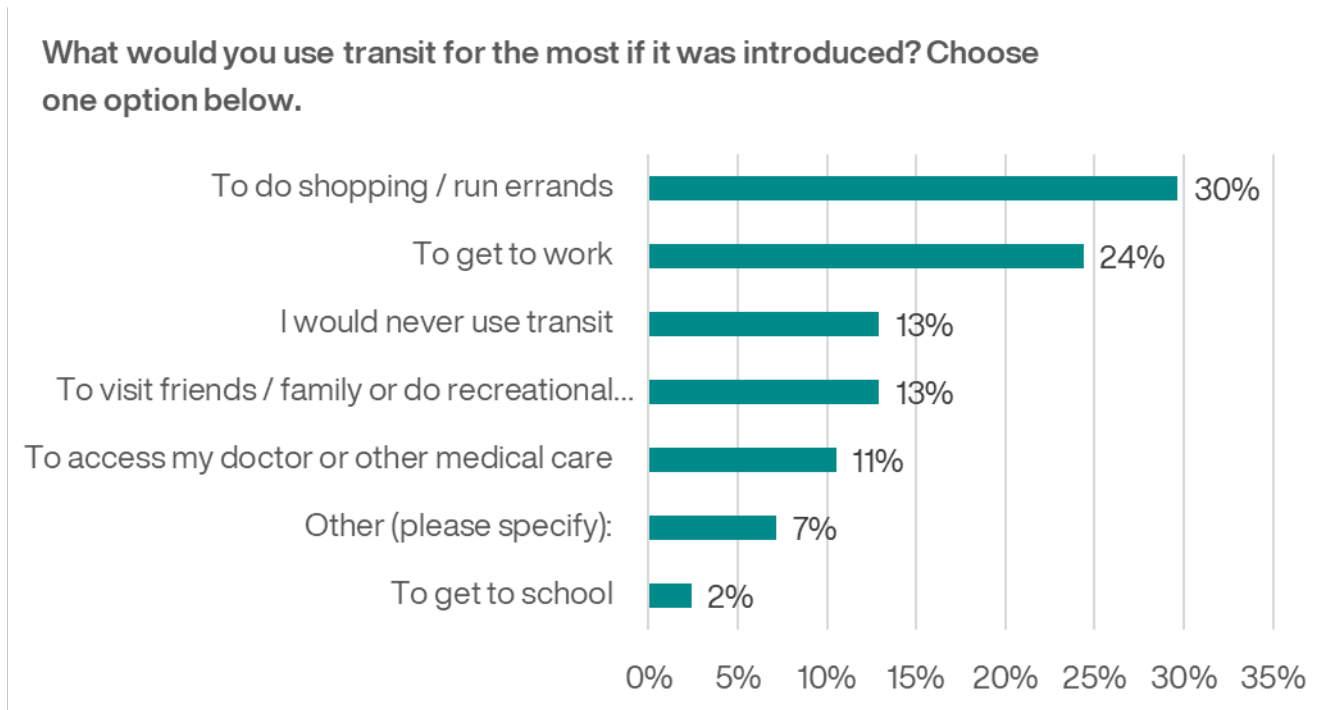
Exhibit A.3: Response to Predicted Transit Use

How often would you use public transit if it was introduced?



Survey participants were asked, **“What would you use transit for the most if it was introduced? Choose one option below.”** The top responses, as shown in Exhibit A.4, include to do shopping/run errands and to get to work. Of the respondents that selected “Other (please specify)”, their responses included: travel to/from appointments; to provide travel options for family members; to access GTA and the airport; and for shopping.

Exhibit A.4: Response to Predicted Purpose for Transit



Transit Preferences

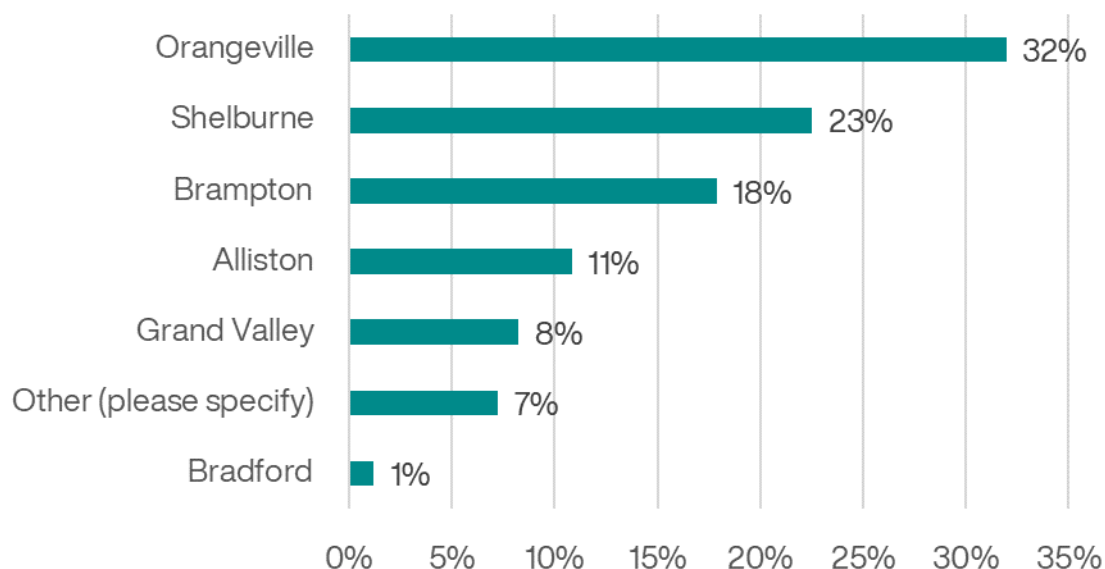
One of the questions was focused on gauging whether respondents are more interested in a fixed schedule or a door-to-door and on-demand transit service.

- 69% of respondents prefer transit to follow a fixed schedule, even if that means walking to a bus stop.
- 31% of respondents prefer transit to pick them up as close to their home as possible, even if that means the time the bus arrives varies.

Survey participants were asked, **“What destinations would be the most important for you to get to on transit if it was introduced? Choose up to 3.”** Orangeville and then Shelburne were selected as the top locations, as shown in Exhibit A.5.

Exhibit A.5: Response to Transit Destinations

What destinations would be the most important for you to get to on transit if it was introduced? Choose up to 3.



Respondents that selected “Other” specified interest in the following locations, with number of respondents indicated in parentheses:

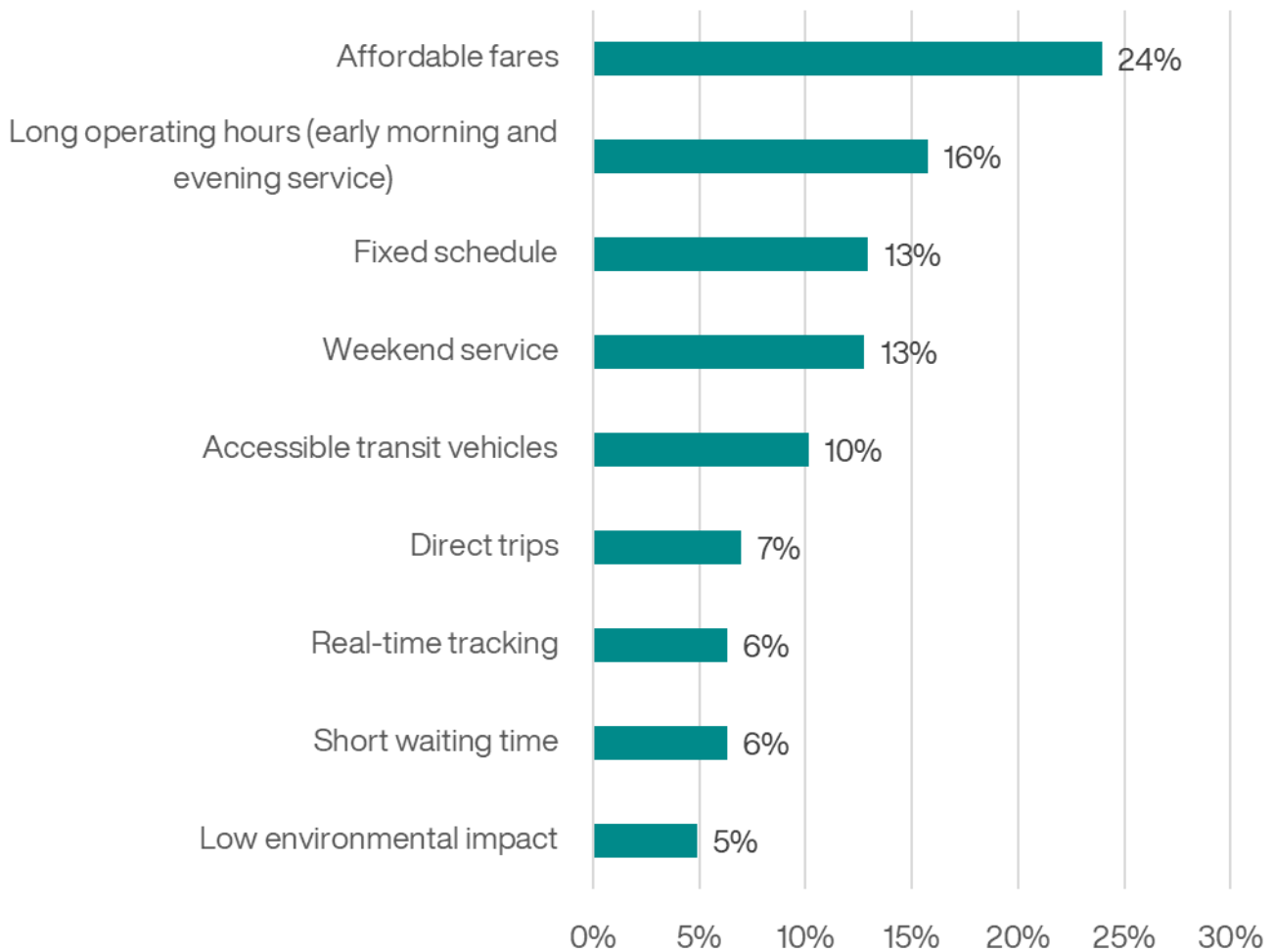
- Toronto and subway connections (10);
- Newmarket (4) and Barrie (3);
- Guelph (3), Fergus, and London/Cambridge;
- Mississauga (2), Vaughan and the airport;
- Dufferin County municipalities including Mono, Amaranth, and East Garafraxa; and
- Rural towns including Dundalk (2), Arthur, Erin and Creemore.

