

TOWNSHIP OF MELANCTHON ELECTRONIC MEETING THURSDAY, FEBRUARY 3, 2022 - 9:00 A.M.

Join Zoom Meeting

https://us02web.zoom.us/j/85018420052?pwd=Z2VhNWw4cVRoc2IraGZwalhLN0ZyZz09

Meeting ID: 850 1842 0052

Passcode: 493219 One tap mobile

+16475580588,,85018420052#,,,,*493219# Canada +17789072071,,85018420052#,,,,*493219# Canada

Dial by your location

+1 647 558 0588 Canada

+1 778 907 2071 Canada

+1 204 272 7920 Canada

+1 438 809 7799 Canada

+1 587 328 1099 Canada

+1 647 374 4685 Canada

Meeting ID: 850 1842 0052

Passcode: 493219

AGENDA

1. Call to Order

2. Land Acknowledgement Statement

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

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

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

3. Announcements

- 4. Additions/Deletions/Approval of Agenda
- 5. Declaration of Pecuniary Interest and the General Nature Thereof

- 6. Approval of Draft Minutes January 13, 2022
 - January 14, 2022 Bretton Estates School Bus
 - January 18, 2022 Special Meeting
 - January 25, 2022 Special Meeting
- **7.** Business Arising from Minutes
- 8. Point of Privilege or Personal Privilege
- **9. Public Question Period** (Please visit our website under Agendas and Minutes for information on Public Question Period)
 - Letter from Jennifer Luxton
 - 2. Letter from Kristine Pedicone
 - 3. Letter from Karren Wallace
 - 4. Letter from Jennifer Luxton Second letter
 - 5. Letter from Bev Robinson
 - 6. Letter from David Thwaites
 - 7. Letter from Douglas Read
 - 8. Letter from Harve Lyon
 - 9. Letter from David Thwaites Second Letter

10. Public Works

- 1. Accounts
- 2. Other
 - 1. Adoption of the Township of Melancthon 2021-2022 Winter Plan as recommended by the Roads Sub-Committee (January 13, 2022 meeting)
 - 2. Council request at January 13, 2022 Council meeting for Staff to send OPP Emails regarding the Bretton Estates Subdivision School Bus Pick-up to Sylvia Jones, MPP (Mayor White)

11. Planning

- 1. Applications to Permit
- 2. Resignation of Service Retainer from Chris Jones, Township Planner
- 3. Email Chain regarding resignation of Planner Services (Mayor White)
- 4. Report from Chris Jones, MCIP, RPP Regarding Duivenvoorden Haulage Ltd. OP and Zoning Amendment
- 5. Tripp/Serbin Invoices for Zoning Amendment
- 6. Other
- 12. Strategic Plan
- 13. Climate Change Initiatives
- 14. Police Services Board
- 15. Committee/Board Reports & Recommendations
- 16. Correspondence

Board & Committee Minutes

- 1. CDRC October 27, 2021
- 2. Shelburne Public Library December 21, 2021
- 3. GRCA General Membership January 28, 2022
- 4. Mulmur-Melancthon Fire Board November 16, 2021

Items for Information Purposes

- 1. Resolution from Town of Grand Valley regarding Postponement of the Province-Wide Assessment Update
- 2. Grey County Notice of Public Meeting Official Plan Amendment #11

- 3. Email from Ministry of Northern Development, Mines, Natural Resources and Forestry regarding Proposed Regulatory Changes Under the Aggregate Resources Act
- 4. Correction Notice Advocacy Update: Joint and Several Liability Reform
- 5. Motion from Town of Plympton-Wyoming in Support of City of Kitchener's Resolution to Review the Ontario Fire Code Retrofit Section 9.5
- 6. Year To Date Building Permit Summary Report 2021 from County of Dufferin, Development an Tourism
- 7. RJ Burnside Drainage Superintendent Services October 1, 2021 December 31, 2021
- 8. Court Security and Prisoner Transportation Transfer Payment Program Report
- 9. Resolution from Town of Grand Valley in Support of the Multi-Municipal Turbine Working Group
- 10. NDACT Release regarding a Public Meeting held on January 15, 2022
- 11. Resolution from Township of Adjala-Tosorontio Regarding Funding Support for Infrastructure Projects
- 12. Regulatory and Policy Proposals under the Conservation Authorities Act Ministry of the Environment, Conservation and Parks
- 13. Email from Minister of Municipal Affairs and Housing regarding Intake 3 Municipal Modernization Program
- 14. Email from OMAFRA regarding Wildlife Claims
- 15. Regional Electric Vehicle Charging Station Study
- 16. Letter from Township of East Garafraxa regarding Community
 Development and Tourism Committee Draft Land Needs Analysis Report
- 17. GRCA Staff Report, Draft Inventory of Programs and Services
- 18. NVCA Media Release 2022 NVCA Board of Directors

Items for Council Action

- 1. Proposal for Wood Smoke Shack at the NDCC
- 2. GRCA Notification of Budget 2022
- 3. Swift Eh!tel Extensions on Permit Request
- 4. Proclamation for Human Trafficking Awareness Day
- 5. Proclamation for Non-Profit Sector Appreciation Week
- 6. New Dundalk Fire Truck Logos
- 7. Report from G. Edward Oldfield regarding Boundary Road Agreement

