



**ELECTRONIC
COUNCIL AGENDA
MARCH 24, 2021 9:00AM**

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Meeting ID: 848 2998 8171

Page #

1.1 Meeting called to order

1.2 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.

1.3 Approval of the Agenda

Staff recommendation: THAT Council approve the agenda.

1.4 Passing of the previous meeting minutes

Staff recommendation: THAT the Minutes of March 3, 2021 are approved.

1.5 Declaration of pecuniary interest

2.0 ADMINISTRATION

Strategic Planning Session to be facilitated by Marilyn Bidgood

3

16
23
24
36

- 2.1 Strategic Plan Review**
- 2.1.1 Strategic Plan - Goals Template**
 - Goal 2 – Supportive Pillar**
 - Goal 3 – Sustainable Pillar**
- 2.1.2 Strategic Plan Implementation – Staff Report dated January 13, 2021**
- 2.2 Growing the Greenbelt (Draft Letter)**

Staff Recommendation: that Council direct staff to submit the letter to the Minister of Municipal Affairs and Housing and also on the ERB in relation to Minister’s Zoning Orders.

3 INFORMATION ITEMS

- 3.0 Connection - Goal 2 Updated**
- 3.1 Prosperous - Goal 1 Updated**
- 3.2 Recreational Master Plan Recommendations (Excerpts)**
- 3.3 Provincial News Release on Council Conduct**
- 3.4 Township of Mulmur Code of Conduct (By-law 18-19)**

4.0 PASSING OF BY-LAWS

Passing the following by-laws:

- 1) Confirmatory By-Law**

Staff recommendation: THAT By-Law 1 be approved.

5.0 MEETING ADJOURNMENT

Staff Recommendation: THAT Council adjourns the meeting at _____ to meet again on Wednesday April 7, 2021 or at the call of the Chair.



ELECTRONIC COUNCIL MINUTES MARCH 3, 2021 9:00AM

Present: Mayor Horner, Deputy Mayor Hawkins, Councillors Boxem, Clark and Cufaro (all through video conferencing).

Staff Present: Tracey Atkinson – CAO, John Willmetts – Public Works, Dustin Early (all through video conferencing).

1.1 Meeting called to order

The meeting was called to order at 9:05 a.m. by Mayor Horner. The meeting was held using electronic “Zoom” application. The session was held with the capacity of up to 100 users by video and/or audio. Delegates and approximately 15 public users were present for parts of the meeting.

1.2 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.

1.3 Approval of the Agenda

Moved by: Hawkins and Seconded by: Clark

THAT Council approve the agenda.
CARRIED

1.4 Passing of the Previous Meeting Minutes

Moved by: Cufaro and Seconded by: Boxem

1.4.1 THAT the Minutes of the Special Meeting dated February 17, 2021 are approved.
CARRIED

Moved by: Boxem and Seconded by: Clark

1.4.2 THAT the Minutes of the Special Joint Meeting of the Mulmur and Melancthon Councils dated February 17, 2021 are approved.
CARRIED

Moved by: Hawkins and Seconded by: Cufaro

1.4.3 That the Draft Mansfield Ski Club Public Meeting Questions and Answers be received.

CARRIED

1.5 Declaration of Pecuniary Interest

Councillor Boxem declared a pecuniary interest to a matter being discussed under item 10.0.

The following reason was declared:

I own a business listed there – Stanton Bed and Breakfast.

1.6 Fifteen-minute question period

Mansfield Ski Club Development Questions – email dated February 19, 2021 from Leah Pressey (For the full email, please see item 9.12):

- 1) Can you assure the people who, like me, live in this community that the inevitable water problems ahead of us due to climate change will not be worsened by this proposed development? What recourse do your constituents have when the changes to the watershed negatively impact them?
- 2) Furthermore, since the plan calls for removal of trees to clear the pathway for the water near the lower pond, is this not completely inconsistent with:
 - i) ensuring stormwater management practices minimize stormwater volumes and contaminant loads, and maintain or increase the extent of vegetative and pervious surfaces.
- 3) Will further development need to take place to support the Mansfield Ski Club, and at what cost? What will happen to the residential units as Climate Change takes its toll in the next 5 to 10 years when the ski season is significantly shortened and the weather becomes more erratic and less conducive to outdoor recreation? (The planning assumes winter residence mostly, which is already going to be a significant problem.)

The following response was provided:

Staff referred to previous engineering comments from the February 3, 2021 meeting. Confirmation of Council's commitment to climate change was provided and an update on climate change initiatives, messaging, engagement, attitude and the encouragement of local involvement and connections was stated.

Question from Cheryl Russel:

Is the ice still in the NDCC and, if so, who is utilizing it and what is the approximate utilization rate?

The following response was provided:

- Current rentals (since the stay-at-home order was lifted) are primarily by minor hockey and Honeywood Figure Skating. There were also 7 families/private rentals in the last billing period, from February 15 – 21. A total of 28.5 hours were rented, the total number of hours per week are: 98 hours, with a total utilization rate of 29%.
- For additional information, refer to the North Dufferin Community Centre Efficiency Study (page 7), for normal Utilization Rates over past 3 years.

Question asked by Claire Knight (paraphrased):

Would Council grant permission to move forward with the Gold Egg Easter Egg Initiative in the two Mulmur parks (Mansfield, Honeywood) for our community?

Moved by: Boxem and Seconded by: Cufaro

THAT Council support the COVID-19 safe community initiative for Easter by advertising the Mulmur locations where families can collect Gold Easter egg and support this initiative through its social media channels.

CARRIED

2.0 PUBLIC MEETINGS

Moved by: Hawkins and Seconded by: Clark

That Council recess the regular meeting at 9:30 a.m. to hold a public meeting in accordance with our procedural by-law and at the direction of Council to allow pursuant to Section 34 of the Planning Act to consider Z8-2020 Heaton Kennel and Z1-2021 Weidmann – Rural Residential Exception.

CARRIED

2.1 Z8-2020 - Heaton – Kennel (9:10 a.m.)

CON 3 EHS PT LOT 22 RP 7R3156 PT PART 6 - 798056 3rd LINE E
(Draft By-law in Section 13)

The applicant, Amanda Keenan made a presentation regarding her proposed business. Planner, Tracey Atkinson summarized the application and presented the planning report and spoke to the historical approvals, minor variance, and kennel exemption/license. The Planner recommended that Council deal with the exception for the canine by-law as well as the zoning at the same time.

The following comments were received:

Yvonne Graf, 798086 3rd Line E, expressed concerns with the entrance as it is a blind entrance, new ownership, and the total number of dogs. The previous owner would not allow noisy dogs to return for boarding, as a result, the noise was generally not bad.

Keith Lowry, 3rd Line commended Public Works for construction of the signage and recommends signage on the new development. Mr. Lowry spoke in support of the application and the benefits of having a local kennel and previous positive experience, supports small businesses and that there is a significant number of dogs within the Township.

Maggie Screamon, located directly north of the subject lands. Ms. Screamon is concerned with the total number of dogs and would like the limit of 9 dogs maintained. They have heard the dogs in the past, and it was variable. Ms. Screamon is not a full time resident.

Amanda Kerman responded regarding her own fears and limited visibility at the entrance and suggested a mirror. The total number of dogs is proposed to be maintained at 9 due to the number of kennels. They have a desire in the future to perhaps add cat boarding.

Discussion ensued on concerns related to the 200 m setback and canine noise disturbances, the previous approval and noise level at that time, access to the property. Staff noted that this is not a priority area and the traffic volumes within this area are low. Details on the original severance and access were provided.

Staff reported that the distance between the kennel and closest dwelling to be approximately 140m.

2.2 Z1-2021 - Weidemann – Rural Residential Exception (9:20 a.m.)
CON 7E E PT LOT 27 RP 7R4778 PART 1 - 958400 7th LINE E
(Draft By-law in Section 13)

Planner, Tracey Atkinson summarized the application and presented the planning report. Discussion ensued on the necessity for a shelter as it provides protection and separation from wells. Further discussion on nutrient unit requirements in comparison to land area requirements.

Moved by: Hawkins and Seconded by: Clark

THAT the application of Linda Heaton be approved for an exception under section 9.1 of the Animal Care and Control By-law 53-19 related to minimum setbacks to dwellings on nearby properties and to approve the zoning by-law amendment Z8-2020.