Survey participants were also asked, **“Which of the following transit characteristics would you consider to be the most important? Choose up to 3.”**

Responses are summarized in Exhibit A.6, with survey participants valuing affordable fares, long operating hours, fixed schedule, and weekend service the most. Respondents were less interested in a short waiting time and a low environmental impact.

Exhibit A.6: Response to Transit Characteristics

Which of the following transit characteristics would you consider to be the most important? Choose up to 3.



Lastly, survey respondents were asked, “If there is anything else you would like to share about a future transit service, please add it here.” Responses are summarized as follows:

- Connections between rural areas in the County and built-up areas (Orangeville, Shelburne) are very important for accessibility and maintaining community;
- Service within Shelburne and between the built-up areas of the County is important;

- Connections to GO service in Orangeville is important. Enhanced GO service is wanted in the County to reach Brampton faster;
- Weekend service would be beneficial;
- Transit service needs to be accessible; and
- There are some concerns with the feasibility of the service and cost to the County and tax payers.

Phase 2 Engagement

Phase 2 engagement focused on presenting the strategic framework, service delivery approaches, and service design options to the stakeholders and conducting a second public opinion survey on service preferences. The feedback from the stakeholders and public informed the selection of the preferred transit service design and the associated prioritization plan.

Stakeholder Engagement Session 2

The second stakeholder engagement session was held on October 27th, 2021 from 10:00 – 11:30 a.m. The session was hosted by IBI Group and the County of Dufferin on Microsoft Teams. 11 stakeholders attended the session and represented a variety of stakeholders in the County including: elected government, County departments, lower-tier municipal staff, community services, public health services, and regional economic development.

Stakeholders provided the following input during the engagement session:

- The vision does not explicitly address rural residents;
- Environmental considerations of a future transit service are important to the County, but it is understood that a future service would be more focused on providing essential transportation to residents who need it most. Including sustainability criteria in the tendering process is a consideration;
- Safety and reliability are of upmost importance to potential users. Reliability is understood in terms of expected wait times, receiving a vehicle on time when booked in advance, and consistent fares (i.e. a trip

between Grand Valley and Orangeville always costs the user the same price);

- Eligibility-based systems are not preferred because they can lead to further barriers in accessing transportation;
- A future service must be able to be booked without the use of a smartphone; and
- A future service should focus on providing service within Dufferin County only, unless a substantial number of survey respondents indicated a preference for service outside of the County.

Public Engagement and Survey Findings

A second public opinion survey was hosted on the Join in Dufferin engagement page from November 1-10, 2021. Hard-copy surveys were also distributed by County stakeholders. The survey included seven multiple choice questions and one open-ended question.

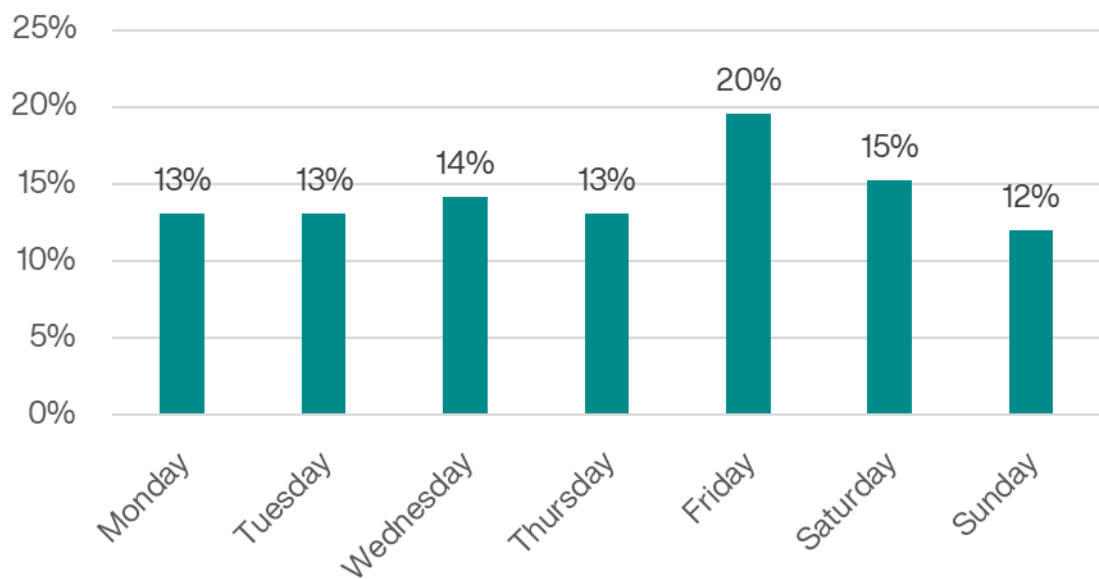
The second public opinion survey only received 22 responses. The responses are presented in the section with the acknowledgement that it does not represent a large enough sample of the County to inform substantive trends or conclusions.

Of the 22 respondents, 17 were 35-64 years old, two were 65 years or older, and the remaining three respondents were each in the younger age categories of 12-17, 18-24, and 24-34. 77% respondents indicated that they have access to a vehicle, while the remaining 23% have access sometimes, but not consistently.

Participants were asked, **“If Dufferin County introduces a public transit service, which days of the week would be most important for your travel needs?**

Choose up to 5 days.” Responses are summarized in Exhibit A.7. Friday and Saturday were selected as the most important days for the respondents’ travel needs.

Exhibit A.7: Response to Preferred Travel Day of the Week



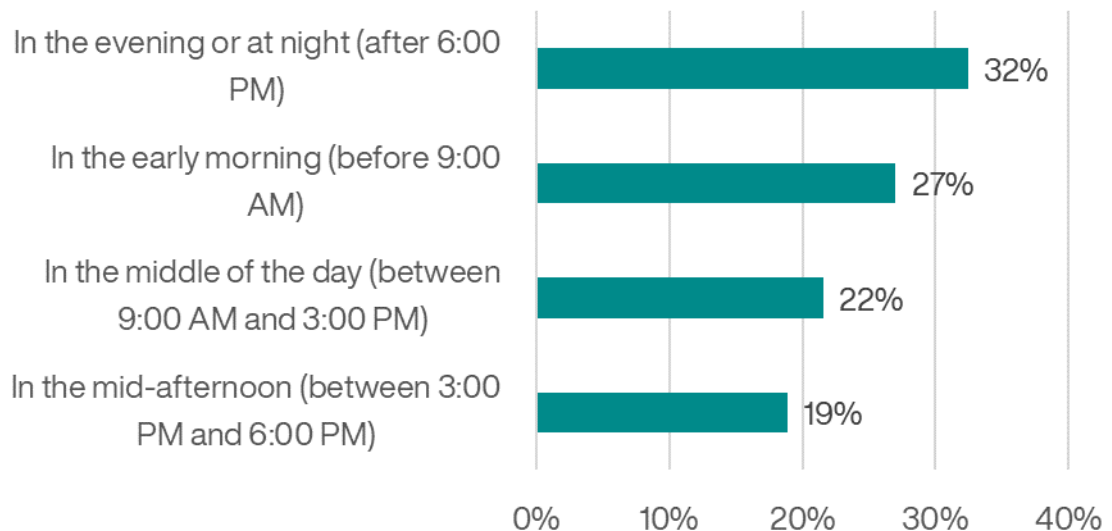
Participants were asked to indicate their preference on the frequency of service:

- 60% indicated that they need transit to run as many days of the week as possible, even if that means it doesn't run all day; and
- 40% indicated that they need transit to run all day and into the evening, even if that means it doesn't run every day of the week.

Participants were also asked, "**If Dufferin County introduces a public transit service, what time of day would you expect to use it most?** Choose up to 2 options." Responses are summarized in Exhibit A.8, with late evening and early morning selected as the most expected times of the day for transit use.

Exhibit A.8: Response to Expected Time of Use

If Dufferin County introduces a public transit service, what time of day would you expect to use it most? Choose up to 2 options.



The last two questions asked survey participants about their need for affordable fares and their position on a zone-based fare structure.

- 77% of participants indicated that they need fares to be affordable, even if that means I have to share a trip with others.
- 73% of participants agreed that longer trips should pay higher fares, and shorter trips should pay lower fares.

MEMORANDUM OF UNDERSTANDING

Charge Up in Dufferin – EV Charging Station Network Implementation

This Memorandum of Understanding (“MOU”) is made and entered into as of [EFFECTIVE DATE],

BETWEEN:

THE CORPORATION OF THE COUNTY OF DUFFERIN

(the “County”)

and

[INSERT NAME OF LOCAL MUNICIPALITY]

(the “Local Municipality”)

RECITALS:

- A. The County and the Local Municipality wish to enter into an MOU for the purpose of increasing public access to electrical vehicle (“EV”) charging stations.
- B. The County submitted a request for proposal to NRCan’s ZEVIP fund on September 18, 2019 to help fund the installation of a Dufferin electric vehicle charging network to meet growing EV charging demands and support the County’s greenhouse gas reduction target of net-zero by 2050.
- C. To be eligible, the funding required a minimum installation of 20 charging stations. To meet the minimum, The County invited all member municipalities to partner on the application by providing a letter of support in principle with a commitment to provide two parking spaces, adequate power supply and access to the property. The municipalities of East Garafraxa, Grand Valley, Melancthon, Mono, Mulmur, Orangeville and Shelburne agreed to join the County in the application.
- D. The County received funding from Natural Resources Canada’s (NRCan) Zero-Emission Vehicle Infrastructure Program (ZEVIP). The County was informed that the application was successful on December 20, 2019. The County has added funding to support this program under the project name *Charge Up in Dufferin*.
- E. The Local Municipality has publicly accessible property, as described herein, to contribute for EV charging stations.
- F. The purpose of this MOU is to: identify and delineate the roles and responsibilities of each party as they relate to the installation, operation, and maintenance of public-access EV charging stations; and, to grant the County access and installation rights for EV charging stations.