17. General Business

- 1. Accounts
- 2. New/Other Business/Additions
 - 1. Emails regarding NDACT Meeting held on January 15, 2022 (Councillor Mercer, Councillor Hannon & Mayor White)
 - 2. Email from Karren Wallace regarding NDACT Meeting
 - 3. Facebook Posts Regarding On Farm Diversified Uses By-law Meeting (Councillor Mercer)
 - 4. Development Charge Information Pamphlet with 2022 Indexing
 - 5. Councillor Hannon Notice of Motion from January 13, 2022 Council Meeting that the Corporation of the Township of Melancthon review all Municipal Boards and Committees to streamline and look for any efficiencies
 - 6. Strada & NDACT Consultations regarding the Proposed Strada Quarry Questions (Councillor Hannon)
 - 7. Inter-Municipal Working Group regarding the dissolution of the CDRC and Shelburne Fire Board Questions of Council for first meeting and Legal Representation recommendations
- 3. New/Other Business/Additions
- 4. Unfinished Business
 - 1. Councillor Hannon Motion regarding Multi-Municipal Turbine Working Group

- 2. Township Diversity Policy
- 3. Resignation Letter from Clayton Rowbotham for NDCC Melancthon Member
- 4. Tabled Motion from January 13, 2022 Moved by Hannon, Seconded by Mercer that the Corporation of the Township of Melancthon develop a complaint registry
- 5. Tabled Motion from January 13, 2022 Moved by Besley, Seconded by McLean regarding the Corbetton Park Recommendations
- 6. CDRC Capital Costs Number of Melancthon Users using the Facility
- 7. North Dufferin Community Centre Board of Management/Joint Recreation Sub-Committee Full Scale Review of Joint RSC as per motion passed on January 13, 2022

18. Delegations

1. 11:15 a.m. – Chris Johnston, By-law Enforcement Officer – regarding a Fill Complaint/Order to Remedy – Closed Session

19. Closed Session

- 1. Approval of Draft Minutes January 13, 2022
- 2. Business Arising from Minutes
- 3. Personal Matters about an Identifiable Individual, including municipal or local board employees Fill Complaint/Order to Remedy
- 4. Litigation or potential litigation, including matters before administrative tribunal affecting the local board Information update from Alan Wargon
- 5. Rise With or Without Report from Closed Session
- 20. Third Reading of By-laws
- 21. Notice of Motion
- 22. Confirmation By-law
- 23. Adjournment and Date of Next Meeting Thursday February 17, 2022 5:00 p.m.
- 24. On Sites
- 25. Correspondence on File at the Clerk's Office

From:

Jennifer Luxton

Sent:

Wednesday, January 26, 2022 9:54 PM

To:

Denise Holmes

Subject:

Public Meeting Adjournment

To the Coucil of Melancthon Township:

Firstly, thank you Mayor Whyte for attempting to have our Public concerns heard at last night's meeting. I can hardly believe the dog and pony show that started our "PUBLIC" meeting last evening. To say the least I'm embarrassed that this is the council representing the township I live in.

My first question is, when was this matter of adjournment decided amongst the councillors? I find it hard to believe that Mr. Hannon would be in such immediate agreement with Ms. Mercer unless the idea of adjourning the meeting had been previously discussed. It was a PUBLIC meeting and yet two of four, likely three, had no interest in hearing from the public, not even those who hadn't previously submitted any concerns. Would it not have been in better interest to hear ALL out, then go back to your drawing board? Seeing as the meeting had been planned, plenty of township members were logged in to be considered and the expense of the meeting already to be incurred???

I don't understand how Ms. Mercer is experiencing confusion over the draft being presented as she attended the two meetings prior where amending the draft was discussed, as did the other councillors? Poor planning to come to a public meeting with the intention of passing the blame in regards to a paper she should have obviously read front to back several times over and more than 5 minutes prior to the meeting. The council was aware of the draft and the contents, to say anything different is a flat out lie, they just didn't expect to be called out on it to the degree they were. Councilor McLean, I feel for your position last night. There is a transparency that our council is not a unified body. You have come at a time when underlying issues seem to take precedence over the matters at hand. So many violations of our municipal act- lies, conflicts of interest, acting on ones own agenda rather than the good of the community..... who will hold this council accountable?

An apology for wasted time would be welcomed from Ms. Mercer. We weren't all compensated for our time last night, I personally lost wages to join our PUBLIC meeting. The agenda wasn't even mentioned before Ms. Mercer shot it down. A waste of everyone's time when that kind of power is making the decisions. A timely regroup and another actual Public meeting should be your first and foremost concern if you want to be considered conscientious of your township community and show any respect for our time.

Unhappy Melancthon ratepayer. Jennifer Jamieson Luxton



From:

Kristine Pedicone

Sent:

Friday, January 28, 2022 9:12 AM

To:

Denise Holmes

Subject:

Public Zoom Meeting

To All Members of Melancthon Council:

I cannot express how disappointed and disgusted I was with the display that happened at Tuesday's Public meeting! I had thought with the recent zoom meetings that had been happening with The road safety and strada that perhaps the community was being included in some of council decision making.

I cannot believe that certain members of council thought that it would be a good idea to abruptly abort a public meeting? What could possibly have prompted this other than self manipulation of the council. I am calling on the two councilors to stand up at the next meeting (Feb 3, 2022) and explain why they would even think that this was a good idea. Shameful and disgusting behavior!

I believe this is the same two that were so proactive in the 38% raise. Perhaps they should pay the charges that were incurred when this meeting was canceled.

Unfortunately now with the planner resigning this will have a huge effect on residents and any new residents to the township! I really wish that he would stay and confront this problem head on as I think the community will back him 100%.

I Cannot wait for October!

Kristine Pedicone

--

Kristine

From:

karrenwallace karrenwallace

Sent:

Saturday, January 29, 2022 12:09 PM

To:

Denise Holmes

Subject:

Emails for inclusion on the February 3 agenda

Thanks.