A Recorded Vote was requested by Councillor Cufaro:

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

Moved by Hawkins, Seconded by Boxem:

THAT application Z1-2021 be considered for approval subject to addressing any concerns raised by the circulation to agencies or members of the public.

CARRIED

Moved by: Clarke Seconded by: Cufaro

THAT Council adjourns the public meeting and returns to the regular meeting at 10:23 a.m.

CARRIED

3.0 DEPUTATIONS AND INVITATIONS

DEPUTATIONS

3.1 Kevin Walter – representing David Visentin (9:30 a.m.)

Re: Purchase of lane abutting our properties, the current layout of the lane way in proximity to our land makes the laneway a non-usable property.

Jeremy Shaw presented the delegation on behalf of the property owners. Mr. Shaw explained the change of ownership and proposal to purchase lands to be able to build on the land they had purchased.

Council expressed concerns over the sale of lands that may be required in the future, the ability to build on the subject lands.

Discussion ensued on the whether the County has comments on future road allowances and concerns with selling the land and the precedent this would set. It was suggested that a by-law on this matter be considered instead of the existing resolution.

Moved by: Hawkins and Seconded by: Clark

THAT Council defer making a decision on the delegation request.

CARRIED

3.2 **Dufferin County Canadian Black Association, Alethia O'Hara-Stephenson (9:45 a.m.)**

Re: Introduction of the Dufferin County Canadian Black Association and request Council's Partnership and Support.

Moved by: Cufaro Seconded By: Boxem

THAT Council receive the delegation by Alethia O'Hara-Stephenson, and encourage the submission of an application for a grant.

CARRIED

INVITATIONS

3.3 **Sierra Planning & Management, Jon Hack (10:00 a.m.)**

Re: Final Recreation Master Plan

Discussion ensued on the Recreation Master Plan, regarding the recommendations, staffing, next step, survey results, North Dufferin Community Centre pinch-points, receiving versus approval of report, and that each recommendation, including any substantial investment in the arena needs to be reviewed with respect to budget implications.

Moved by: Cufaro and Seconded by: Boxem

THAT Council approve in principle, subject to budget review, the Final Master Recreation Plan as presented by Sierra Planning & Management.

CARRIED

3.4 **Dufferin Water Company, Joe Miedema (10:30 a.m.)**

Re: 2020 Annual Water Report and Update

Moved by: Boxem and Seconded by: Clark

THAT Council receives and approves the 2020 annual and summary reports of the Mansfield Well Supply under the Drinking Water Systems Regulation O. Reg. 170 as submitted by Joe Miedema, P. Eng. General Manager of Dufferin Water Co. Ltd and direct staff to post the report on the website and make it available at the Municipal Office.

CARRIED

4.0 PUBLIC WORKS

4.1 **Paid Duty Officer – Roads Safety Committee Requested Areas**

The following was an item on the February 8, 2021 Roads Committee Meeting;

Moved by: Cufaro and Seconded by: Boxem

THAT Council support utilizing the approved budgeted paid duty for 2021 on the following road sections:

- 1) River Road from Terra Nova to Hornings Mills
- 2) 20th Sideroad from Terra Nova to Airport Road
- 3) 17th Sideroad and 5th Line
- 4) County Road 21 at Honeywood
- 5) County Road 18 at Mansfield
- 6) 10th Sideroad

AND FURTHER THAT staff be directed to request paid duty on the listed road sections from the Ontario Provincial Police.

CARRIED

5.0 TREASURY - None

6.0 ADMINISTRATION

6.1 LIC Energy Survey Results

Moved by: Boxem and Seconded by: Hawkins

WHEREAS Dufferin County has applied to for a Dufferin Wide feasibility study;

AND WHEREAS a next step to a Feasibility Study may include additional funding requests to support an LIC program to reduce the financial and administrative burden of lower-tier municipalities in Dufferin taking it on solo;

AND WHEREAS the findings of the LIC Survey do not justify the financial and administrative burden of undertaking an LIC program;

NOW THEREFORE BE IT RESOLVED THAT Council defer further decisions regarding an LIC program and support the County in taking the lead.

CARRIED

6.2 Joint Efficiency and Governance Sub-Committee (Verbal Update)

Discussion ensued regarding the sub-committee representatives.

6.3 Ontario Fire College Discussion (email from Chief Blacklaws)

Moved by: Hawkins and Seconded by: Boxem

WHEREAS the Ontario Fire College Campus has been in operation in Gravenhurst since 1958; and

WHEREAS the Ontario Fire College Campus is one of the primary sources of certified training for Ontario Firefighters; and

WHEREAS the Ontario Fire College Campus has built a reputation of integrity, credibility, and reliability in providing some of the best training to our Fire Services within the Province of Ontario; and

WHEREAS the Ontario Fire College Campus has been used to train and certify both Volunteer, Part-Time and Career firefighters throughout Ontario; and

WHEREAS the Regional Training Centers are not all created equal and similar in function to the Ontario Fire College Campus; and

WHEREAS the Ontario Fire College Campus gives Ontario Firefighters another option other than Regional Training Centers to obtain National Fire Protection Association (NFPA) certifications; and

WHEREAS the Ontario Fire College Campus is the most cost-effective method for municipalities to certify Firefighters to NFPA Standards in Ontario; and

WHEREAS the Ontario Government enacted and revoked O. Reg. 379/18: Firefighter Certification in 2018; and

WHEREAS when the Ontario Government revoked O. Reg. 379/18: Firefighter Certification, it was made known by the Office of the Solicitor General that the act would be amended and brought back in the future; and

THEREFORE, BE IT RESOLVED THAT the Township of Mulmur requests that the Province of Ontario reverse their decision to close the Ontario Fire College Campus in Gravenhurst as the OFC is one of the best and most cost-effective methods for municipalities to train their firefighters which assists us in protecting our residents; and

BE IT FURTHER RESOLVED THAT this Resolution is forwarded to the Honourable Doug Ford Premier of Ontario, the Honourable Sylvia Jones; Ontario Solicitor General, the Honourable Steve Clark, Minister of Municipal Affairs and Housing, the Ontario Fire Marshal; Jon Pegg, and municipalities within Dufferin County.

A Recorded vote was requested by Deputy Mayor Hawkins

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

7 PLANNING

7.1 Woolnough Second Dwelling Application (Draft Agreement in Section 13)

Moved by: Boxem and Seconded by: Cufaro

Staff Recommendation: THAT Council consider the draft by-law to authorize entering into the second dwelling agreement for approval.
CARRIED

7.2 Second Dwelling (Verbal Update)

Moved by: Hawkins and Seconded by: Clark

WHEREAS staff are returning in April 2021, and the Second Dwelling analysis overlaps with Rural Character and other general housekeeping matters;

AND WHEREAS Staff have reviewed the Woolnough file and received a Site Plan application and the Grey application has been deferred;

NOWHEREFORE, BE IT RESOLVED THAT Council directs staff to include the advertising for the second dwelling public meeting with the July tax billing, for a meeting on September 1, 2021.

CARRIED

8 COMMITTEE MINUTES AND SUB-COMMITTEE REPORTS

8.1 Dufferin County Council (verbal update only)

8.2 Community Communications Advisory Committee – draft minutes dated February 1, 2021 (Includes Calendar and Schedule for Council Feedback) Motion from Community Communications Advisory Committee Minutes

Moved by: Shirley Boxem and Seconded by: Emily Sedgwick

THAT the Communication updates were received.

THAT the Communications Calendar and Strategy be included on the March 3, 2021 agenda for Council Review.

CARRIED

8.3 Shelburne District Fire Board – Cost Sharing Breakdown 2021 Budget

8.4 Shelburne and District Fire Board – January Incident Report and Fire Chiefs Report

8.5 Police Service Board Draft Minutes, January 27, 2021

8.6 Road Safety Committee – Draft minutes dated February 8, 2021

Motion from Road Safety Committee Minutes

Moved by Russel Seconded by Cufaro

That the Road Safety Committee recommends to Council that the existing speed of 60 km/h be reduced to 50 km/h in the Big Tree Circle residential area and extend the 50 km/h limit out to Airport Road along Sideroad 17.