1. TERM & RENEWAL:

- 1.1. The term of this MOU is for three (3) years; from December 1, 2021 to November 30, 2024.

- 1.2. Neither party shall have a right to terminate this MOU during the term.
- 1.3. At least six months prior to the end of term, the County and the Local Municipality shall meet and enter into good faith negotiations on the terms of renewal. The County and the Local Municipality may renew and/or amend the terms of this MOU in writing for the next term.
- 1.4. If the County and the Local Municipality cannot come to terms on renewal, this MOU will terminate at the end of the three year term at which point, the County will have the right to remove the EV charging stations above the surface with no obligations for further removal below the surface or to physical remediate an charging station site.

2. COUNTY RESPONSIBILITIES UNDER THIS MOU

- 2.1. Other than the contribution of property, the County is covering all remaining project-related costs, as well as operation and maintenance costs of the EV charging stations.
- 2.2. To provide the following for a minimum of three years, after which this MOU will be revisited:
 - a. Install, own and operate the EV charging station infrastructure. The stations are expected to be installed and commissioned by December 2021.
 - b. Manage all aspects of the *Charge Up in Dufferin* network, including the finances, design, installation, commissioning, and regular and preventative maintenance (as outlined by the manufacturer recommendations) of the EV charging stations.
 - c. Ensure timely maintenance of the EV charging stations to be kept in working order.
 - d. Cover all costs related to maintenance and operation of the EV charging stations.
 - e. Collect all user fees, as outlined in the Dufferin User Fee bylaw and in accordance to Dufferin County's Electric Vehicle Charging Station Policy.
 - f. Install and maintain signage communicating rules and bylaws of station operation.
 - g. Reimburse **[INSERT NAME OF LOCAL MUNICIPALITY]** for hydro usage at the EV charging station at a rate of \$0.15/kWh.

3. **[INSERT NAME OF LOCAL MUNICIPALITY] RESPONSIBILITIES UNDER THIS MOU**

- 3.1. The Local Municipality shall provide:
 - a. A parking space for each station and site access at:
[ADDRESS OF EV CHARGING STATION]

[CONSIDER INSERTING A SITE DRAWING, IF AVAILABLE]
 - b. A permission to enter right of access to the County for the purposes of installation, inspection, maintenance and removal by the County for charging stations at the address(es) identified in 3.1a.
 - c. A dedicated, maintained and reliable power supply at all times to service EV charging stations.

- d. Regular property maintenance, such as snow removal and garbage collection, at the location of the EV charging stations at the address listed above to ensure safe, unobstructed public access.
- e. Ensure clear visibility of all wayfinding signage, EV charging station signage and pavement markings
- f. Report any operational issues related to the EV charging stations and its components to the County who will complete documentation for further action.
- g. Pay all hydro invoices directly to the utility. The County will reimburse **[INSERT NAME OF LOCAL MUNICIPALITY]** for hydro usage at the EV charging station at a rate of \$0.15/kWh.

4. USER FEES

- 4.1. The County shall have the right to charge user fees for the use of the EV Charging Stations at rates set out in the County's fees and charges bylaw. The County retains the right to amend the user fees from time to time by amendment to its by-law. At the time of execution, the following are the current user fees:

Service	Level-2 Charging Stations
EV station use for first two hours	Free-of-charge
EV station per hour after hour two	\$2 per hour

- 4.2. Local Municipality vehicles shall be charged the same rates as any other member of the public without free access or free use.
- 4.3. The County may use the fees collected in accordance with its by-law and the provisions of the *Municipal Act, 2001*.

5. RECIPROCAL INDEMNIFICATION

- 5.1. The Local Municipality shall indemnify and hold harmless the County, its officers, Council members, partners, agents, and employees from and against all actions, claims, demands, losses, costs, damages, suits, or proceedings whatsoever which may be brought against or made upon the County and against all losses, liabilities, judgments, claims, suits, demands, or expenses which the County may sustain, suffer, or be put to resulting from or arising out of the Local Municipality's negligent acts, errors or omissions in the performance or rendering of any of the services required to be performed under this MOU by the Local Municipality's, its agents, officials, and employees. This indemnification includes any legal costs incurred by the County on a substantial indemnity basis.

- 5.2. The County shall indemnify and hold harmless the Local Municipality, its officers, Council members, partners, agents, and employees from and against all actions, claims, demands, losses, costs, damages, suits, or proceedings whatsoever which may be brought against or made upon the Local Municipality and against all losses, liabilities, judgments, claims, suits, demands, or expenses which the Local Municipality may sustain, suffer, or be put to resulting from or arising out of the County's negligent acts, errors or omissions in the performance or rendering of any of the services required to be performed under this MOU by the County, its agents, officials, and employees. This indemnification includes any legal costs incurred by the Local Municipality on a substantial indemnity basis.

6. NOTICE

- 6.1. Any notice required to be given or served on any party under this MOU must be in writing and delivered personally, electronically or by prepaid registered mail, addressed to the party respectively as set out below. Service of notice is effective on the next business day following the date of personal delivery and electronic delivery or, in the case of a registered letter, on the third business day following the date of mailing,

to the County at:

The Corporation of the County of Dufferin
30 Centre Street
Orangeville, ON
L9W 2X1
Attention: Scott Burns
Email: sburns@dufferincounty.ca

to the Local Municipality at:

[COMPLETE ADDRESS]

Attention:
Email:

or to such other addresses as any party may designate by written notice to the other parties.

7. COUNTERPARTS

- 7.1. This MOU may be executed in any number of counterparts, each of which is deemed to be an original but all of which taken together constitute an original Agreement, and will be effective when one or more counterparts have been signed by each of the parties to the Agreement and delivered to each of the parties.

8. ELECTRONIC SIGNATURES

- 8.1. The parties may sign this MOU by means of electronic signature, as provided for under the *Electronic Commerce Act, 2000*.

THE CORPORATION OF THE COUNTY OF DUFFERIN

Name:

Title:

[INSERT NAME OF LOCAL MUNICIPALITY]

Name:

Title:



INFORMATION

NORTH DUFFERIN COMMUNITY CENTRE

On January 3, 2022, the Province announced that we will be moving back to Step Two of its Roadmap, which mandated closing the NDCC arena from January 5 to 26th, 2022.

- “Closing indoor sport and recreational fitness facilities including gyms, except for athletes training for the Olympics and Paralympics and select professional and elite amateur sport leagues. Outdoor facilities are permitted to operate but with the number of spectators not to exceed 50 per cent occupancy and other requirements.”

UPCOMING MEETINGS:

- NDCC Board is scheduled to meet on January 12, 2022.
- Joint Recreation Committee is scheduled to meet on January 25, 2022.

NEXT STEPS:

Greater information is forthcoming and will be provided to Council at the regular meeting in February following the meetings of the NDCC Board and Joint Recreation Committee.



December 2021

Dear Mayor Janet Horner and Members of Mulmur Council,

On behalf of Headwaters Food and Farming Alliance, we are writing to thank you for your contribution of \$500.00 to the Headwaters Farm Fresh Guide in 2021.

It was another strange year of pandemic living. Nothing returned to normal. But we adapted to the new normal. Farmers responded quickly and creatively with online business, contactless pick up, collaborations with their farming neighbours and responding to the immediate needs of their customers seeking easy access to fresh, safe and nutritious foods.

2021 proved to be another high-demand year for our local farmers. More and more people turned to local food out of concerns over safety, nutrition, and supply. They wanted to learn more about where their food comes from. Their habits were changing and the reliance on local food was growing. We can only anticipate that this is a growing and lasting trend, where more people will seek out their local suppliers, turning to the Headwaters Farm Fresh Guide as a go-to resource.

New farmers are sprouting up all over our county and the Guide gives them an opportunity to reach new customers. Farmers' markets opened up again, with the ability for eaters to visit farmers and engage in conversation with them. The market is a place for people to ask questions and learn about farming practices. The Headwaters Farm Fresh Guide is on tables throughout our region's many local markets, farm stores and retail locations, as well as online.

We could not have done it without your help. With the funds raised, and with the partnership of In the Hills Magazine, 45,000 copies of the Guide were included in the Summer 2021 issue. Another 5,000 stand-alone copies of the Guide were printed and distributed. People look forward to a new guide each year, and the printed map is very handy for folks driving through our farming communities. We look forward to our 2022 issue in June.

Once again, we thank you for your support.

Wishing you a happy, healthy 2022.

Marci Lipman, HFFA Co-Chair

Karen Hutchinson, HFFA Agriculture and Food Sector Representative

December 14, 2021

Township of Mulmur
758070 2nd Line East
Mulumur, ON
L9V 0G8
rknechtel@mulmur.ca

Attention: Roseann Knechtel, BA, MMC/Deputy Clerk/Planning Coordinator

Dear Roseann Knechtel

Hello, this letter is a response to the letter that was forwarded to me by Trustees, and I am responding on their behalf.

Truth and Reconciliation: Recommendation 64

64. We call upon all levels of government that provide public funds to denominational schools to require such schools to provide an education on comparative religious studies, which must include a segment on Aboriginal spiritual beliefs and practices developed in collaboration with Aboriginal Elders.