-- Original Message -----

From:

To: dbesley@melancthontownship.ca; jmclean@melancthontownship.ca; whannon@melancthontownship.ca; mmercer@melancthontownship.ca; dwhite@melancthontownship.ca;

dwhite@melancthontownship.ca

Cc: andrew.fines@opp.ca

Sent: Thursday, January 27, 2022 10:57 PM

Subject: Mercer call to OPP

In response to my email to Melancthon elected officials earlier this evening (see thread below), in the municipality where I own a residence, Margaret Mercer, contacted the OPP to complain about my email. She requested the OPP to come to my home to tell me that she did not wish to receive any of my emails.

I have copied the Officer in question so a copy of this email thread can be placed in the file so there is clarity that at no time were threats exchanged or anything but factual information provided.

Calling the OPP on a ratepayer who is exercising their democratic right to engage with their municipal representative, directed to their publicly paid email address, is an absolute waste of taxpayer money, and more importantly, police resources and time.

A component of her complaint was that she was also receiving emails to her personal email address. That is true, but those emails were concerning the Strada quarry proposal, which as a Councillor she was forwarded as a matter of courtesy so she could be informed. At one point, she emailed to demand that she wasn't kept fully informed about the issue. Her complaint has been duly noted and she will no longer receive any information about this important issue.

Additionally, everyone on that Strada email, list months ago, were requested to advise by return email if they did not wish to receive further emails. At no time did Margaret Mercer reply that she did not wish to receive emails to her personal email about the issue.

In my exchange with the investigating Officer, it was confirmed that my continuing to engage with my municipal Councillor(s) at their public municipal email address is not illegal, provided it is based on fact and not threatening.

Karren Wallace

----- Original Message -----

From

To: mmercer@melancthontownship.ca Sent: Thursday, January 27, 2022 9:29 PM

Subject: Fwd: Concerned citizen

As you advised at the special meeting of Council on January 18, I know you aren't on social media, so I wanted to be fair and let you know this has been shared on facebook.

Feel free to call anytime to discuss

Karren

----- Original Message -----

From:

To: whannon@melancthontownship.ca; mmercer@melancthontownship.ca; dwhite@melancthontownship.ca; dbesley@melancthontownship.ca; jmclean@melancthontownship.ca
Sent: Thursday, January 27, 2022 8:12 PM

Subject: Concerned citizen

I am emailing to express my concerns about the dysfunction and dynamics on display among members of Melancthon Council.

Recently, within days of facebook posts made by the Mayor on his personal page expressing his concerns about possible damage to municipal infrastructure, a majority of Council called a special meeting to discuss the issue.

As expressed at that January 18, 2022 meeting, four members of Council felt the reputation of the municipality had been called into question and it was important enough to call a special meeting.

Six days later, a meeting scheduled weeks in advance, held legislatively under the Planning Act to discuss a by-law

regarding diversified on farm uses, was called to order. Immediately, a majority of Council voted to adjourn the meeting, without hearing from any of the ratepayers who took time to attend the meeting to provide input and comments, as was their legislated right.

Margaret Mercer stated her reason for requesting adjournment was the Planner did not follow the instructions of Council in drafting the by-law. The support of three other members of Council in adjourning the meeting clearly called the Planner's integrity and professional credibility into question.

This, despite Council discussing the draft by-law and providing direction to the Planner on at least at two opportunities at Committee of the Whole meetings in the fall of 2021.

The outcome of the cancellation of that meeting was the immediate resignation of the Planner, thereby halting all development in the municipality.

And yet our Council is silent on the reputation of the municipality on this major issue and to date has not called a special meeting to discuss this troubling development.

The ratepayers in Melancthon deserve better.

They deserve a Council that works cohesively on major issues that do not sink to a level of pettiness. An example of this is when Margaret Mercer expressed on a ZOOM Council meeting she was upset the Mayor did not greet her at a function in the manner in which she felt she was accorded. Another particularly offensive comment was when, with Mr. Harvey Lyon on the ZOOM meeting, Mercer stated everyone would be better off if he were dead.

Melancthon residents expect their elected officials will be received at a Provincial level on matters of concern with respect, not with the knowledge of the dysfunction and dynamics at play, as reported in the print and social media.

This Council, as many others, are facing unprecedented challenges regarding COVID, infrastructure deficient, funding issues, increasing taxes, aging infrastructure, crime, a potential impact to local water, and many others. And yet they focus on facebook posts to try to score political capital.

You were put in your position to represent the best interests of your constituents. Please rise to the occasion.

Karren Wallace

From:

Jennifer Luxton

Sent:

Monday, January 31, 2022 2:33 AM

To:

Denise Holmes; David Besley; Margaret Mercer; Wayne Hannon; James McLean; Darren

White; Jennifer Luxton

Subject:

At the ratepayers expense? AGAIN?

To Council of Melancthon Township:

It has been brought to my attention that some council members have called for a special meeting two days prior to the regularly scheduled meeting this coming week. Can I assume that this will also be paid for by the ratepayers or are these council members going to cover the expenses themselves, as it seems like a waste of our hard earned money? It also seems like extra work for the township staff for a matter that could be covered thursday. Are these council members so frivolous with their own bank accounts or just that of the township? If they are asked to pay for this meeting will it be so important or will it be added to Thursday's agenda? Just food for thought. Another question I have is why we need to retain more legal counsel? I am aware we no longer have a planner but I was under the impression we had all legal counsel covered? Is this just another expenditure to waste more taxpayer dollars?

Again I would like to mention that it is not easy for those of us that work full time to zoom in on all meetings. Though I stand corrected about meeting minutes not being posted on the website I do believe what is said at these meetings will no longer be posted? Who does that benefit as it has also been told to me that some speech has been unbecoming from some council members and as a resident of Melancthon I believe have the right to complete transparency regarding elected local government members when they speak of us in meetings.