CARRIED

8.6.1 Supporting Emails received regarding speed reduction in the Big Tree Circle residential area.

The following motion was introduced

Moved by Cufaro and Seconded by: Hawkins

THAT Council direct staff to prepare a by-law that would reduce the existing speed of 60 km/h to 50 km/h in the Big Tree Circle residential area and extend the 50 km/h limit out to Airport Road along Sideroad 17.

CARRIED

Moved by: Boxem Seconded by Clark

That the Communication Calendar and Strategy be approved

CARRIED

Moved by: Clark and Seconded by: Hawkins

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

CARRIED

9 INFORMATION ITEMS

- 9.1 2021 Tender Summary - John Willmetts, Director of Public Works**
- 9.2 Town of Orangeville Resolution dated February 8, 2021 – Greenhouse Gas Emissions**
- 9.3 Guelph Eramosa Township – Letter dated February 8, 2021 – Advocacy for Reform – MFIPPA Legislation**
- 9.4 Township of The Archipelago – Letter dated February 19, 2021 – Review of Municipal Elections Act.**
- 9.5 Dufferin Federation of Agriculture – Letter dated February 5, 2021 - Maintenance of Municipal Drains and Rural Roadside Ditches**
- 9.6 2021 ROMA Conference Connects Rural Ontario Leaders Virtual – Councillor Ken Cufaro**
- 9.7 Ministry of the Environment, Conservation and Parks – Email dated February 5, 2021 – Proclamation of Provisions of the Conservation Authorities Act**
- 9.8 Letter dated February 17, 2021, Kyle Seebach, MP, Dufferin-Caledon - National 3-digit suicide prevention hotline**
- 9.9 Letter dated February 18, 2021 – AMCTO – Open Letter to Councils**

- 9.10 Letter dated February 17, 2021 – Minister Steve Clark - Consulting on growing the size of the Greenbelt** (please visit the link provided for supporting documents and maps)
- 9.11 Dufferin Board of Trade Business Issues Survey results, 2021**
- 9.12 Mansfield Ski Club Development Questions – email dated February 19, 2021 from Leah Pressey** (Email received for Council information)

Moved by: Cufaro and Seconded by: Clark

THAT Council receives the information items as copied and circulated and that the following items be endorsed: 9.2, 9.3, 9.5.

AND THAT Staff draft a letter of concern related to item 9.10, in that it supports the protection of the Greenbelt but is concerned with the messaging despite contrary enabling legislation for the April 7 Meeting.

CARRIED

Motion of support for item 9.8

Moved by: Cufaro Seconded by: Clark

WHEREAS the Federal government has passed a motion to adopt 988, a National three-digit suicide and crisis hotline;

AND WHEREAS the ongoing COVID-19 pandemic has increased the demand for suicide prevention services by 200 percent;

AND WHEREAS existing suicide prevention hotlines require the user to remember a 10-digit number and go through directories or be placed on hold;

AND WHEREAS in 2022 the United States will have in place a national 988 crisis hotline;

AND WHEREAS the Township of Mulmur recognizes that it is a significant and important initiative to ensure critical barriers are removed to those in a crisis and seeking help;

NOW THEREFORE BE IT RESOLVED THAT the Township of Mulmur endorses this 988 crisis line initiative;

AND THAT Staff be directed to send a letter indicating such support to the local MP, MPP, Federal Minister of Health, the CRTC and local area municipalities to indicate our support.

CARRIED

10.0 CLOSED SESSION (2:00pm) – TO BE HELD USING A BREAKOUT ROOM

Moved by: Hawkins and Seconded by: Clark

THAT Council adjourn to closed session at 2:06 pm pursuant to Section 239 (2) (c) a proposed or pending acquisition or disposition of land by the municipality or local board; and (2) (b) personal matters about an identifiable individual, including municipal or local board employees; and approval of closed session minutes dated January 13, 2021.

CARRIED

Moved by: Clark and Seconded by: Cufaro

THAT Council do rise out of closed session into open session at 2:47 p.m.

CARRIED

Moved by: Hawkins and Seconded by: Clark

THAT Council authorizes the Mayor and Acting Clerk to enter into an agreement of purchase and sale to purchase approximately 1.35 acres of lands described as Part of the East Half of Lot 10, Concession 6 EHS.

CARRIED

Direction was given to staff to recognize grouping of businesses through the electronic newsletter.

11.0 ITEMS FOR FUTURE MEETINGS

Property Standards/Clean Yard By-law (2021)

Special Event By-law (Following up with the Ministry on process for graduated set fines in By-laws)

Fill By-law

Greenbelt Expansion / Boyne Valley Protection / Official Plan Update (discussion)

Post – COVID-19 Event (discussion)

Energy Efficiency in Future Development

12.0 NOTICES OF MOTION (if any) - None

13.0 PASSING OF BY-LAWS

Passing the following by-laws:

- 1) Procedural By-law for Electronic**
- 2) Shelburne Library Fee Collection Agreement**
- 3) Heaton Kennel Zoning By-law**
- 4) Weidemann Equine Zoning By-law**
- 5) Woolnough Second Dwelling Site Plan Agreement**
- 6) Purchase and Sale Agreement By-law**
- 7) Confirmatory By-Law**

Moved by: Clark and Seconded by: Hawkins

THAT By-Laws 1 to 7 be approved.

CARRIED

14.0 MEETING ADJOURNMENT

Moved by: Hawkins and Seconded by: Clark

THAT Council adjourns the meeting at 3:01 to meet again on Wednesday March 24, 2021 for a special meeting on the Strategic Plan or at the call of the Chair.

CARRIED

.....
Janet Horner, Mayor

.....
Tracey Atkinson, Acting Clerk

DRAFT



STRATEGIC PLAN (2020-2024)

This Plan draws from *Mulmur's Thriving Future*, the first Mulmur Strategic Plan of 2013-2018, the *Mulmur Community Economic Development Strategic Plan* of 2016, and the *Imagine Mulmur in 3D* document of 2019.

This Plan identifies four priority paths, each having an array of subsets, and collectively are intended to provide both focus and guidance for Mulmur Council.

To enhance the community impact of these goals, and build on the Mayor's direction for participative leadership, it is recommended that members of Council will assume a championship role for one of the priority paths.

VISION STATEMENT

The Township is committed to sustainable growth while protecting the environment, scenic beauty, natural resources and agriculture and rural and community character of the Township. The Township wishes to be a highly desirable, safe, prosperous, beautiful and natural community to live, work, learn and play.

FOUR STRATEGIC PATHS

Responsibly managing the fiscal resources of Mulmur and providing opportunities for success

Prosperous

Communication with and social connectivity within the Mulmur community

Connected

Providing local services to support the needs of Mulmur residents and businesses

Supportive

Being Proactive in Sustainable Initiatives to ensure the long term well being of Mulmur (includes Resources/Financial/People)

Sustainable

Growing a Prosperous Mulmur

Responsibly managing the fiscal resources of Mulmur and providing opportunities for success

- **Retain, enhance and attract businesses**

Action 1 – Help existing small businesses grow through awareness, red tape reduction, education
Action 2 – Actively engage with county, provincial and federal agencies to obtain resources to support local initiatives
Action 3 – Produce “Investing/Locating in Mulmur” promotional materials
Action 4 – Develop Mulmur Business Directory and focus on Mulmur businesses
Action 5 – Develop and Implement a Broadband Strategy so that Businesses have access to high quality internet services.

- **Pursue responsible growth in residential and employment areas**

Action 1 – Promote local employment opportunities and awareness
Action 2 – Update On-Farm Diversification and Home Industry regulations in the Township’s Official Plan
Action 3 – Encourage residential development in Mansfield and other Hamlets
Action 4 – Implement Aging in Place policies in the Township’s Official Plan

- **Identify, research and plan for future fiscal pressures**

Action 1 – Implement recommended service efficiencies from County efficiency study
Action 2 – Explore and identify financial opportunities for investment and income generation
Action 3 – Ensure Asset Management Plans renew infrastructure as projected
Action 4 – Track grant opportunities and increase grant writing capacity

Growing a Connected Mulmur

Communication with and social connectivity within the Mulmur community

- **Inform and engage the community through a variety of communication tools and channels**

Action 1 – Develop and implement a communication strategy for the Township
Action 2 – Identify and articulate Mulmur’s key messages on a regular basis using effective channels
Action 3 – Invest in communication resources, technology and tools
Action 4 – Create “Go Local Package” for distribution to residents and newcomers

- **Support community events to bring residents together**

Action 1 – Provide a variety of events in Mulmur to enhance inclusiveness
Action 2 – Publicize all events in Mulmur through available channels
Action 3 – Pursue new opportunities identified in Recreation Efficiency Study
Action 4 – Build a calendar of community/tourism events and link with high traffic community calendars in the region
Action 5- Encourage the use of local businesses for community events and services

- **Actively seek better cellular and internet connectivity for residents and businesses**

Action 1 – Develop a Broadband Strategy and Seek Partnerships to build better connectivity and infrastructure.