At Dufferin Peel Catholic District School Board, we work collectively to fulfill our vocational call as Christians by ensuring that all are welcomed, included and valued. As a system we know that equity and inclusion are valuable contributors to overall student success and as a faith-filled community we are committed to ensuring that all students are engaged, feel welcomed and included in every aspect of school life. The Equity and Inclusion Department seeks to uphold the human dignity of all as we are all created in the image and likeness of God.

DPCDSB serves to uphold the Calls to Action outlined in the TRC. These commitments ask us to uphold the inherent rights of Indigenous people and to promote Indigenous education while respecting the inherent rights, history, knowledge systems and lived experiences of the Indigenous communities we serve and whose land we currently reside on.

Indigenous Education Council (IEC)

The IEC is comprised of Indigenous Community Partners, Indigenous family members whose children attend DPCDSB, self-identified Secondary students, DPCDSB Indigenous Education Department Consultants, DPCDSB Superintendents, Elementary and Secondary Principals, Principal of Equity and Inclusive Education, Administrative Support, and Ministry of Education Indigenous Representative. Through meetings held 4 times per year, the IEC critically examines resources pertaining to Indigenous knowledge and culture that may be used for programming either in or supported by the Indigenous Education Department.

Indigenous Student Council & Indigenous Programming

This continues to be a successful initiative and we continue to increase the numbers of students who have self-identified and families/guardians have become more engaged and active in our board which includes participation on our Indigenous Education Council.

The Indigenous Student Council meets once a month virtually in order to have a voice on matters pertaining to Indigenous Education. The Indigenous Student Council also have members attend the Board's IEC (Indigenous Education Council). Through these monthly meetings students are provided with opportunities to access their inherent rights to cultural learning and this time also helps to educate students on their legal rights in education.

Each secondary school has an assigned staff liaison who assists in relaying important communications between the Indigenous Education Department at the Board and students who identify as Indigenous. Staff Liaisons are provided with professional development to help support their role, which includes understanding the relationship between Indigenous nations and Canada both past and present and the ongoing legacy of colonialism.

Indigenous community liaisons also work alongside the Consultant of Indigenous Youth to provide individual and family support as needed, as well as run monthly events.

A plan to engage with Indigenous students in elementary is now in its second year of implementation. We continue to offer virtual sessions at every school (2 visits per grade) where students who had self-identified learn alongside their peers in class. This program was offered to all students who were in the same grade so as not to single out any Indigenous students.

Indigenous Education Department

In order to support initiatives and established programs, DPCDSB has on staff an Elementary Consultant, Secondary Consultant and Indigenous Education Coordinator as part of our Indigenous Education Department.

Virtual Visiting Program

Another highly successful program that began after classes switched to remote learning and continues to remain virtual due to COVID protocols is our virtual visiting program. This program allows for classes to connect virtually with members of the Indigenous community who provide informative sessions on a variety of topics to support learning K- 12. Over 40,000 students have participated in these learning opportunities to date.

Supports for First Nations, Metis and Inuit Studies

Secondary schools who offer any of the First Nations, Metis and Inuit Studies courses are supported throughout the year in order to ensure the delivery of curriculum aligns with our policy for Indigenous Education. Supports include guest speakers from the Indigenous community to provide cultural knowledge and first-hand accounts related to Indigenous peoples, histories and contemporary realities.

Resource Development and Curriculum Supports

Several resources have been developed to continue to support educators in delivering appropriate content related to Indigenous Education with connections to the Ontario Curriculum:

Land Acknowledgement Resource:

Comprehensive resource to build awareness and understanding around who our treaty partner is and how the land acknowledgement can be an effective educational resource and a call to action. Numerous professional development sessions were offered throughout the year.

Indigenous Knowledge Systems and STEAM: Several elementary classes took part in a piloting program based on the new digital resource: Lessons From Beyond which included NASA scientists and Indigenous Elders. A teacher guide was developed as a result of the pilot to link mathematical activities based on the new curriculum for grades 6 - 8.

The Haudenosaunee Opening Address: Creation of a comprehensive, cross-curricular resource with inquiry-based activities connected to K-8 subjects. Several elementary and secondary classes took part in a pilot program in 2020/21, with an educator's guide to accompany the resource currently in the works.

Colonialism Video: Co-created in partnership with our treaty partner and the ministry to support new mandatory PD for anti-racism and anti-colonialism throughout the board.

Residential School Survivor Video: Co-created with residential school survivor Geronimo Henry to support his virtual visits to classrooms.

Professional Development Webinars:

Webinars were offered throughout the year to support educators K-12 in a variety of topics such as treaty education, history, colonialism, Inuit, Metis, Anishinaabek, Haudenosaunee, and other related topics pertaining to Indigenous Education.

The First Nations, Métis and Inuit Peoples – Understanding Traditional Teachings, Histories, Current Issues and Cultures ADDITIONAL QUALIFICATION COURSES:

This continues to be the most effective PD provided for educators in order to adequately equip them in furthering their understanding of colonialism and how to ensure Indigenous rights and human rights are protected in schools and classrooms.

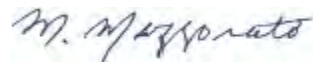
Indigenous Student and Family Community Events

DPCDSB continues to partner with the PDSB to provide regular community events for students and families who identify as Indigenous. These events provide cultural opportunities and educational sessions throughout the year.

Anishinaabemowin Language Course

This has been our greatest success in being able to offer Indigenous programming for secondary students. Our success with Part 1 was so successful that we were able to also offer a Part 2 course in the spring of 2021. As well, students are committed to staying on into next year. This program is shared between DPCDSB and SCCDSB.

Sincerely,



Marianne Mazzorato, Ed. D.,
Director of Education
Dufferin-Peel Catholic District School Board

cc: S. Hobin, Chair of the Board, Trustee Wards 2 & 8 Mississauga
L. del Rosario, Vice-Chair of the Board, Trustee Wards 6 & 11 Mississauga
A. da Silva, Trustee Wards 1,3 & 4 Brampton
D. D'Souza, Trustee Wards, 2,5 & 6 Brampton
S. Xaviour, Trustee Wards 7, 8, 9 & 10 Brampton
M. Pascucci, Trustee Wards 1 & 3 Mississauga
S. Pascucci, Trustee Ward 4 Mississauga
T. Thomas, Ward 5 Mississauga
B. Iannicca, Ward 7 Mississauga
B. Corbet, Wards 9 & 10 Mississauga
F. Di Cosola, All Wards Caledon/Dufferin

January 6, 2022

Mrs Roseann Knechtel
Deputy Clerk/Planner Coordinator
Township of Mulmur

rknechtel@mulmur.ca

Re : Township of Mulmur Resolution : Truth and Reconciliation

Mrs Knechtel,

Further to our correspondence dated December 17, 2021, the Conseil scolaire catholique MonAvenir (Csc MonAvenir) is pleased to provide you with the steps it has taken to address the Truth and Reconciliation Commission's Call to Action # 64.

First, the Csc MonAvenir welcomes close to 17,500 students, in its 61 schools: 47 elementary schools, 11 secondary schools, one middle school and two combined elementary and secondary schools, established on a territory covering over 40,000 km², extending from the Niagara Peninsula to Peterborough and from Lake Ontario (Toronto) to Georgian Bay. Our vast network of French Catholic schools allows every student to become a member of a broad Francophone school community based on faith and to receive a top quality education in a learning environment that is rich, fair and inclusive.

The Csc MonAvenir is pleased to share with the Township of Mulmur the actions taken over the past years to support Indigenous Education within our Board. As a denominational school Board, we have made a steadfast commitment to the Truth and Reconciliation Commission's Calls to Action which relate to the Education sector (Calls to Action 62 to 64).

This year, our pastoral theme is translated as such: *Rebuilding, Restoring, Renewing, Together*. As a Catholic school system, we understand the crucial role we play in helping address injustices which have occurred in our country's colonial history, in our Church's role in the residential school system and the detrimental effects that resonate to this day. Our pastoral theme was created to allow us to continue to foster meaningful relationships with our Indigenous leaders and communities, engage in truthful conversations with our students and families regarding past wrongdoings and move forward towards true reconciliation.

As appropriately stated by the Catholic Perspective Monograph entitled: *Walking Forward Together: A Call to Action for the Catholic Church and Catholic Schools* : "The distinctive expectations for students

of Catholic schools are determined and shaped by a vision and the destiny of the human person that emerges from our faith tradition. This vision of the human journey is best understood within the context of relationships between the Church and Indigenous Peoples and Indigenous spiritualities in Canada. It is accomplished in communion and in solidarity with all human beings."

"Encouraging a deeper understanding of the relationships between the Church and Indigenous Peoples and Indigenous spiritualities in Canada" is an important part of our mandate. We also understand that staff professional development must allow for a comprehensive curriculum and truthful conversations in the classroom to support these goals.

Indigenous Education Action Plan

The Ministry of Education requires that school boards submit each year an *Indigenous Education Action Plan*. The *Indigenous Education Action Plan* allows us to target resources which enhance the well-being as well as ensure the best learning environments to allow students to thrive and realize their potential.

The *Indigenous Education Action Plan* is developed in consultation with the members of our Indigenous Education Committee, who meet 4 times a year and advise us on goals and objectives.

In addition to providing resources to staff for key dates throughout the year such as the *National Day of Reconciliation*, the *National Treaties Recognition Week*, the *National Day of Prayer* in solidarity with Indigenous Peoples, the National Indigenous Peoples Day, the National Indigenous Month, the plan highlights ways in which we support teachers and learners in everyday actions which are built cumulatively from one year to the next in the *Indigenous Education Action Plan*.

Some concrete examples cited in our plan are, for instance, enhancing our course offering at the secondary level. This year we have added *Éducation autochtone* and *Langues autochtones*. Our students also follow courses such as *Les grandes religions* (grade 11) and *Les grandes religions du monde : croyances, traditions et enjeux* (HRT3M), where First Nation spirituality is an integrated module.