I am happy to discuss my concerns with any one of you. You will have to call me and leave a message and when I'm not at work I will gladly call you back.

Jennifer Jamieson Luxton

From:

Bev Robinson

Sent:

Saturday, January 29, 2022 10:24 AM

To:

Denise Holmes

Subject:

To all council members

As a long time resident and tax payer in Melancthon I am appalled by the disturbing messages being reported regarding the ongoing conflict at council. The members of council were voted in to represent the taxpayers not to create their own agenda.

I like many others tried to zoom into the meeting last week only to find out it had been aborted by council members before it even got started and the outcome from this happening is terrible with the resignation of our planner. This is going to end up costing the taxpayers a significant amount of money and this is not acceptable.

Now I am hearing that a special meeting has been called by some of the same council members and I will be following this very closely and checking out the agenda of this meeting as soon as it gets posted. Beverley Robinson

From:

David Thwaites

Sent:

Monday, January 31, 2022 10:48 AM

To:

Denise Holmes

Cc:

Darren White; David Besley; James McLean; Wayne Hannon; Margaret Mercer

Subject:

Special Meeting

Council:

I am writing this email in reference to the Special Meeting petitioned by three members of Council. I recognize the email will not be received/ be placed on the Special Meeting Agenda but the reality is it should be considered.

The petitioning members of Council need to be reminded that they are:

A. Represent the residents of the Township, first and foremost; B. Personal agendas have no place on either a special or regular meeting; C. That there are many members of the community who are very upset at the conduct of Council members, particularly Councilors Mercer and Hannon, such that they really have no mandate left to purport to represent the residents of Melancthon.

D. There are zero reasons for a Special Meeting, and the stated agenda is so vague and lacking in definition that it allows Township residents only two conclusions, either it is designed to attack the Mayor as the petitioning members have done, even most recently with another Special Meeting only a couple of weeks ago, or it has personal agenda written all over it. Shame on you.

Councilors Mercer's and Hannon will no doubt dismiss this email, despite its accuracy, as it does not assist their own agendas.

I would hope that Councilor McLean and DM Besley would take this email very much too heart and stand to do what is right.

David Thwaites

Sent from my iPad

From:

Douglas Read

Sent:

Monday, January 31, 2022 11:07 AM

To:

Denise Holmes

Cc:

Darren White; David Besley; Wayne Hannon; Margaret Mercer; James McLean

Subject:

Melancthon township council

Good Day Denise;

As you are well aware I am relatively new to this township having moved here in April 2021. As a resident and taxpayer in this township I have a right to speak my mind, O.P.P. can not stop me. In this short time I have followed along on the side with the township events and happenings, I have previously attended one online Zoom meeting which was a complete disgrace to all involved, that meeting involved someone crying and the word monster being involved. Now recently, there has been a lot of stuff happening, negative comments being made, people resigning, and inappropriate accusations being uttered. From the point of view of myself and others, at the present time this town council, except a couple of people Mayor White included, is appearing to be in complete disarray and needs to be addressed immediately. Right now, as I am writing this email, my formal request is for the authorizations, and actions of three people minimized, or removed from their positions, or the best outcome would be for them to resign. The three people in question are in no particular order as follows;

Wayne Hannon David Besley Margaret Mercer

" THIS GONG SHOW, GRADE SCHOOL PLAYGROUND ANTICS MUST STOP "

From a concerned citizen of Melancthon Township!!!!!!

Douglas Read

Now: Mayor White and Council

From: four wary 29/22
Subject: Tublic Meeting January 25/22

I have followed Councils meeting for nearly 35 years, and have never seen such as respectful conduct as short of Councilors Mercur and Hannon last Tuesday.

Wether they agreed with the draft Bylow or not the Public meeting should have proceeded with them testering clarifying, noting his terms, listening on when all in allendance had had the appoint unity to speck the Meeting moves to the last point on the adjunct and here, if that is their position, they move that the draft Bylow not be capproved, that the Bylow be further examined having regard for the comments, both written and verbal that had been brought forward. - How ever they wish to word the motion. Proceeding thus does not here wish to word the motion. Proceeding thus does not here were a modifical common scence are respect for Melanether residents.

instead they chose to close the meeting down before it even began: really a slap in the face of shose wishing to make oral comments.

I can essure you there were some in attendance had they been allowed to speak, whose comments would definitely not a lagon with those set out in the written submissions. So notible doct is to be review to with only a fraction of the public views available, what an absolute Langgest that both founcillas reflect seriously on their conduct and consider to what extent their effectiveness in any future public meeting has been permanently tompromosed. PS. In sure the Deperty May 12 of Southgate, who was in attendance left that us her head.

From: David Thwaites

Sent: Monday, January 31, 2022 11:30 AM

To: Denise Holmes

Subject: Tues Jan 25 public meeting

Council:

This email references the Jan 25 public meeting. Much could be said but time does not permit all of my comments. The bottom line is that the conduct and comments of C Mercer were so wrong and inappropriate that she should resign without another breath. C Hannon affirmed her comments by his conduct and he too should resign.

With respect The other members of Council owe an apology to C Jones and the Twp staff for standing silent in her rant and blame game.

The bottom line is Council stopped the ball big time. So wrong and disappointing.

David Thwaites

· Municipal Planning Services Ltd. ·

MEMORANDUM

To:

Mayor White and Members of Council

Copy:

Ms. Denise Holmes, CAO

From:

Chris Jones MCIP, RPP

Date:

January 25, 2022

Re:

Resignation of Service Retainer

Please accept this letter as my request to terminate my professional planning services retainer with the Township of Melancthon.