Growing a Supportive Mulmur

Providing local services to support the needs of Mulmur residents and businesses

- **Develop future plans for services and amenities in Mulmur.**

Action 1 – Identify lower tier and upper tier responsibilities and service gaps
Action 2 – Determine key needs for community and medical services within Mulmur
Action 3 – Streamline approvals for services by amending permitted uses where needed and expediting site plan approval process
Action 4 – Encourage Enbridge Gas to support Mansfield extension

- **Facilitate education and training for Mulmur residents and entrepreneurs/businesses**

Action 1 – With input from organizations such as Dufferin Board of Trade, identify and support employment programs and opportunities for Mulmur residents and youth
Action 2 – Recognize Youth Leadership efforts through awards at Primrose Elementary and Centre Dufferin Secondary School.
Action 3 – Conduct sector round tables to support ongoing adaptive management

- **Identify and develop new leaders through civil engagement**

Action 1 – Identify and support succession in administrative team, community committees, boards and ad-hoc groups
Action 2 – Encourage Mulmur residents to become involved in the decision making at Mulmur Township through participation in committees and ad-hoc groups.

- **Celebrate success of residents including students, volunteers, Mulmur team members and business achievements**

Action 1 – Recognize grand openings of new businesses
Action 2 – Recognize individuals and groups leading community change and/or improvements in Mulmur
Action 3 – Recognize leadership at Council meetings and/or Town Hall meetings
Action 4 – Investigate a nomination portal for residents to identify changemakers and outstanding citizenship.
Action 5 – Develop an employee recognition program

Growing a Sustainable Mulmur

Being Proactive in Sustainable Initiatives to ensure the long term well being of Mulmur (includes Resources/Financial/People)

- **Protect rural character**

Action 1 – Update policy and definition for “rural character”
Action 2 – Review changes to the Provincial Policy Statement to determine viewshed protection
Action 3 – Implement rural character through zoning

- **Be proactive in the sustainable use of non-renewable resources**

Action 1 – Adopt and implement recommendations from the Green Energy Plan
Action 2 – Determine protection gaps in revised Nottawasaga Valley Conservation Authority mandate
Action 3 – Monitor provincial decisions and implement single use plastics policy
Action 4– Protect agricultural land and water and forest resources

- **Explore opportunities to improve the protection of water and air quality, waste management and adaptations to climate change and extreme weather events**

Action 1 – Audit municipal activities with a focus on reducing energy consumption and environmental footprint
Action 2 – Partner with the citizens, organizations and other levels of government to promote grants and activities to mitigate contributions to and effects of climate change
Action 3 – Investigate waste management solutions that support enhanced environmental protection.

- **Promote and preserve Mulmur’s natural attractions to residents**

Action 1 – Post Bruce Trail “Loops of Mulmur” Map developed by Community Events Committee on Mulmur website
Action 2 – Support Cycling and Equestrian Activities in Dufferin Forest, on trails and on Mulmur roads
Action 3- Encourage development of the Pine River Fishing Area through the “Friends of Pine River” volunteers

SMART GOALS TEMPLATE

S

Specific

- What are you trying to accomplish?
- Why do I want to accomplish this?
- Who are the requirements?
- What are the constraints?

M

Measurable

- How will I measure the progress?
- How will I know when the goal is accomplished?

A

Achievable

- How can the goal be accomplished?
- What are the major steps that need to be?

R

Relevant

- Is this a worthwhile goal?
- Is this the right time?
- Do I have the necessary resources to accomplish this goal?
- Is this goal in line with my long-term objectives?

T

Time-Bound

- How long will it take to accomplish this goal?
- When is the completion of this goal due?
- What am I going to work on this goal?

23



STAFF REPORT

TO: COUNCIL
FROM: Tracey Atkinson, CAO, Planner
MEETING DATE: January 13, 2021
SUBJECT: Strategic Plan

PURPOSE:

The purpose of this report is providing an update on implementing the strategic plan and receive direction.

BACKGROUND:

The strategic plan (2019-2024) was approved by Council and is intended to provide both focus and guidance for Mulmur Council. The annual review of the Plan is important to allow for implementation but also to adjust to changes that may have occurred.

STRATEGIC PLAN ALIGNMENT:

The four pillars to the Strategic Plan are:

1. Growing a Prosperous Mulmur: Responsibly managing the fiscal resources of Mulmur and providing opportunities for success
2. Growing a Connected Mulmur: Communication with and social connectivity within the Mulmur community
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:

There are financial implications to many of the priorities and action items. Significant financial costs must be evaluated and included in annual budgets. There are also staff

time allocations that need to be considered as part of the financial analysis as it may impact the need for additional staff or consultants.

ANALYSIS:

The following tables are intended to be used as a working document and to lead discussions of further prioritizing and flushing out actions. Certain actions have been incorporated into staff job descriptions and no further work is necessary. Committee mandates need to be updated to ensure that committees are focusing on Council priorities. In some instances, Council direction, budget authorization or Council involvement is required for the action.

PROSPEROUS

GOAL 1: Retain, enhance and attract businesses

ACTIONS	Staff Assignment	Committee Mandate Required	Comments/Next Steps
1 – Help existing small businesses grow through awareness, red tape reduction, education	Planner	EDC	- Website updated - add new businesses to website Next Step: OPA/ZBLA 2021/22 (Planner)
2 – Actively engage with county, provincial and federal agencies to obtain resources to support local initiatives			- ongoing
3 – Produce “Investing/Locating in Mulmur” promotional materials		EDC	

4 – Develop Mulmur Business Directory and focus on Mulmur businesses		EDC	- Ongoing website update
5 – Develop and Implement a Broadband Strategy so that Businesses have access to high quality internet services.		EDC	- Eh!Tel - Survey completed. - Mansfield Bell Next Step: Develop Strategy (5-10K)

PROSPEROUS

Goal 2: Pursue responsible growth in residential and employment areas

Action 1 – Promote local employment opportunities and awareness			- Website updated
Action 2 – Update On-Farm Diversification and Home Industry regulations in the Township’s Official Plan	Planner		Next Step: OPA/ZBLA 2021/22 (Planner)
Action 3 – Encourage residential development in Mansfield and other Hamlets			- Ongoing
Action 4 – Implement Aging in Place policies in the Township’s Official Plan	Planner		Next Step: OPA/ZBLA 2021/22 (Planner)

PROSPEROUS

GOAL 3: Identify, research and plan for future fiscal pressures

1 – Implement recommended service efficiencies from County efficiency study			Next Steps: - Mulmur-Melancthon meeting - Council Direction re Governance - Staff Roundtable / DMOA
2 – Explore and identify financial opportunities for investment and income generation	Treasury		- Part of treasury job
3 – Ensure Asset Management Plans renew infrastructure as projected	Treasury		- Complete to date.
4 – Track grant opportunities and increase grant writing capacity	Treasury		- Grant writing firm acquired

CONNECTED

GOAL 1: Inform and engage the community through a variety of communication tools and channels

1 – Develop and implement a communication strategy for the Township		CCAC	Next Step: Staff to implement Strategy
2 – Identify and articulate Mulmur’s key messages on a	Staff		Council Highlights done monthly

regular basis using effective channels			
3 – Invest in communication resources, technology and tools	Treasury		- Zoom, MailChimp, website
4 – Create “Go Local Package” for distribution to residents and newcomers			- Website Update

GOAL 2: Support community events to bring residents together

1 – Provide a variety of events in Mulmur to enhance inclusiveness		EDC (Events)	Ongoing (paused due to COVID)
2 – Publicize all events in Mulmur through available channels	Staff		-Communication Strategy to guide staff Included in Community Events Calendar on new website
3 – Pursue new opportunities identified in Recreation Efficiency Study			Next Steps: -review Rec survey - review Governance Structure - Mulmur-Melancthon joint meeting - Council direction on Master Plan and Efficiencies

4 – Build a calendar of community/ tourism events and link with high traffic community calendars in the region	Staff	EDC (Events)	Community events calendar on new website
5- Encourage the use of local businesses for community events and services			Website updated. Next Step: consider update to procurement policy to include a km radius

GOAL 3: Actively seek better cellular and internet connectivity for residents and Businesses

1 – Develop a Broadband Strategy and Seek Partnerships to build better connectivity and infrastructure.		EDC	See Pros.1.5
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SUPPORTIVE

GOAL 1: Develop future plans for services and amenities in Mulmur.