The Csc MonAvenir has also created a student-led Indigenous committee to provide students with a platform to express their voices and develop their capacity to make a difference in their education and that of their peers. We have also coordinated with local communities to create cooperative education placements for Indigenous students and have also integrated cultures and traditions in specialized programs such as the Specialist High Skills Major and IB programs.

We are also committed to ensuring our classroom and library resources meet the requirements of Ontario's Revised First Nations, Métis and Inuit Studies Curriculum and are representative of Indigenous cultures, spirituality and perspectives through new guidelines, which are currently being

developed. We are acquiring resources from Indigenous sources such as GoodMinds, Iroqrafts, Native Reflections, Strong Nations, and more.

For our staff members, we have offered tailored training in the classroom with the assistance of our First Nations Educational consultant and sent participants to conferences such as "Inspire"; a space where educators and partners can share their voices and work together to improve the educational outcomes of K-12 Indigenous students. Furthermore, all of our staff have the opportunity to receive a certification from the First Nations University of Canada after completing an on-line self-directed course called "Four Seasons for Reconciliation". Since the spring 2021, we have had over 500 staff members complete their certification. This opportunity will continue to be available to staff for the next 2 years.

Furthermore, the Csc MonAvenir has developed protocols to facilitate cultural and spiritual ceremonies such as "Smudging" in our schools for all students to experience. We understand that purification ceremonies have an important place in the expression of Indigenous culture and tradition.

Supports for Catholic Educators engaged in Indigenous Education

The Assembly of Catholic Bishops of Ontario (ACBO) created the Institute for Catholic Education (ICE) in 1988 to coordinate the work of Catholic associations and organizations in writing Catholic curriculum within the parameters established by the Ministry of Education. The seven partner organizations and associations who constitute ICE recognize the importance of Indigenous education and each organization and association has undertaken specific initiatives to advance work in support of truth and reconciliation.

Csc MonAvenir's Indigenous Education Strategy

In the spring of 2021, the Csc MonAvenir published a policy and procedure pertaining to an Indigenous Education Strategy. This policy is the first of its kind for French language Catholic School boards in that it highlights the historical and contemporary perspectives of Indigenous cultures in our classrooms and the roles and responsibilities played by each actor in the system to ensure the well-being and success of Indigenous students. The focus is also on continued growth and awareness of Indigenous culture, spirituality and perspectives for all students.

The policy also focuses on the importance of inter-cultural connections encouraging schools to create networks with their local First Nations communities allowing for deeper connections to Indigenous teachings outside the scope of History class with the support of community elders and families. The Csc MonAvenir is also committed to actively monitoring students' achievement ensuring that every Indigenous student attains the Ontario Secondary School Diploma and that all transitions are carefully planned to allow them to forge the way into the post-secondary path of their choice to achieve their highest aspirations.

Csc MonAvenir's continued commitment to engaging the entire school community

We invite you to watch the following videos. The first is a song called "Terre Nouvelle" which was composed by two of our staff members in conjunction with our pastoral theme and the second is a video of a talking circle comprised of students and artists who discuss what reconciliation means to them. In both videos, it was imperative to recognize Indigenous values and spirituality.

Terre Nouvelle: <https://www.youtube.com/watch?v=xcv8gw1eNTI>

Talking Circle: <https://www.youtube.com/watch?v=xSmqxeaExql>

The Csc MonAvenir advocates for sensitive and culturally appropriate pedagogy that ensures the success of all students and encourages learning that takes into account diverse perspectives. We firmly believe that the academic and personal success of First Nations, Métis and Inuit students is all the more assured when school staff are committed to creating a caring, safe, relevant and stimulating learning environment. Such an environment not only supports the cognitive, emotional, social and physical development of students, but also their self-image to enable them to reach their full potential. We will continue to work with our partners, families and resources such as the Institute for Catholic Education (ICE) to further meet our obligations and respond concretely to the Truth and Reconciliation process.

Finally, we encourage the Township of Mulmur to contact the Minister or Deputy Minister at the Ministry of Education for more information on how the Ministry is responding to the Calls to Actions 62 to 64.

Related links:

<http://resource.iceont.ca/>

https://iceont.ca/wp-content/uploads/2019/10/MG_Cont_Issue_4_Walking-Forward-Together_FINAL.pdf

<https://www.cscmonavenir.ca/publications/politiques/PSE.19.1.pdf>

<http://www.edu.gov.on.ca/eng/curriculum/secondary/nativestudies1112curr.pdf>

<http://www.edu.gov.on.ca/eng/curriculum/secondary/nativestudies910curr.pdf>

Our best regards,



André Blais
Director of Education

c.c. Geneviève Grenier, Chair, Csc MonAvenir

HOME AND COMMUNITY CARE SUPPORT SERVICES

December 16, 2021

The Honourable Mayor Janet M. Horner
Township of Mulmur
758070 2nd Line E
Mulmur, Ontario
L9V 0G8

Dear Mayor Horner and Township of Mulmur Councillors,

Thank you for your letter dated December 13th apprising us of your December 8th Council Meeting Motion regarding the Truth and Reconciliation Commission's Calls to Action.

As Chair of the Home and Community Care Support Services Central West (formerly Central West Local Health Integration Network) Board of Directors, I can share the following has occurred as key components of our organizational priorities with regards to Diversity, Equity and Indigeneity:


- We have tasked our Human Resources board committee (and management team) with a priority focus on Equity, Diversity and Indigeneity – leading from the top, pushing this priority throughout the organization, and attempting to raise the awareness and impact of these concerns in every day life (staff, management, patients and their families);
- In building my Board, we endeavoured to bring rich diversity at all levels – geographic (we represent all of Ontario), ethnic, professional skills and gender – so far, I'm pleased to report that we are making good progress and will have a very balanced board;
- We have begun the delicate task of gathering all of our human capital data so we can understand our current complexion – we can't foster change if we don't know from where we start;
- We are all offered specific training – Indigenous Cultural Safety Training program offered to all staff through San'yas. Over the past several years, staff across our 14 provincial geographies have taken the opportunity to participate in this program, including Central West;
- Indigenous Cultural Safety Training program offered to all Board members – all have signed up, including me. One Board member has previously completed the training;
- The Interim CEO for Home and Community Care Support Services hosted a virtual event, "Honouring the National Day for Truth and Reconciliation," on Thursday, September 30th for staff across our 14 geographies, including Central West.

With regards to increasing the number of aboriginal professionals working in the health care field, I know that as a Board and Senior Leadership Team, we value the importance of equity and diversity across our organizations and am aware that we have aboriginal members working in our frontline, management, and senior leadership teams across the province. We will continue to recruit top talent with a lens focused on diversity and equity. In addition, one of our seven Board members is Indigenous.

You may know that our organization has just come together on July 1, 2021, and while I'm proud of where we are, we have some challenging days ahead.

I applaud you and the Township of Mulmur Council for your efforts to actively address the Calls to Action from the Truth and Reconciliation Commission. Perhaps we could ask you to share your experiences and actions with us so we can all learn and improve.

Sincerely,

A handwritten signature in black ink, appearing to read 'Joe Parker', with a stylized, flowing script.

Joe Parker
Board Chair
Home and Community Care Support Services

c. Cynthia Martineau, CEO, Home and Community Care Support Services

The Corporation of The Township of St Joseph



December 21, 2021

Township of Mulmer
758070 2nd Line E,
Mulmer, ON
L9V 0G8

Dear Roseann Knechtel, Deputy Clerk/Planner Coordinator

Re: Truth and Reconciliation Calls to Action

At its meeting of December 15, 2021, Council passed Resolution #2021-311 in support of your movement for truth and reconciliation calls to action to support Indigenous People in all ways.

The Township of St. Joseph encourages the government to move forward with all of the calls to action as presented.

We thank you for your attention to this important issue.

Respectfully,

Amanda Richardson
Clerk Administrator

Cc: Carol Hughes, MP Algoma-Manitoulin-Kapuskasing

**Ministry of the Environment,
Conservation and Parks**

Client Services and
Permissions Branch

1st Floor
135 St. Clair Avenue W
Toronto ON M4V 1P5
Tel.: 416 314-8001
Fax.: 416 314-8452

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

Direction des services à la clientèle et
des permissions

Rez-de-chaussée
135, avenue St. Clair Ouest
Toronto ON M4V 1P5
Tél. : 416 314-8001
Télec. : 416 314-8452

December 6, 2021

Dear noise practitioners and stakeholders:

This letter is to inform you that the Ministry of the Environment, Conservation and Parks is updating the noise prediction methods used for assessing road and rail traffic to protect Ontarians from excessive noise levels and ensure that our noise pollution control methods are effective and based in current science.

The new guideline will ensure that proponents use up to date noise prediction methods when determining sound levels caused by road and rail traffic. This will result in more accurate noise predictions compared to the 1995 methods that are currently in place. Also, proponents who have been asking for permission from the ministry to use newer noise prediction methods will no longer have to seek this approval.

Without changing established noise limits, the new guideline will allow proponents to make realistic predictions of noise impact with updated technology in a way that is consistent with current methodologies. The updates will allow us to protect our environment better from the adverse effects of noise.

For further details on NPC-306, please access the link to the policy proposal on the Environmental Registry of Ontario: <https://ero.ontario.ca/notice/019-3239>

If you have any further questions, please contact Mary Ianni, Program Support Coordinator at Client Services and Permissions Branch, Environmental Assessment and Permissions Division by email mary.ianni@ontario.ca or by phone 437-788-6772.

Sincerely,



Heather Malcolmson
Director, Client Services and Permissions Branch

**Ministry of
Municipal Affairs
and Housing**

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

**Ministère des
Affaires municipales
et du Logement**

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



234-2022-61

Dear Head of Council:

The supply of housing in Ontario has not kept up with demand over the past decade and everyone has a role to play in fixing Ontario's housing crisis. More than ever, we need municipalities, non-profits and private industry to work with us to encourage the building of different kinds of housing – so that Ontario families have more affordable options.