In order to accommodate a reasonable transition I am prepared to continue with the administration of any planning applications currently in process as well as provide any day-to-day consultation as required until the Township can make suitable arrangements to address their responsibilities and obligations under the Planning Act.

My time working with the Township has been enjoyable and I wish the Township well going forward.

Respectfully,

Chris Jones MCIP, RPP

From:

Darren White

Sent:

Thursday, January 27, 2022 5:59 PM

To:

Denise Holmes

Subject:

Emails

Good evening Denise.

Could you add the responses from councillor Mercer in the email chain regarding The planners resignation to the public agenda where you are adding my original email.

Thanks.

Sent from my iPhone

Darren White

Mayor Township of Melancthon Past Warden County of Dufferin

519 278 8234 cell 519 925 5525 office dwhite@melancthontownship.ca

From:

Darren White

Sent:

Wednesday, January 26, 2022 4:07 PM

To:

Margaret Mercer

Cc:

David Besley; Wayne Hannon; James McLean; Denise Holmes; Sarah Culshaw

Subject:

Re: Planner services

That is situational based assessment given all the data from discussions around workforce issues in the last few years using data from multiple municipalities making up the County as well as the WOWC which combined represent 3.5 million people.

Additionally it's based on proven factors like local municipalities recently looking for planners/consultants including the county who had run multiple recruitments to try to attract planners very recently.

Sent from my iPhone

Darren White

Mayor Township of Melancthon Past Warden County of Dufferin

519 278 8234 cell 519 925 5525 office dwhite@melancthontownship.ca

- > On Jan 26, 2022, at 3:35 PM, Margaret Mercer <mmercer@melancthontownship.ca> wrote: > > Do you not know what is your parsonal opinion?
- > Do you not know what is your personal opinion? >
- > The last paragraph. Your viewpoint.
- > Enough...
- > Sent from my iPad
- >> On Jan 26, 2022, at 3:29 PM, Darren White <dwhite@melancthontownship.ca> wrote:
- >> Would you like to clarify for me what part of that is my own personal opinion.