1 – Identify lower tier and upper tier responsibilities and service gaps			-County Service Review ongoing
2 – Determine key needs for community and medical services within Mulmur			Next Step: - Council direction required

3 – Streamline approvals for services by amending permitted uses where needed and expediting site plan approval process	Planner		Next Step: -OPA/ZBLA 2021/22 (Planner)
4 – Encourage Enbridge Gas to support Mansfield extension			-Mulmur shortlisted by Enbridge

GOAL 2: Facilitate education and training for Mulmur residents and entrepreneurs/businesses

1 – With input from organizations such as Dufferin Board of Trade, identify and support employment programs and opportunities for Mulmur residents and youth		DBOT, EDC	- Dream Dufferin Sponsorship - Grant applications due January
2 – Recognize Youth Leadership efforts through awards at Primrose Elementary and Centre Dufferin Secondary School.			- School graduation grant
3 – Conduct sector round tables to support ongoing adaptive management			Next Step: Council direction required.

GOAL 3: Identify and develop new leaders through civil engagement

1 – Identify and support succession in administrative team, community committees, boards and ad-hoc groups			<ul style="list-style-type: none"> - Staff undertaken in cross-training and through PR <p>Next Step:</p> <ul style="list-style-type: none"> - Committees/boards to select new chairs in 2021
2 – Encourage Mulmur residents to become involved in the decision making at Mulmur Township through participation in committees and ad-hoc groups.	Staff		Advertise citizen opportunities

GOAL 4: Celebrate success of residents including students, volunteers, Mulmur team members and business achievements

1 – Recognize grand openings of new businesses			Recognition through newsletters/ eblasts. Council attendance at grand openings where invited and/or certificates.
2 – Recognize individuals and groups leading community change and/or improvements in Mulmur			Volunteer recognition

3 – Recognize leadership at Council meetings and/or Town Hall meetings			Certificates/pins for senior of the Year, years of services, volunteer appreciation
4 – Investigate a nomination portal for residents to identify changemakers and outstanding citizenship.			Next Step – include in newsletter and utilize email/portal
5 – Develop an employee recognition program			Existing employee recognition policy and annual BBQ. Accomplishments recognized at Council meetings

SUSTAINABLE

GOAL 1: Protect rural character

1 – Update policy and definition for “rural character”	Planner		Next Step: - Public Meeting/Workshop - OPA/ZBLA 2021/22
2 – Review changes to the Provincial Policy Statement to determine viewshed protection	Planner		Next Step: -OPA/ZBLA 2021/22

3 – Implement rural character through zoning	Planner		See Sust.1.1
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GOAL 2: Be proactive in the sustainable use of non-renewable resources

1 – Adopt and implement recommendations from the Green Energy Plan	Treasury & CAO		- Plan approved Next Steps: - LIC program - Tree program costing - EV Fleet Research - Solar research
2 – Determine protection gaps in revised Nottawasaga Valley Conservation Authority mandate	Planner		Next Step: -Monitor legislative changes - review regulation for mandate when available - Review draft MOU
3 – Monitor provincial decisions and implement single use plastics policy	Clerks		- Township voluntary ban motion, 2020. Provincial Commitment for 2021.
4– Protect agricultural land and water and forest resources	Planner		- Council approved mapping Next Step -OPA 2021/2022 (Planner)

GOAL 3: Explore opportunities to improve the protection of water and air quality, waste management and adaptations to climate change and extreme weather events

1 – Audit municipal activities with a focus on reducing energy consumption and environmental footprint			Energy Plan audited energy use. Next Steps: - implementation See Sust.2.1
2 – Partner with the citizens, organizations and other levels of government to promote grants and activities to mitigate contributions to and effects of climate change	Dufferin Climate Change Coordinator	DC4	- Council passed motion for Clean Air Partnership and County partnerships Next Step: -By-law for LIC partnership
3 – Investigate waste management solutions that support enhanced environmental protection.			Council direction required

GOAL 4: Promote and preserve Mulmur’s natural attractions to residents

1 – Post Bruce Trail “Loops of Mulmur” Map developed by Community Events Committee on Mulmur website			Trail map added to website.
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2 – Support Cycling and Equestrian Activities in Dufferin Forest, on trails and on Mulmur roads		EDC/RSC	- Cycling project in process. Next Step: - Engineering review on proposed routes
3- Encourage development of the Pine River Fishing Area through the “Friends of Pine River” volunteers			Next Step: -Liaison required

RECOMMENDATIONS

It is recommended:

THAT Council work through the goals with staff to develop SMART goals and measurable actions and that a final updated table be presented at a future meeting with updated Committee mandates and any budget amendments.

Respectfully submitted,

Tracey Atkinson

Tracey Atkinson, BES MCIP RPP

CAO/Planner/Acting Clerk



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April 3, 2021

Minister Steve Clark
Ministry of Municipal Affairs and Housing
777 Bay Street, 17th Floor
Toronto, ON
M5G 2E5

greenbeltconsultation@ontario.ca

**RE:234-2021-813, Growing the Greenbelt
ERO 019-3233 – Proposed changes to MZO and the Planning Act**

Dear: Minister Clark;

Thank you for providing your letter to Mulmur Council dated February 17, 2021 and providing sufficient time (61 day period) for the Township Council to meet during regular monthly meetings and discuss the Provincial consultation on growing the size of the Greenbelt. We have since become aware of proposed changes to the Planning Act, however, that have much tighter commenting deadlines (30 day commenting period).

Mulmur is concerned with the optics and the lack of consistency in messaging around the protection of natural heritage features and functions. This concern arises with the recent ERO#019-3233 posting whereby Minister's Zoning Orders (MZO) would not need to be consistent with the Provincial Policy Statement. It is our understanding that the proposed amendments to the Planning Act, could conceivably allow decision inconsistent with protecting Provincially significant resources. This appears to be contrary to the messaging and openness of the proposed growing of the greenbelt campaign. There appears to be a disconnect and a struggle between supporting sustainable growth and protecting the environment.

Mulmur supports the principle of protecting critical groundwater resources and natural heritage features and functions. It also supports the protection of unique landforms, and world biosphere – Niagara Escarpment – through the greenbelt designations, for which it hosts. It does caution the Ministry though, in adopting a computer-based identification system without ground-truthing. It is essential that the land be appropriately assessed prior to being included in the Greenbelt.

Mulmur has been very concerned with expansions within the Township due to the financial impacts. Financial support to lower tiers to offset tax incentive programs related to greenbelt and protected natural features is necessary. Mulmur Township provided significant data on the financial implications to the Province at its 2017 ROMA conference delegation with the Minister. The Township has not received any updates on the status of review of the financial implications of the tax programs and continues to be interested in continued dialogue.

While the proposed map does not include lands within its Township, Mulmur is still concerned with the lack of attention to the financial implications of the Greenbelt (and associated Niagara Escarpment) designations.

We thank you for the opportunity to comment on the proposed legislation and growing the Greenbelt, and ask that you reconsider the balancing of development versus environment, consistency of messaging, commenting periods and financial implications to rural Ontario municipalities.