To help support this important priority, I am pleased to provide you with an update on recent changes our government has made to help streamline and simplify Ontario's planning system.

Bill 13, the *Supporting People and Businesses Act, 2021*

Schedule 19 of Bill 13, the *Supporting People and Businesses Act, 2021* came into force December 2, 2021 upon royal assent.

Changes have been made to help streamline the planning system and, in some cases, help shorten approval timelines by providing municipal councils broader authority to allow more planning decisions to be made by committees of council or staff. Municipalities can now, subject to having appropriate official plan policies, delegate decisions dealing with minor amendments to zoning by-laws, such as temporary use by-laws and the lifting of holding symbols, should they choose to.

You can find more information about these changes on the Environmental Registry of Ontario ([019-4419](#)) and the Regulatory Registry ([21-MMAH025](#)) and some frequently asked questions are provided below.

At this time, I encourage you to review and update your existing delegation policies and consider exercising this new authority to help streamline your decision-making processes, and free up council's valuable time to focus on other more strategic matters.

Bill 276, the *Supporting Recovery and Competitiveness Act, 2021*

As you know, we also recently made *Planning Act* changes related to control of the division of land, including subdivision control, plans of subdivision, consents and validations through Bill 276, the *Supporting Recovery and Competitiveness Act, 2021*, which received Royal Assent on June 3, 2021. I am writing to confirm that Schedule 24 of Bill 276 and associated regulations came into force on January 1, 2022.

We are proud to make these changes, which will help save time and money for those involved in the land division approval process, including municipalities, landowners, purchasers and some lease holders. Our changes will continue to protect Ontarians when they buy and sell property, while making the rules of subdivision control clearer and simpler.

Your municipality may wish to consider whether adjustments to your land division application and review processes to align with the changes would be beneficial.

More information about these changes and the feedback we received during our consultation can be found on the Environmental Registry of Ontario ([019-3495 and 019-3958](#)) and Regulatory Registry ([Proposal 21-MMAH008 and Proposal 21-MMAH015](#)). Some frequently asked questions are provided below. Any further questions about the changes to the *Planning Act* and related regulations can be directed to ProvincialPlanning@ontario.ca.

Sincerely,



Steve Clark
Minister

c: Chief Administrative Officer

FAQs

Schedule 19 (Planning Act) to Bill 13, the Supporting People and Businesses Act, 2021

What changes have been made to the Planning Act?

- Changes to the Planning Act, Municipal Act, 2001 and City of Toronto Act, 2006 provide municipalities with discretionary authority to delegate additional decisions to committees of council or municipal staff for minor amendments to zoning by-laws like:
 - Temporary use by-laws
 - Lifting of holding provisions
- Before matters may be delegated, official plan policies will need to be developed to establish the type of minor zoning by-law amendments that may be delegated, such as authorization of temporary uses, the lifting of a holding symbol, and other minor zoning by-law amendments.

What types of “minor” amendments to a zoning by-law may be delegated?

- If a municipality would like to use this authority, official plan policies will need to be established to scope and define the types of “minor” zoning amendments that may be delegated. This could include matters like temporary use by-laws and by-laws lifting holding provisions.
- This approach is intended to allow for a locally tailored approach that reflects input from the public.

What types of conditions could council apply when delegating its authority?

- Council will have the ability to apply conditions on the delegation of its decision(s). These conditions would be determined locally when the official plan policies and implementing by-law for the delegation are being developed.

Will this new delegation authority alter the public meeting or appeal rights of the matters delegated?

- The delegation of additional planning matters would not alter any notice or public meeting requirements or limit appeal rights.

What other planning decisions can be delegated?

- Under the Planning Act, municipal council can delegate the following decisions to a committee of council, staff, or, in some cases, a committee of adjustment:
 - Community planning permit system permits
 - Approval of adopted lower-tier official plan amendments
 - Plans of subdivision and condominiums
 - Consents
 - Site plan
 - Validations
- Other planning matters, such as administrative functions related to by-laws, may be delegated by council based on the delegation provisions in the Municipal Act, 2001 (or City of Toronto Act, 2006).

Schedule 24 (Planning Act) to Bill 276, the Supporting Recovery and Competitiveness Act, 2021

What changes will be made to the Planning Act?

- The changes include technical, administrative and policy changes to provisions in sections 50, 51, 53, 54, 55 and 57 of the Planning Act related to control of the division of land, as well as other housekeeping or consequential changes.
- Upon proclamation, the changes will:
 - provide new exceptions to subdivision control and part lot control (i.e., exceptions from the need for land division approval) – for example, by preventing parcels from merging with other lands in certain circumstances
 - change the plan of subdivision process – for example, by aligning the requirements for public notice, information, and public meetings with other instruments under the Act
 - change the consent application process – for example, by requiring a municipality or the Minister, where requested, to issue a certificate for the retained land in addition to providing a certificate for the lands that are subject to the consent application, and
 - make other changes regarding subdivision control and its related processes – for example, by requiring that a decision on a validation conform with the same criteria which are applicable to consents.

What changes will be made with respect to “lot mergers”?

- Changes will be made to the subdivision control provisions to prevent lots from merging where lands were previously owned by, or abutted land previously owned by, joint tenants and where the ownership would have otherwise merged as a result of the death of one of the joint tenants.
- Outside of a “death of a joint tenant” scenario, lot mergers will continue to occur.

What changes will be made to the consent application process?

- Changes will be made to the consent application process to, for example:
 - permit a purchaser of land or the purchaser’s agent to apply for a consent
 - establish a new certificate of cancellation
 - provide for certificates to be issued in respect of retained land in addition to the lands that are subject to the consent application
 - provide for a standard two-year period during which the conditions of a consent must be satisfied, and
 - permit a consent application to be amended by an applicant prior to a decision about the consent being made by the consent-granting authority.
- Municipalities may need to modify or update certain administrative processes as a result of some of these changes.

What is a certificate for retained land?

- Changes to the Planning Act will provide for a consent-granting authority to issue a certificate for the retained land (the other part of the parcel approved through the land division process) resulting from certain consents.
- This certificate will show that the retained land has “consent” status.
- An applicant will need to specify in their application whether they are requesting a retained land certificate, and if so, require that a statement from a solicitor

confirming the extend of the owner's retained land be included as part of that application.

What is a certificate of cancellation?

- In some situations, the original consent granted for a parcel of land may no longer be wanted or needed. This could occur, for example, where a parcel created by consent may need to be widened to accommodate a driveway. In these cases, the original consent may need to be cancelled to ensure the revised parcel will function as a single unit.
- Changes to the Planning Act will allow owners to apply to the consent-granting authority for a certificate of cancellation for a parcel that was previously severed with a consent. The consent-granting authority may also require the owner to apply as a condition of approval.
- Once a certificate of cancellation is issued, the parcel would be treated as though the previous consent had not been given. This could mean that the parcel would merge with neighbouring lands that are owned by the same person.

What considerations need to be applied to validation requests?

- A validation can be used in place of obtaining a consent to the contravening transaction (transfer or other transaction that was made in breach of the Planning Act requirements) in certain situations; for example, where the landowners at the time of the contravention are not available to sign the new transfer documents.
- The validation allows the validation authority to consider each situation on its merits and decide whether a request to validate title should be supported. The validation authority may, as a condition to issuing the validation, impose conditions as it considers appropriate.
- Bill 276 will make changes to require that a decision regarding a validation must conform with the same criteria which are applicable to consents, for example:
 - having regard to provincial interests and the land division criteria set out in the Planning Act
 - ensuring the validation is consistent with the Provincial Policy Statement and conforms, or does not conflict, with provincial plans, and
 - ensuring the validation conforms with all applicable official plans.

Proposed Additional Delegation of Planning Decisions

ERO (Environmental Registry of Ontario) number	019-4419
Notice type	Act
Act	Planning Act, R.S.O. 1990
Posted by	Ministry of Municipal Affairs and Housing
Notice stage	Decision
Decision posted	December 30, 2021
Comment period	October 7, 2021 - November 21, 2021 (45 days) Closed
Last updated	December 30, 2021

This consultation was open from:

**October 7, 2021
to November 21, 2021**

Decision summary

Changes have been made to the *Planning Act*, *Municipal Act, 2001* and *City of Toronto Act, 2006* providing municipalities with discretionary authority to delegate additional decisions to committees of council or municipal staff for minor amendments to zoning by-laws.

Decision details

Bill 13, the Supporting People and Businesses Act, 2021, was introduced on October 7, 2021. Schedule 19 of the Bill makes changes to the *Planning Act* to expand the matters that the council of a local municipality may delegate to help streamline planning decisions. More particularly, the amendments provide a new discretionary authority to delegate planning decisions dealing with minor amendments to zoning by-laws, subject to establishing official plan policies that specify the types of by-laws that may be delegated. This authority could include delegating decisions for temporary use by-laws, the lifting of holding symbols,

and other minor zoning by-law amendments. It would be up to each municipality to determine whether to exercise this proposed new authority and the types of minor zoning by-law amendment decisions to delegate.

The Schedule also makes consequential amendments to the *Municipal Act, 2001* and *City of Toronto Act, 2006*.

The delegation of additional planning matters does not alter any notice or public meeting requirements or limit appeal rights. It also does not change the requirements under the Planning Act for land use planning decisions to be consistent with the Provincial Policy Statement and to conform or not conflict with provincial plans. These documents provide policy direction on matters of provincial interest related to land use planning to promote strong, healthy communities, a strong economy and protect the environment.

The changes to the *Planning Act*, *Municipal Act, 2001*, and *City of Toronto Act, 2006* came into effect on December 2, 2021.