>>

>>

>

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>> It will be brought to council for sure.
>>
>> Sent from my iPhone
>>
>> Darren White
>>
>> Mayor
>> Township of Melancthon
>> Past Warden
>> County of Dufferin
>> 519 278 8234 cell
>> 519 925 5525 office
>> dwhite@melancthontownship.ca
>>
>>
>>
>>>> On Jan 26, 2022, at 2:31 PM, Margaret Mercer <mmercer@melancthontownship.ca> wrote:
>>>
>>> Mayor White,
>>>
>>> This is an email meeting with your personal views.
>>>
>>> Denise - I ask that we bring this to council.
>>>
>>> Thank you,
>>> MMercer
>>> Sent from my iPad
>>>> On Jan 26, 2022, at 1:05 PM, Darren White <dwhite@melancthontownship.ca> wrote:
>>>>
>>>> Shortly after last nights public meeting Denise and I received notice from our planner Chris
Jones terminating his service contract with the Township of Melancthon.
>>>>
>>>> While he has stated that he is willing to still address the planning applications that are
currently in place at this time, in the short term he will not be working on any new applications.
>>>>
>>>> This unfortunately puts the township in the position where we will not be able to accept new
planning applications, building permit applications etc as they all have to be given planning approval
or clearance before they proceed to their next steps.
>>>>
>>>> Unfortunately, recruiting planning personnel at this time has proven difficult for many other
jurisdictions and will likely provide numerous financial and planning challenges moving forward.
>>>>
>>>> Sent from my iPhone
>>>>
```

>>> Darren White

- >>>>
- >>>> Mayor
- >>>> Township of Melancthon
- >>>> Past Warden
- >>>> County of Dufferin
- >>>>
- >>>> 519 278 8234 cell
- >>>> 519 925 5525 office
- >>>> dwhite@melancthontownship.ca
- >>>>
- >>>>

· Municipal Planning Services Ltd. ·

MEMORANDUM

To:

Mayor White and Members of Council

Copy:

Ms. Denise Holmes, CAO

From:

Chris Jones MCIP, RPP

Date:

January 28, 2022

Re:

Application for Official Plan and Zoning By-law Amendment

(Duivenvoorden Haulage Ltd.)

1.0 BACKGROUND

Further to my report dated September 11, 2020 on August 4, 2021, the Township received an application from Duivenvoorden Haulage Ltd. (DHL) to redesignate and rezone the following lands for the purpose of establishing new mineral aggregate operations:

- Approximately 4.45 ha (11 acres) of the East Part of Lot 13, Concession 4 O.S. These lands are currently owned by Duivenvoorden Haulage Ltd and abut ARA license No, 3726 which has been in place since 1980. These lands appear to form part of a setback or buffer from the 4th Line related to the original license.
- Approximately 40.1 ha (99.2 acres) of the East Part of Lot 14. Concession 4 O.S. These
 lands are currently owned by Duivenvooden Haulage Ltd. and are utilized for agricultural
 purposes and also are characterized by a woodlot and small wetland in the south-west
 corner of the lot. The lands also appear to be occupied by an original drive shed.

The lands subject to the application are shown outlined in blue in Figure 1.

Figure 1 – Lands Subject to Application to Permit a Mineral Aggregate Operation



Municipal Planning Services Ltd.
 Barrie, Ontario

The preparation of this report had been delayed while the Township awaited supplemental information originally requested through pre-consultation discussions to address Section 4.2.8 of the Growth Plan.

The earlier pre-consultation report provided Council with an overview of applicable Provincial, County and local planning policy concerning mineral aggregate extraction.

The purpose of this report is to summarize the technical material submitted by the proponent so Council has a sufficient background and context to proceed with the application and decision-making process.

It is not the purpose of this report or this stage of the planning process to analyze or agree/disagree with the application or the technical reports which have been submitted as justification for the application.

This report will recommend the application be declared complete in accordance with Section 34 (10.4) of the Planning Act and that peer reviews of the technical reports submitted with the application be undertaken. Pending completion of the peer review process and an opportunity for the proponent to provide any necessary supplemental information, a public meeting can be scheduled in accordance with Section 34 (12) of the Act.

2.0 STATUS OF LICENCE APPLICATION REQUIRED BY THE AGGREGATE RESOURCE ACT

The applicant will require a Class A License for a Category 3 Pit (pit above water table) under the Aggregate Resources Act. Based on recent discussions with the applicant's agent, it is understood that the applicant is communicating with the MNRF with respect to this application, but a formal ARA application has not been submitted to the Ministry.

3.0 DESCPRIPTION OF SUBJECT LANDS and ARA SITE PLANS

The lands subject to the applications are two separate parcels of land, located at 437202 and 437138 4th Line in Part of the East Half of Lots 13 and 14, Concession 4.

Surrounding land use includes other mineral aggregate operations as well as agricultural land and several rural residences.

DHL currently operates a pit at 437138 4th Line under ARA License 3726 which has an authorized area of 28.35 ha (70 acres) and maximum annual extraction limit of 199,550 tonnes. The existing pit is understood to be near depletion with approximately 500,000 tonnes of material available to be extracted.

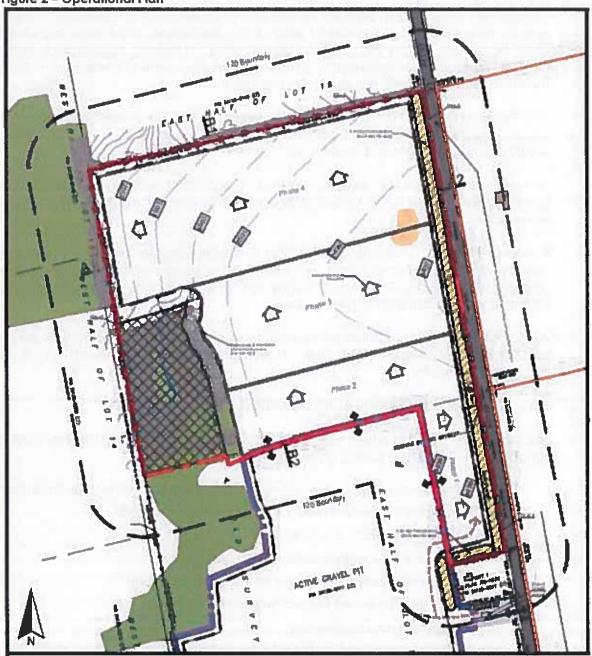
The proposed new pit would authorize an extraction area of 34.5 ha (85.2 acres) and proposes a 500,000 tonne annual extraction limit.

The proposed ARA site plans provide a general understanding of the proposed pits and their planned operation and rehabilitation. The following four plans have been submitted to the Township:

- Existing Features Plan;
- Operational Plan;
- · Rehabilitation Plan; and,
- Cross-Sections.

The proposed Operational Plan is illustrated in Figure 2.

Figure 2 – Operational Plan



It is noted from the Operational Plan that the intent is to utilize the existing entrance utilized by the existing pit and therefore the new pit would not require a new haul route entrance onto the 4th Line. Copies of these plans as well as the related technical material are available at the Township office for review by members of Council and the public.

4.0 TOWNSHIP OF MELANCTHON OFFICIAL PLAN

The subject lands are primarily designated Agricultural in the Township of Melancthon Official Plan and are also partially designated Environmental Conservation, which is an overlay designation, the purpose of which is to identify natural heritage features. In this case the feature is a significant woodland. In order for mineral aggregate extraction to be approved on the subject lands, an Official Plan Amendment is required to designate the lands into the Extractive Industrial designation.

The Township Official Plan also designates haul routes to be utilized in conjunction with mineral aggregate operations and the proposed entrance to be utilized for the pit would access a designated haul route.

Schedule E identifies the lands as having a significant woodland and Schedule G identifies the subject lands as being located in an area of medium and high aquifer vulnerability.

Schedule H to the Township Official Plan is a schedule derived from the Aggregate Resources Inventory Paper (ARIP) that identifies the location of primary and secondary aggregate resources. The subject lands are located in a primary sand and gravel resource area according to this schedule.