Sincerely,

Township of Mulmur

PILLAR: CONNECTED

Communication with and social connectivity within the Mulmur community

GOAL 2: Support community events to bring residents together

SMART THINKING	QUESTIONS	YES/NO/UPDATES
Specific	What do we want to achieve? How?	Yes
Measureable	What are the metrics/milestones we need to hit?	Number of events municipality has lead and supported, development of a community calendar, partnerships? Attendance – expected vs actual, Purpose of the event (type of event) – fundraising, social, target audience
Achievable	Can we do it? What support/resources are needed?	Yes
Relevant	Is this still worth doing?	Yes
Timeframe	When will it be done?	Term of Council/Strat Plan Timeframe

Actions Checklist

ACTION	STAFF	COMMITTEE MANDATE	PROGRESS	NEXT STEPS	TIMELINE	RESOURCES
1 – Provide a variety of events in Mulmur to enhance inclusiveness		EDC Events is a subcommittee	Ongoing (some things have been paused due to COVID)	Need to repeat to build momentum and continue to offer events Plan events as permitted with Covid restrictions – there will be a pent up demand to socialize	Quarterly – offer 4 per year Maybe this summer	To be determined event by event Grant opportunity

<p>Note: The value of offering and supporting community events was discussed with overall support for Council/committee lead and partnered events</p>			<p>Drive In Movie Night</p> <p>Sold out Authors in the Hills in 2019 and other years</p> <p>Christmas Concert at Dufferin Museum</p> <p>Arena use at North Dufferin Community Centre (ie – hockey)</p> <p>Dufferin Forest Event</p> <p>Pancake breakfast</p>	<p>Encourage local community events (street party/bbq/block parties)</p> <p>Communicate opportunities through newsletters/website/social media channels</p>		<p>Township could provide park/community centre as a “place” for various events</p> <p>Public/private partnerships for some events</p>
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<p>2 – Publicize all events in Mulmur through available channels</p>	Staff	CC	<p>Communication Strategy to guide staff</p> <p>Included in Community Events Calendar on new website</p>	<p>Council approval of Strat and calendar</p> <p>Take info that has been gathered and turn it into a work plan Submit updates to calendar – outreach to community groups</p> <p>Communication framework for who to send “new” information to</p>	<p>March 2021 – calendar</p> <p>April 2021- communication strat/workplan</p>	Staff time
<p>3 – Pursue new opportunities identified in Recreation Efficiency Study</p> <p>Note – Youth Survey results: Natural beauty, recreation opportunities, local services</p>	Staff	Council	<p>- Mulmur-Melancthon joint meeting Feb 17, 2021 Commission recreation review These will enhance community life</p>	<p>-review Recreation survey - review Governance Structure -Council direction on Master Plan and Efficiencies</p>	<p>Master Plan ready for March 2021 meeting with survey results, short/medium/ long goals</p>	Spend for a building/staff person – allocation of recreation funding
<p>4 – Build a calendar of community/ tourism events and link with high traffic community</p>	Staff	EDC (Events)	<p>Community events calendar on new website</p>			

calendars in the region						
5- Encourage the use of local businesses for community events and services			Website updated	consider update to procurement policy to include a km radius		

PILLAR: PROSPEROUS

Responsibly managing the fiscal resources of Mulmur and providing opportunities for success

Goal 1: Retain, enhance and attract businesses

SMART THINKING	QUESTIONS	YES/NO/UPDATES
Specific	What do we want to achieve? How? Through Actions below	Retain and Enhance, creating and supporting the business environment, to be enablers
Measureable	What are the metrics/milestones we need to hit?	Ongoing website update with business directory, with every communication try to connect small businesses, infrastructure achievements ie. Highspeed internet, planning policies considered and enacted,
Achievable	Can we do it? What support/resources are needed?	Yes
Relevant	Is this still worth doing?	Yes – have seen growth of new businesses even in a pandemic
Timeframe	When will it be done?	Term of Council, strategic plan , ongoing

Actions Checklist

ACTION	STAFF	COMMITTEE MANDATE	PROGRESS	NEXT STEPS	TIMELINE	RESOURCES
1-Help existing small businesses grow through awareness, red tape reduction, education	Planner	EDC CC DBT Council – red tape reduction	- Website updated - add new businesses to website - feature stories on businesses	OPA/ZBLA (Planner) Waiting on county comprehensive review, opportunity to add policy and determine permitted uses	2021/22 Newsletter – digital monthly featured story	Featured story written by communication person with guidance from Council

			<p>ie. Maplegrove and Hillside Farms, Mansfield gas station -responding in a timely way to inquiries</p>	<p>-in each newsletter a feature story on a business</p> <p>-explore all of the communication channels</p> <p>-provide a full list of businesses as an insert/page in printed newsletter with clear reference to the website</p> <p>list of businesses from website provided to Council and Council identify who to write up with alignment to newsletter theme if possible</p> <p>inform public that the Township will action the opportunity in the provincial government to reduce business</p>		
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				taxes and invite them to apply for any reduction		
				support businesses to work through “red tape”		
2 – Actively engage with county, provincial and federal agencies to obtain resources to support local initiatives		EDC – surveys on broadband, data provided to Service Provider to support funding application Council	Ongoing SWIFT program for broadband Federal Universal broadband fund County funding for ED for cycling initiative Grant writer engaged to act for Mulmur and inform Council of grant availability/ opportunities	North Dufferin Community Centre – meeting with Melancthon Engage with Mansfield community – resources/recreation to support businesses	2021 – Feb joint council meeting move forward on decision by 2025	Fed/Prov grants
3 – Produce “Investing/Locating in Mulmur” promotional materials	Planner	EDC Dufferin County – Rural EDC assistant	Note: investment attraction is happening through other approaches	Planner Check in with potential developers Planner Check in with landowners in	Every 6 months	Planner will set up a regular “check-in” schedule

<p>Investment attraction but not necessarily through creating promotional materials – doing a lot without promotional material</p>			<p>Encouraged developers that want to develop in Mansfield and Primrose</p> <p>Planner met with Mansfield and Primrose re development, encouraging a shared vision</p> <p>Internal promotional materials drafted for Mansfield to assist staff with responses to inquiries</p> <p>EDC has completed work on welcome package information.</p>	<p>Mansfield – ie church property, real estate offers</p>		
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			This info has been distributed through the website under different tabs			
4 – Develop Mulmur Business Directory and focus on Mulmur businesses		EDC	Ongoing website update Featured business – see above	Feature stories and communication – see Action 1		
5 – Develop and Implement a Broadband Strategy so that Businesses have access to high quality internet services. This goal is critical to new resident and new business		EDC Develop a working group (Suzanne Lawrence potential lead)	- Eh!Tel - Survey completed. Resident support for phase 2 - Mansfield Bell Encourage residents to write letters of support for Phase 2 –Done through social media channels	Develop Strategy – this may not be required as industry is taking a lead, collaboration with other municipalities not in place as it was at one time Explore other alternatives – ie Starlink, Vianet fixed wireless and other providers Update residents via website and other communication		(5-10K)

				<p>methods on broadband initiative and options available in Mulmur</p> <p>Mulmur Facebook page? Currently using links to other channels by following and posting on the Melancthon/Mulmur site. This Reduces staff time required to maintain. This approach may be more efficient use of time.</p> <p>Encourage FB users to promote local businesses by mentioning where they are accessing local goods and services</p>		
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9.2.1 Recommendations (2020-2030)

#	Recommendation	Ongoing	Additional Recommendations			
			Immediate (Year 1)	Short-Term (Year 2-3)	Medium Term (Year 4-6)	Long Term (Year 7-10)
1	Maintain the current distribution of recreation amenities in the Township with Honeywood and Mansfield as primary service areas, and Terra Nova as a secondary service area. Future asset management priorities should also be considered.					
2	Implement and update the 2016 Asset Management Plan, as per O. Reg. 588/17, retaining a specific and enhanced focus on recreation and community facilities, open space, and parks in addition to the traditional emphasis on hard infrastructure.			Year3		
3	The location of any major recreation infrastructure (e.g. sports fields, community centres, etc.), as well a future replacement and/or expansion of existing facilities, should represent the most appropriate location based on considerations of land ownership, site suitability, co-location with other municipal recreation infrastructure, and capital costs associated with servicing and development.					
4	Maintain a Community Development Model for the delivery of recreation in the Township. Under this model, where volunteer and agency groups have historically serviced the recreation programming needs of the community, the Township should continue to support these initiatives through the provision of access to facilities for activities.					
5	The Township should give consideration to staffing requirements necessary to successfully implement the Township's recreation mandate. Specifically, consider expanding the job description of the NDCC Management role to encompass a broader range of job responsibilities including responsibility for indoor and outdoor recreation, community development of programming opportunities and co-ordination of all recreation and leisure services provided and/or facilitated by the Township. This permanent, full-time job description includes management of the NDCC and events at the Township's facilities.			Year 2		
6	Investigate opportunities for new and/or expanded partnerships to improve service levels, enhance program delivery, and leverage public funding.					