Comments received

Through the
registry
36

By email
13

By mail
0

[View comments submitted through the registry \(/index.php/notice/019-4419/comments\)](/index.php/notice/019-4419/comments)

Effects of consultation

The government received 49 unique written comments related to the consultation. This included 36 comments submitted directly through the ERO (Environmental Registry of Ontario) notice and 13 comments submitted by email.

Summary of Comments

Overall, most of the submissions received were supportive and agree that the proposed additional delegation authority will help to streamline the land use planning process.

Submissions were made by municipalities, and a range of interested stakeholders, including building and development, agricultural, professional sectors, conservation authorities, citizen groups and individuals. During the consultation period, MMAH also hosted a number of technical/information sessions with stakeholders.

The majority of comments were concerned with municipal implementation relating to:

- clarity on the definition of “minor”;
- use of the additional delegation powers;
- criteria of applicability; and
- clarification on public meeting requirements.

Many groups were supportive of these proposed changes. Some stakeholders raised concerns regarding implementation of the proposed changes, including the need for more clarity and requests for guidance from the Ministry of Municipal Affairs and Housing.

Effects of the Consultation on this Decision

In developing and finalizing the legislation, consideration was given to all comments received. There were no changes as a result of the feedback and the changes were passed as proposed.

This new discretionary authority gives municipalities flexibility to delegate planning decisions dealing with minor amendments to zoning by-laws to help streamline processes. Council is required to establish official plan policies before it can delegate authority and those policies are subject to public consultation.

The changes do not alter any notice or public meeting requirements. They also do not alter the requirements for land use planning decisions to be consistent with the Provincial Policy Statement and to conform or not conflict with provincial plans. These documents provide policy direction on matters of provincial interest related to land use planning to promote healthy communities, a strong economy and protect the environment.

In response to requests from some stakeholders for greater clarity and from municipalities for assistance on implementation, the ministry will continue to engage with key stakeholders and provide support as needed.

Supporting materials

Related links

Planning Act (<https://www.ontario.ca/laws/statute/90p13>)

21-MMAH025 – Proposed Additional Delegation of Planning Decisions
(<https://www.ontariocanada.com/registry/view.do?postingId=39089&language=en>)

Bill 13, Supportive People and Businesses Act, 2021
(<https://www.ola.org/en/legislative-business/bills/parliament-42/session-2/bill-13/status>)

View materials in person

Important notice: Due to the ongoing COVID-19 pandemic, viewing supporting materials in person is not available at this time.

Please reach out to the Contact listed in this notice to see if alternate arrangements can be made.

Connect with us

Contact

PlanningConsultation@ontario.ca



PlanningConsultation@ontario.ca

Original proposal

number	
Notice type	Act
Act	Planning Act, R.S.O. 1990
Posted by	Ministry of Municipal Affairs and Housing
Proposal posted	October 7, 2021
Comment period	October 7, 2021 - November 21, 2021 (45 days)

Proposal details

Bill 13, the proposed Supporting People and Businesses Act, 2021 Act, 2021, was introduced on October 7, 2021. Schedule 19 of the Bill proposes to make changes to the *Planning Act*, *Municipal Act, 2001* and *City of Toronto Act, 2006*.

The *Planning Act* currently allows council to delegate certain decisions (to a committee of council, to staff, or, in some cases, to a committee of adjustment); for example, decisions in respect of approval of adopted lower-tier official plan amendments, site plan, plans of subdivision and consents.

The proposed amendments would make changes to the *Planning Act* to expand the matters that the council of a local municipality may delegate to help streamline planning decisions. More particularly, the amendments would provide a new discretionary authority to delegate planning decisions dealing with minor amendments to zoning by-laws, subject to criteria established through official plan policies. This authority could include delegating decisions for temporary use by-laws, the lifting of holding symbols, and other minor zoning by-law amendments. It would be up to each municipality to determine whether to exercise this proposed new authority and the types of minor zoning by-law amendment decisions to delegate.

The Schedule also would make consequential amendments to the *Municipal Act, 2001* and *City of Toronto Act, 2006*.

The proposed delegation of additional planning matters would not alter any notice or public meeting requirements or limit appeal rights. It also would not change the requirements under the *Planning Act* for land use planning decisions to be consistent with the Provincial Policy Statement and to conform or not conflict with provincial plans. These documents provide policy direction on matters of provincial interest related to land use planning to promote strong, healthy communities, a strong economy and protect the environment.

Supporting materials

Related links

Planning Act (<https://www.ontario.ca/laws/statute/90p13>)

Bill 13, Supporting People and Businesses Act, 2021
(<https://www.ola.org/en/legislative-business/bills/parliament-42/session-2/bill-13>)

View materials in person

Important notice: Due to the ongoing COVID-19 pandemic, viewing supporting materials in person is not available at this time.

Please reach out to the Contact listed in this notice to see if alternate arrangements can be made.

Comment

Commenting is now closed.

This consultation was open from October 7, 2021 to November 21, 2021

Connect with us

Contact

PlanningConsultation@ontario.ca



PlanningConsultation@ontario.ca



**SOUTH
FRONTENAC**

Office of the Clerk
4432 George St, Box 100
Sydenham ON, K0H 2T0
613-376-3027 Ext 2222
amaddocks@southfrontenac.net

December 20, 2021

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

Dear Premier:

Re: Daylight Savings Time

Please be advised that the Council of the Corporation of the Township of South Frontenac passed the following resolution at their regular meeting held November 16, 2021.

Moved by Mayor Vandewal

Seconded by Councillor Sleeth

That the Council of the Corporation of the Township of South Frontenac support Bill 214 passed by the Legislative Assembly of Ontario in 2020 to make Daylight Saving Time standard time.

And that this resolution be forwarded to the Premier of Ontario, the Premier of Quebec, and all Ontario Municipalities, asking that further discussions with Quebec and New York State take place in order for the Eastern Time Zone to remain at standard time and to discontinue Daylight Savings Time in this zone. Carried.

South Frontenac Council is aware that the Attorney General will only enact the bill in coordination with the Province of Quebec and New York State. We strongly encourage other Ontario municipalities to support this initiative to discontinue the changing of the clocks twice a year.

We look forward to receiving any updates on this matter.

Yours truly

Angela Maddocks
Clerk

c.c. Francois Legault, Premier of Quebec

www.southfrontenac.net

Natural, Vibrant and Growing – a Progressive Rural Leader.



Town of / Ville de Penetanguishene

Police Services Board

December 7, 2021

Hon. Doug Downey
Attorney General
McMurtry-Scott Bldg 11th Floor
720 Bay Street
Toronto, ON M7A 2S9

Delivered by Email:
attorneygeneral@ontario.ca

Dear Hon. Doug Downey;

RE: Concerning Rates of Recidivism

At the Penetanguishene Police Services Board meeting held on June 14, 2021, members of the board received a quarterly report from the Southern Georgian Bay OPP Detachment Commander. Within the report, the board noticed that the crime rate numbers were surprisingly high. The Detachment Commander explained that a major contributing factor to the high crime rate was that a high number of offenders were often being released by the courts and therefore given the opportunity to re-offend.

Following the meeting, the Detachment was able to research the recidivism rates for the catchment area in order to get a better understanding of the circumstances. Prior to the COVID-19 pandemic (August 2018 to February 2020) to post pandemic (March 2020 to September 2021) there was increase of 11% in recidivism rates. In Penetanguishene alone, there were a total of 12427 charges that were analyzed (29% criminal and 71% Provincial) with 519 persons who had charges withdrawn in the same time period.

These recidivism rates were concerning for the Police Services Board for two reasons. The first being that it's obvious that no lesson is learnt by most offenders when they are provided with multiple chances. The second being that this recidivism cycle that's being created continues to cause more work for the police which then takes them away from other important duties.

We're aware that the analysis of rates demonstrates an increase since the pandemic, and fully recognize that the COVID-19 pandemic could have been a contributing factor to the increase in rates. However, since the pandemic restrictions seem to be lifting, we're hopeful that the recidivism rates lessen as well.

Our hope is to bring awareness to the recidivism rates, advocate for the Southern Georgian Bay OPP and finally, enact change within the provincial court system to help minimize these rates. It would be most helpful not only to the Southern Georgian Bay OPP but all detachments across the province if the provincial court system could help minimize





recidivism rates by monitoring and recording the offenders who continue to reoffend and highly consider recidivism when sentencing.

We're hopeful that by raising awareness of the high recidivism rates within our detachment, it may persuade change within the provincial court system related to offender sentencing. Please feel free to reach out to the undersigned bcummings@penetanguishene.ca should you have any questions.

THE CORPORATION OF THE TOWN OF PENETANGUISHENE

Brian Cummings, Board Chair
Penetanguishene Police Services Board

CC: Hon. Sylvia Jones, Solicitor General
Inspector Joseph Evans, OPP
Interim Executive Director, Bruce Chapman, OAPSB
Council of the Town of Penetanguishene
Chief Administrative Officer, Jeff Lees, Town of Penetanguishene
All municipalities in Ontario

/kc



CORPORATION OF THE TOWNSHIP OF MULMUR

BY-LAW NO. 01 - 22

BEING A BY-LAW TO AUTHORIZE THE TEMPORARY BORROWING OF FUNDS

WHEREAS pursuant to Section 407 (1), (2) and (3) of the Municipal Act, 2001, S. O. 2001, c25, as amended, the Council of the Corporation of the Township of Mulmur deems it necessary to borrow monies from time to time to meet, until the taxes are collected and other revenues received, an amount Council considers necessary to meet the current expenditures for the year **2022** (hereinafter called "the year").

AND WHEREAS pursuant to the authority of this by-law the amount that may be borrowed at any one time plus any outstanding amounts of principal borrowed and accrued interest shall not exceed, as calculated under subsection (2) and (3) of the Municipal Act:

- a) 50% of the total estimated revenues from January 1 to September 30 in the year; and
- b) 25% of the total estimated revenues from October 1 to December in the year.