As part of the pre-consultation discussions, the applicant was provided with a summary of Official Plan policies applicable to the establishment or expansion of mineral aggregate operations.

5.0 SUMMARY OF TECHNICAL INFORMATION SUBMITTED TO DATE

The applicant has submitted the following technical information to the Township in support of the proposed zoning amendment:

- 1. Natural Environment Level 1 & 2 Technical Reports (Birks Natural Heritage Consultants)
- 2. Hydrogeological Assessment Level 1 & 2 (Azimuth Environmental)
- 3. Noise Impact Study (Trinity Consultants)
- 4. Stage 1, 2 and 3 Archaeological Assessment (ASI)
- 5. Agricultural Impact Assessment (Orion Environmental Solutions)
- 6. Planning Justification Report (Innovative Planning Solutions)
- 7. Traffic Review (Tatham Engineering)
- 8. Stormwater Management Brief (WMI and Associates Limited)

The following is an overview of the technical documents received with the application. It is noted that this section is intended only to generally summarize the analyses, conclusions and/or recommendations of the technical reports. Members of Council are encouraged to review the technical reports in their entirety.

5.1 Natural Heritage Level 1 and 2 Technical Report

The objective of the natural heritage reports is to identify and assess the potential functions associated with natural heritage features present in the study area. Most of the property lacks natural heritage features or constraints on the basis of study undertaken during the 2017/2018 field season as well as available background information.

The natural heritage features identified in the study area which represent constraints to the proposed Melancthon Pit License Expansion are focused in two distinct areas. The first, Area A, is the forest complex present in the southwest corner of the property. The second, Area B, is the woodlot present on the adjacent property to the west. The report concluded that there is no expectation that potential habitat of Threatened or Endangered Species associated with Bank Swallow, Eastern Meadowlark, or Bobolink would be impacted by the proposed expansion.

5.1.1 Area A

Area A includes a 13-hectare woodland on the property which extends off of the property toward the south as well as a wetland pocket in the northwest corner of that woodland, and the overland drainage that flows through the wetland during the spring freshet.

Constraints

Due to the presence of the following features and functions within Area A, this area should be considered a moderate constraint to the proposed Melancthon Pit License Expansion:

- Potential Significant Woodland
 - Considered potentially significant on the basis of proximity to other woodland or other habitats and includes wetland habitat and an area of seasonal surface drainage.
 - Considered potentially significant on the basis of water protection the study area is mapped as being within a Significant Recharge Area by the County and Township Official Plans.
 - Mapped in Schedule E of the Township Official Plan as Significant Woodlands Primarily 20+ hectares.
- Wetland Nottawasaga Valley Conservation Authority Regulated Wetland
- Potential Significant Wildlife Habitat
 - Assumed to provide roost habitat for Silver-haired Bat and Big Brown Bat.
 - Assumed to provide breeding habitat for Eastern Wood-pewee.
- Potential Habitat for Threatened or Endangered Species
 - Assumed to provide day roost habitat for endangered bat species.

The 30 metre buffer surrounding Area A is considered a low constraint.

5.1.1.1 Area A Considerations

The report indicated that any extraction within Area A or the 30 metre set-back from Area A would require evaluation in a subsequent Level 2 report to demonstrate that no negative impacts will result. The report also suggested that consideration be given to avoiding the

removal of all or part of Area A. While removal of the feature is unlikely to result in negative impacts to the natural features and functions present within the study area additional discussion may be required with the Ministry of Natural Resources and the Ministry of Environment Conservation and Parks. This discussion would also need to consider the potential for habitat of endangered species, although the report noted it is unlikely that removal of day roost habitat would be considered a contravention of the ESA this would need to be confirmed.

The report also suggested two alternatives to complete removal:

- The first option is a setback to ensure that extraction areas are outside of a dripline area
 for the woodland to avoid any negative impacts to the forest edge. It is expected that if
 the extraction area is outside of the dripline for the trees then there is no negative
 impacts to the Area of the functions assumed to be encompassed by that area; or,
- 2. The second option is to remove limited portions of Area A, thereby attempting to maintain the wetland area and a portion of the woodland connecting to the retained woodland south of the property. The report felt that this would result in better protection for potential functions associated with the area while ensuring that connectivity is maintained between the forest to the northwest and the forest to the south.

5.1.2 Area B

The second constraint area, referred to as Area B was included because of the location within the study area being directly adjacent to the property line. Area B was considered a moderate constraint to the proposed Melancthon Pit Expansion. The constraint mapped with this feature is a low constraint because it is situated on adjacent land within the study area.

Constraints

Area B is comprised of the approximately 11-hectare woodland on the property to the west. This woodland is assumed to maintain the following functions:

- Potential Significant Woodland
 - Mapped in Schedule E of the Township Official Plan as Significant Woodlands Primarily 20+ hectares.
- Potential Significant Wildlife Habitat
 - Assumed to provide roost habitat for Silver-haired Bat and Big Brown Bat.
 - Assumed to provide breeding habitat for Wood Thrush and Eastern Wood-pewee.
- Potential Habitat for Threatened or Endangered Species
 - Assumed to provide day roost habitat for Endangered bat species.
 - Not adequately surveyed to rule out presence of potential Maternity Roost Habitat for Endangered bat species.

5.1.2.1 Area B Considerations

The report noted that the extraction distance from Area B would need to be considered in planning the extent of the proposed Melancthon Pit License Expansion. The report noted that consideration should be given to a setback to ensure that extraction areas are outside of a dripline area for the woodland to avoid any negative impacts to the forest edge. The report expected that if the extraction area is outside of the dripline for the trees then there is no potential for negative impacts to the Area B of the functions assumed to be encompassed by that area.

5.1.3 Mitigation, Rehabilitation and Compensation Plan

5.1.3.1 Mitigation Plan

Mitigation refers to the avoidance or reduction of impacts associated with the proposed works through best constructions practices. Potential ecological impacts to the identified natural heritage features and functions were assessed. Where applied correctly, mitigation is intended to reduce the potential for impacts to ensure that the natural heritage features and functions will continue uninhibited by the proposed extraction. Thus, mitigation would be required to ensure that there is no negative impact and the development can proceed in conformity with the relevant planning documents and in compliance with environmental law.