#	Recommendation	Ongoing	Additional Recommendations			
			Immediate (Year 1)	Short-Term (Year 2-3)	Medium Term (Year 4-6)	Long Term (Year 7-10)
7	Continue the cost-sharing agreement with the Township of Melancthon for the operation and maintenance of the NDCC / a new multi-use recreation facility in Honeywood.					
8	Work with community groups and local partners to expand the suite of traditional and non-traditional programs offered through new or expanded partnerships (e.g. Library, County, sports groups, Ontario Parks, and other agencies), ensuring programming for all age groups, with a special focus on youth and seniors. This can help to enhance the utilization of existing recreation infrastructure.					
9	As programming levels increase, develop a methodology to track program registrations and assess the rate of take-up for programs offered by the Township or its partners. Continuous tracking can help determine the complement of programs that should be offered in the future.				Year 4	
10	Develop a 'Community Guide' for the Township that includes recreation and leisure resources. The guide should include a community calendar of events and provides details on all programs offered in Mulmur (municipal / non-municipal), complete with contact information of organizers for programs that are not directly delivered by the Township. This should be an online / digital information tool with hardcopies located in key municipal facilities or distributed directly to residents and provided on an annual or semi-annual basis.			Year 2		
11	Review, on an annual basis, the user fees and pricing schedule for facility and park rentals and programming fees (as appropriate). Rate setting should be informed by principles for cost recovery and subsidization, as determined by the Township.					
12	Immediately initiate the development of a) funding strategy to assess and secure sources of capital funding for a new replacement single-pad multi-use recreation facility. A range of sources should be explored, including all levels of government and potential non-profit partners; and b) operational business case for a new multi-use community centre.		Year 1	+ Year 2 as required		

#	Recommendation	Ongoing	Additional Recommendations			
			Immediate (Year 1)	Short-Term (Year 2-3)	Medium Term (Year 4-6)	Long Term (Year 7-10)
13	Conditional on the development of a funding strategy and operational business case for a new multi-use recreation facility, initiate the design progression required to move the project towards implementation. This includes detailed program requirements (to be confirmed through a public engagement process, and discussions with staff and Council), schematic design, and design development phases.			Year 2 - 4		
14	The Township should seek to design, develop, and commission a new multi-use recreation facility and community centre within 5 years.				Years 5-6	
15	With the successful implementation of a new multi-use recreation facility, decommission the existing NDCC building.					Year 7
16	Expand the promotion of the community room at the Township Offices as viable and affordable location for events and programming rentals (Priority but “hold” due to health restrictions)		Hold	Year 2		
17	Evaluate the potential for increased revenue opportunities through enhanced programming (municipal or non-municipal) that are suitable for the community room at the Township Offices.		Hold	Year 2		
18	Contingent on the replacement ice arena and multi-use recreation facility being located in Honeywood, over the Plan period and as the population grows in Mansfield, continue to monitor community demand for flexible indoor recreation space that can accommodate a variety of structured and unstructured activities in Mansfield. This would likely be a dry use facility (no ice, no pool) as a long-term proposition (beyond the Plan period). The facility could include a multi-use activity court / gymnasium, flexible community space for programming and rentals, and/or meeting rooms.					Years 7+
19	Maintain a minimum parkland provision standard of 2.0 hectares of parkland per 1,000 residents over the course of the Plan period. This results in an additional 0.7 hectares of parkland by the year 2030 based on estimated population growth.					

#	Recommendation	Ongoing	Additional Recommendations			
			Immediate (Year 1)	Short-Term (Year 2-3)	Medium Term (Year 4-6)	Long Term (Year 7-10)
20	Maintain existing parkland within the settlement areas as outdoor recreation hubs for their respective communities.					
21	As new subdivisions are planned and designed, the Township should ensure that each neighbourhood has appropriate access to parkland and/or open space.					
22	Ensure that new parks are designed with the user's comfort, safety, and accessibility in mind, through use of CPTED (or similar) principles, as well as adhering to AODA Design Standards.					
23	Encourage and facilitate the community's participation in park design, development and renewal projects by obtaining public input during the planning and design process, fostering partnerships and joint ventures in park development/renewal, and promoting awareness of park projects and initiatives through effective public communications.					
24	Work with Dufferin County and local stakeholders, trail groups and the community to identify required improvements and barrier-free access opportunities within the Dufferin County Forest Tracts, as well as to determine locations for trail-related amenity improvements (e.g. parking, signage, portable washrooms, etc.).			Year 3		
25	Develop policies in the Township's Official Plan to require the dedication of land for pedestrian and bicycle pathways as a condition of the subdivision of land, as provided for under the Planning Act (s. 51(25)(b)).			Year 2		
26	Continue to maintain the ball diamond at Mansfield Ball Park in good condition for continued use by the community over the Plan period. Explore the feasibility of undertaking improvements to the ball diamond at Mansfield Ball Park including field leveling, netting replacement, track maintenance, the provision of shaded spectator seating areas, and batting cage improvements. This process should commence immediately and include engagement with current ball diamond user groups.					

#	Recommendation	Ongoing	Additional Recommendations			
			Immediate (Year 1)	Short-Term (Year 2-3)	Medium Term (Year 4-6)	Long Term (Year 7-10)
27	Require ball diamond user groups to provide registration numbers on an annual basis. The collection of this data will enable the Township to monitor and assess ball diamond utilization and capacity more accurately on an on-going and periodic basis over the longer-term.					
28	Assess the feasibility of investing in lighting at the Mansfield Ball Park to enable extended seasonal and evening play / increase the capacity of this facility.			Year 3		
29	Formally decommission the ball diamond at Honeywood Park.			Year 2		
30	Continue to maintain the basketball court at Devonleigh Park in good condition for continued use by the community over the Plan period. Plan for net repair / replacement in the short-term to improve usability of this amenity.					
31	Develop a playground replacement strategy through appropriate asset management planning. Any play structure that has reached a 14-year age trigger should be phased for replacement immediately.		Year 1			
32	The Township should seek to replace the playground at Devonleigh Park immediately, considering a range of user ages and abilities in the design. Engagement with the local community should be undertaken to ensure that local needs are met.		Year 1			
33	Decommission the playground at Honeywood Park (NDCC site) in the short-term. A new playground is recommended to be developed elsewhere on the site. If Honeywood is the chosen site for a new multi-use recreation facility, the planning for this facility (and the site as a whole) should be undertaken with the community's engagement.			Year 3		
34	When the play structures at the Mansfield Ball Park require replacement, consider relocating it within the park to improve safety of users. This should occur in the medium-term.				Year 5	
35	Review and consider trends and innovations in playground design and development, with a potential for alternatives to traditional playground structures (i.e. naturalized playgrounds, etc.). This may help to reduce maintenance requirements in the future.					

#	Recommendation	Ongoing	Additional Recommendations			
			Immediate (Year 1)	Short-Term (Year 2-3)	Medium Term (Year 4-6)	Long Term (Year 7-10)
36	Develop additional playgrounds on newly acquired parkland as part of future subdivision planning to serve new neighbourhoods as they are developed.					
37	As new parkland is developed in Mansfield, consider planning for the development of new multi-use courts in the medium or long term for local use. A multi-use court facility can accommodate a variety of court sports, including tennis, pickleball, and basketball.				Year 6	
38	Investigate the feasibility of developing a skateboard / BMX park to improve the offer of recreation amenities for youth in Mulmur. This would best be suited to be located in Mansfield, where new subdivisions, and therefore parkland, are being developed.				Year 4	
39	Work with local community groups to determine the feasibility and willingness to develop and maintain / operate an outdoor ice rink at Devonleigh Park or an alternative location in Mulmur.			Year 2		
40	Explore opportunities for the development of outdoor exercise installations. Appropriate locations for developing outdoor exercise installations may include at the Township Offices (if co-located with other amenities) or at a preferred location in Mansfield.			Year 3		

Subject: FW: Ontario Launches Consultation to Strengthen Municipal Codes of Conduct

<~WRD0000.jpg>

News Release

Ontario Launches Consultation to Strengthen Municipal Codes of Conduct

March 5, 2021

Province seeking input on ways to increase accountability of council members

TORONTO — The Ontario government is launching consultations with the municipal sector to strengthen accountability for council members. The province wants to ensure that councillors and heads of council maintain a safe and respectful workplace and carry out their duties as elected officials in an ethical and responsible manner.