AND WHEREAS the total amount of the estimated revenues of the Corporation as set forth in the estimate adopted for the year, not including revenues derivable or derived from the sale of assets, borrowings or issues of debentures or from surplus including proceeds from the sale of assets is **\$5,101,940**.

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

1. That the Treasurer is hereby authorized on behalf of the Corporation to borrow monies from time to time by way of promissory note from the Canadian Toronto-Dominion Bank, Shelburne Branch, necessary to meet the current expenditures until the taxes are collected of the Corporation for the year, provided that the amount that may be borrowed at any one time together with the total of any similar borrowings that have not been repaid, shall not exceed the limits outlined above, and to give on behalf of the Corporation to the said Bank a promissory note or notes sealed with the corporation seal and signed by the CAO and Treasurer for the monies to be borrowed with interest at the Bank's prime interest rate or better, which shall be as notified by the Bank to the Treasurer from time to time.
2. All sums borrowed pursuant to the authority of this by-law as well as all other sums borrowed in the year and all preceding years from the said Bank to meet current expenditures of the Corporation shall, with interest thereon, be a charge upon the whole of the revenues of the Corporation for the year and for all preceding years as and when such revenues are received.
3. The Treasurer is hereby authorized and directed to apply in payment of all sums borrowed as aforesaid, together with interest thereon, all of the monies hereafter collected or received either on account or realized in respect of the taxes levied for the year and preceding years, or from any other source, which may lawfully be applied for such purpose.

READ A FIRST, SECOND and THIRD TIME, and passed this 12th day of JANUARY, 2022.

MAYOR

CLERK



THE CORPORATION OF THE TOWNSHIP OF MULMUR

BY-LAW NO. _____ - 2022

BEING A BY-LAW TO AMEND BY-LAW NO. 28-18, AS AMENDED, THE ZONING BY-LAW FOR THE CORPORATION OF THE TOWNSHIP OF MULMUR WITH RESPECT TO PLAN 86 LOT 43, TOWNSHIP OF MULMUR, COUNTY OF DUFFERIN (MCKNIGHT).

WHEREAS the Council of the Corporation of the Township of Mulmur is empowered to pass By-laws to regulate the use of land pursuant to Section 34 of the *Planning Act*, R.S.O.1990 c.P. 13, as amended;

AND WHEREAS an application to re-zone PLAN 86 LOT 43, being part of Lot 16, Concession 6 EHS has been received, to change the zoning of the lands to the site-specific Estate Residential Exception Two (ER-2) Zone.

AND WHEREAS Council has deemed that the application is a complete application and is satisfied that Notice of both the Receipt of a Complete Application and of the Public Meeting have been given in accordance with the *Planning Act*, R.S.O.1990, c.P. 13, as amended, and that no further notice is required;

AND WHEREAS Council is satisfied that the proposal to re-zone the lands accordingly is appropriate and in accordance with the Official Plan in effect at the time the application was made, as well as applicable Provincial policies and plans;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF MULMUR ENACTS AS FOLLOWS::

1. Schedule "A" to Zoning By-law No. 28-18, as amended, is hereby further amended by re-zoning PLAN 86 LOT 43, in the Township of Mulmur from the Estate Residential (ER) zone to the Estate Residential Exception Two (ER-2) Zone, as shown on Schedule "A" attached hereto and forming part of this By-law.
2. Section 4.4.3, Estate Residential Exceptions of Zoning By-law No. 28-18, as amended, is hereby further amended by adding the following:

4.4.3.2 Estate Residential Exception Two (ER-2) Zone (Roll 1-22100)

Notwithstanding the provisions of Section 4.4.2, Regulations for Permitted Uses for the Estate Residential (ER) Zone, to the contrary, the following shall apply:

- i) Minimum interior side yard (west) setback for a single detached dwelling shall be 2.0 metres.
- ii) Maximum lot coverage shall be 12%
- iii) Minimum lot size shall be 0.16 ha
- iv) In addition to the regulations contained herein, a *landscaping strip*, shall be required along the west lot line extending from 6 m from the front lot line to the rear lot line.

In all other respects the provisions of this By-law shall apply.

This By-law shall come into force upon the date of passage hereof and take effect on the day after the last day for filing appeals. Where objections to the By-law are received in accordance with the provisions of the *Planning Act*, R.S.O.1990, c.P 13, as amended, the By-law shall come into effect upon the approval of the Ontario Land Tribunal.

PASSED on this 12th day of JANUARY 2021.

.....

JANET HORNER, MAYOR

.....

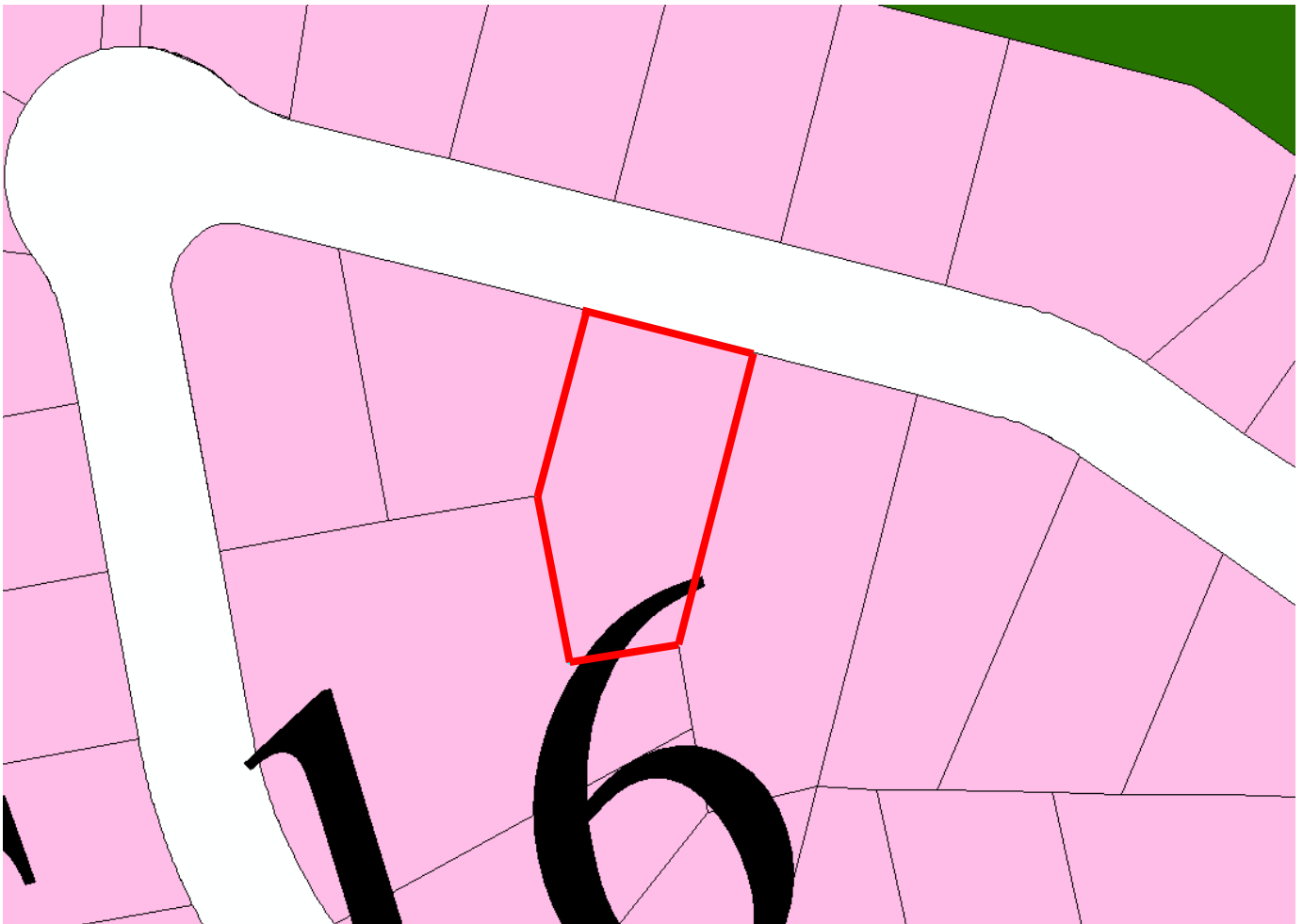
TRACEY ATKINSON, CLERK

SCHEDULE A

TO BY-LAW _____ - 2021

Property Description

PLAN 86 LOT 43, being part of Lot 16, Concession 6 EHS,
Township of Mulmur, in the County of Dufferin



Lands to be rezoned from the Estate Residential (ER) Zone to the Estate Residential Exception Two (ER-2) Zone



THE CORPORATION OF THE TOWNSHIP OF MULMUR

BY-LAW NO. _____ - 2022

BEING A BY-LAW TO CONFIRM THE PROCEEDINGS OF THE COUNCIL OF
THE CORPORATION OF THE TOWNSHIP OF MULMUR FOR
JANUARY 12, 2022

WHEREAS Section 5(1) of the *Municipal Act*, 2001, as amended, provides that the powers of a municipality shall be exercised by Council;

AND WHEREAS Section 5 (3) of the *Municipal Act*, 2001, as amended, provides that municipal powers shall be exercised by by-law;

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

1. All actions of the Council and Committees of Council of the Corporation of the Township of Mulmur for the aforementioned date in respect to every report, motion, by-law or other action passed and taken by Council or Committees of Council, including the exercise of natural person powers, are hereby adopted, ratified and confirmed by its separate by-law.
2. The Mayor of the Township and the proper officers of the Corporation of the Township of Mulmur are hereby authorized and directed to do all things necessary to give effect to the said action, to obtain approvals where required and except where otherwise provided, to execute all documents necessary in that behalf.

PASSED on this 12th day of JANUARY 2022.

.....

JANET HORNER, MAYOR

.....

TRACEY ATKINSON, CLERK