"We want to gather input to ensure there are adequate mechanisms in place to hold council members accountable for any unacceptable behaviour," said Steve Clark, Minister of Municipal Affairs and Housing. "It's critical that everyone feels safe and respected in the workplace, and that they know there are accountability measures in place for members who violate codes of conduct."

Jill Dunlop, the Associate Minister of Children and Women's Issues will be leading the consultations to hear from members of council, municipal associations as well as municipal staff on how to ensure that municipal staff and officials are supported and respected in the workplace.

"Our government has been absolutely clear that we will not tolerate workplace harassment or discrimination of any kind," said Associate Minister Dunlop. "We are committed to upholding our shared values of respect, equity, equality and fairness for all people in Ontario. These consultations are to help us move that commitment forward in municipal governments so that everyone feels safe."

QUICK FACTS

- Workers, supervisors and employers have rights and duties when dealing with workplace violence and harassment. Ontario has [a guide](#) that explains what every worker, supervisor, and employer needs to know about workplace violence and workplace harassment.
- Under the [Municipal Act, 2001](#), all municipalities are required to establish a code of conduct for councillors and certain local boards. They are also required to provide access to an integrity commissioner.

ADDITIONAL RESOURCES

- [Municipal Councillor's Guide](#) for more information on codes of conduct.

CONTACTS

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Ministry of Municipal Affairs and Housing
<http://www.ontario.ca/municipalaffairsandhousing>

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THE CORPORATION OF THE TOWNSHIP OF MULMUR

BY-LAW NO. 18-19

BEING A BY-LAW TO ADOPT A CODE OF CONDUCT FOR MEMBERS OF COUNCIL

WHEREAS the Municipal Act, S.O., 2001, Section 223.2(1) provides that municipalities are authorized to establish codes of conduct for members of the council of the municipality and of local boards of the municipality;


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. The attached document TOWNSHIP OF MULMUR – CODE OF CONDUCT # ...-19 shall be considered the Code of Conduct for Members of Council.
2. This by-law shall become effective upon the date of the enactment.

READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED on this 3rd day of April, 2019.


.....
MAYOR.


.....
CLERK.

TOWNSHIP OF MULMUR – CODE OF CONDUCT # ...-19

The citizens of Mulmur Township expect their elected officials to serve the public interest and to safeguard public trust and confidence in the democratic political process. They are entitled to expect the highest standards of conduct from their elected officials, and that their local government will carry out its duties at all times in an accountable, responsive, impartial, and transparent manner. Members of Council understand the public's high expectations of them and that their adherence to the highest standards of conduct in carrying out their duties and responsibilities, and in working together, will help to improve the quality of public administration and governance and to protect and maintain the integrity and reputation of the Township of Mulmur.

Code of Conduct	1.1	Members shall conduct themselves according to the Code of Conduct.
Preamble	1.2	A written Code of Conduct helps to ensure that the members of Council share a common basis for acceptable conduct. These standards are designed to provide a reference guide and a supplement to the legislative parameters within which the members must operate. These standards should serve to enhance public confidence that Townships elected representatives operate from a base of integrity, justice and courtesy.
General	1.3	The Township of Mulmur Council Code of Conduct is a general standard that augments the provincial laws and municipal by-laws that govern conduct. It is not intended to replace personal ethics. All members shall serve their constituents in a conscientious and diligent manner. No member shall use the influence of office for any purpose other than the exercise of their official duties.
Gifts and Benefits	1.4	Members shall not accept fees, gifts, hospitality or personal benefits that are connected directly or indirectly with the performance of duties as Township Councillors, except compensation authorized by law. This section does not apply to tokens, mementoes, souvenirs, or such gifts or benefits up to and including a value of \$100.00 that are received as an incident of protocol or social obligation that normally accompanies the responsibilities of office. Tokens, mementoes, souvenirs or gifts with a value of greater than \$100.00 shall become the property of the municipality. No Member shall seek or obtain by reason of their office any personal privilege or advantage with respect to Township services not otherwise available to the general public and not consequent to their official duties.

Representing the Township	1.8	Members shall make every effort to participate diligently in the activities of the agencies, boards, and commissions to which they are appointed.
Influence On Staff	1.9	Members shall be respectful of the fact that staff work for the Township as a body corporate and are charged with making recommendations that reflect their professional expertise and corporate perspective, without undue influence from any individual member or group of Members of Council. In addition, members shall be respectful of the fact that staff carry out directions of Council and administer the policies of the municipality and are required to do so without any undue influence from any individual member or group of members of Council.
Business Relations	1.10	No member shall borrow money from any person who regularly does business with the Township unless such person is an institution or company whose shares are publicly traded and who is regularly in the business of lending money.
No Member shall Act as a Paid Agent	1.11	No member shall act as a paid agent before Council or a committee of Council or any agency, board, or committee of the Township.
Encouragement and Respect for Township	1.12	Members shall encourage public respect for the Township and its by-laws. Members of Council shall show respect for the decision-making process of Council. When one or more Members of Council disagree with the majority decision of Council, they have a duty to communicate the decision of Council accurately so that there is respect for and integrity in the decision-making process of Council.
Attendance at Meetings	1.13	Members shall make best attempts to attend Council and Committee meetings and be on time. When a member cannot attend a meeting they shall contact the Clerk's Department in advance.
Conduct During Meetings	1.14	During meetings, members shall conduct themselves with decorum. Respect for delegations and fellow members and staff requires that all members show courtesy and not distract from the business of the Council or Committee during presentations and when other members have the floor. Members will avoid any conduct towards a member of council or staff which is known or ought reasonably to be known to be unwelcome, which offends, embarrasses or intimidates, or which reflects intolerance towards any group or individual.
Harassment	1.15	Harassment is defined in accordance with the Ontario Human Rights Code as vexatious comment or conduct that is unwelcome or ought reasonably to be known to be unwelcome.

		<p>Members of Council acknowledge that every person who is a councillor or employee has a right to freedom from harassment in the workplace.</p> <p>Harassment of another member, staff or any member of the public is misconduct.</p>
Bullying	1.16	<p>Workplace bullying is defined as “repeated unreasonable behaviour directed towards an employee or a group of staff, that creates a risk to health and safety. Unreasonable behaviour can be defined as behaviour that harms, intimidates, threatens, victimizes, undermines, offends, degrades or humiliates another staff member/s.</p> <p><u>Examples of Workplace Bullying</u></p> <p>The most common types of workplace bullying are:</p> <ul style="list-style-type: none"> • Spreading malicious rumours, gossip or innuendo that is not true • Excluding or isolating someone socially • Intimidating a person • Undermining or deliberately impeding a person’s work • Withdrawing necessary information or purposefully giving the wrong information • Setting impossible deadlines • Making inappropriate jokes • Persistent criticism of appropriate work • Freezing out, ignoring or excluding • Attempts to humiliate staff in front of others • Unjustified monitoring of work • Verbal/non-verbal threats • Abusive, offensive or insulting language • Behaviours that frighten, humiliate, belittle or degrade • Belittling a person’s opinions • Damaging or interfering with a person’s property or work equipment • Threats of violence or actual incidents of violence • Regular ultimatums and/or threats of dismissal • Inappropriate comments about a person’s appearance, lifestyle or their family. <p><i>When bullying escalates to include incidents of physical assault or threats, it is considered workplace violence.</i></p> <p>Bullying another member of Council, staff or any member of the public is misconduct.</p>
Interpretation	1.17	<p>Members of Council seeking clarification of any part of this Code of Conduct should consult with the Integrity Commissioner.</p>

Effective date	1.18	This by-law shall take effect on the date of its final passing.
Alleged Breaches of the Code of Conduct	1.19	If a breach of the Code of Conduct is alleged the complaint should be lodged with the Integrity Commissioner.



THE CORPORATION OF THE TOWNSHIP OF MULMUR

BY-LAW NO. _____ - 2021

**BEING A BY-LAW TO CONFIRM THE PROCEEDINGS
OF THE COUNCIL OF THE CORPORATION OF THE
TOWNSHIP OF MULMUR FOR MARCH 24, 2021**

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 24th day of MARCH 2021.

.....
JANET HORNER, MAYOR

.....
TRACEY ATKINSON, ACTING CLERK