Given the dynamic character of the natural environment, as well as changes to policy (i.e. new species listing), consideration is recommended in the interpretation of potential presence of Threatened or Endangered species as protected under the ESA.

This report was produced based on the most up-to-date policy information however, it is not intended to act as a long term assessment of potential Species at Risk. The ESA is recognized as 'proponent-driven' legislation and therefore the onus is on the landowner/developer to ensure compliance with the regulations made under the Act. Should a considerable length of time and/or change in policy occur prior to construction, it is recommended that a review of the assessment provided within this report be undertaken by a qualified ecologist to ensure compliance with the ESA at that time.

All current Threatened or Endangered species listed under O.Reg 230/08 made under the *Endangered Species Act, 2007* with a currency date of August 1, 2018 have been considered within this report.

The following mitigation measures are recommended to minimize the above listed potential impacts on Species at Risk:

a) Bank Swallow Prevention Measures

As discussed above, no portions of the property currently contain suitable habitat for Bank Swallow. The following section provides recommendations to prevent the establishment of Bank Swallow colonies during the course of the extraction phases.

The Best Management Practices (BMP) for the Protection, Creation and Management of Bank Swallow Habitat in Ontario (MNRF 2017) was produced to assist aggregate pit operators in ensuring compliance with relevant provincial and federal regulations. The following is taken directly from the BMP document:

b) Slope Management

Bank Swallows prefer vertical slopes for nesting. If access to stockpiles or extraction faces that provide suitable nesting habitat for Bank Swallows is required during the breeding season, they should be made unsuitable for nesting by eliminating vertical faces.

Slope management is a preferred approach if implemented in the following manner:

- Reduce slopes to 70 degrees or less. This can be achieved by:
 - Sloping off stockpiles (bulldozing etc.):
 - Using an excavator to create the desired slopes; or
 - Contouring faces or piling material on the face.

- Vertical faces high up on a slope may have to be altered from above. If this is not
 possible, extraction in these areas may need to be scheduled for after nesting Bank
 Swallows have left the colony as described in Section 4.1.
- Maintain slope reduction until at least July 15; cease prevention measures between July 15 and August 20 only with the approval of local MNRG officials.
 - For work sites that are operational daily, the slope should be left at 70 degrees or less at the end of each day.

c) Deterrent and Exclusion Measures

Deterrent and exclusion measures may be less reliable than slope management however can be used when slope management is not a feasible option. In Ontario, plastic Great Horned Owls and kites shaped as hawks have been used at select sites to deter Bank Swallows from colonizing with evidence of success at some locations (MNRF 2017). Acoustic deterrents such as noise-makers are not recommended deterrents as there is no evidence this approach to be a successful one for Bank Swallow in Ontario.

5.1.3.2 General Mitigation Plan

General mitigation of potential impacts to identified natural heritage features and functions during construction include:

- Fencing should be used appropriately as directed so that wildlife movements are only blocked when desired (i.e as exclusion fencing during construction).
- Increase habitat wherever possible, native plantings within the setback area could expand habitat available in the area.
- Erosion and sediment control plan should be implemented to protect the retained habitats (wetland, woodland). Control measures should be maintained in place until site works have been completed and the risk of sedimentation is no longer a concern.
- Tree cutting should be timed to occur during the calendar months of November 1 to March 31 and no cutting activity in forested area should occur outside of that period.
 This will ensure that no bats actively roosting in trees will be killed or harmed as a result of clearing activities or during the breeding bird season.
- Where possible, maximize the distance of heavy equipment used from the woodland and edge to avoid disturbing wildlife.
- Refueling equipment should occur at least 30 metres from retained natural features, including woodland and wetland habitat.
- The use of artificial lighting should be limited within the study area to the extent possible.
- Should an animal be injured or found injured during the construction phase, they should be transported to an appropriate wildlife rehabilitation centre.
- Existing vegetation should be maintained within the prescribed setbacks of the proposed pit license expansion.

a) Welland Habitat

In advance of any vegetation clearing or earth works (i.e., clearing or grubbing) the extraction limits approved in the proposed Site Plan should be established in proximity to natural heritage features to be protected. A temporary fence (i.e., sediment fence) should be erected along the surveyed limits to prevent inadvertent encroachment into areas intended to be protected. Fencing should be monitored and kept intact until sire works have been completed and the risk of sedimentation is no longer a concern. Portions of the study area associated with wetland habitat are regulated under O.Reg 172/06. Therefore, a permit from the NVCA will be required prior to any site works within regulated areas.

b) Woodland Habitat

Tree Protection measures should be implemented prior to commencement of extraction activity to ensure tree resources designated for retention are not impacted. Retainable trees should be protected through the installation of fencing or a comparable barrier along the drip line of the retainable trees. No development activities (material and equipment storage, grading, equipment activity, etc.) should be permitted outside of the identified extraction area. Fencing should be monitored and kept intact until site works have been completed and the risk of sedimentation or accidental encroachment during clearing or excavation is no longer a concern.

The extraction plan will result in a net loss of woodland habitat, including associated wildlife habitat functions. Although the area in question is minimal when considering the contiguous feature, compensation for the loss should be considered in future states of the application, in conformity with the Growth Plan. Opportunities exist within the property to re-establish woodland conditions post extraction to offset any potential ecological impacts. Progressive rehabilitation is a recommended approach as it provides opportunities to utilize stockpiles soil and initiates the process of forest regeneration.

General woodland rehabilitation recommendations are provided as follows:

- 1. Prior to removal of the woodland, soil from the forest floor (containing seedbank) should be salvaged and moved into the selected woodland compensation areas.
- 2. A topsoil layer of at least 20 cm deep will need to be placed prior to planting
- 3. Additional topsoil should be placed around the roots of all planted trees and shrubs
- 4. Plants should be native species that are appropriate for the site conditions
- 5. Tree species should be randomly mixed in a variable arrangement and not in rows to mimic a natural forest
- 6. Seedlings should be planted in spring and fall
- 7. Plant material should be watered immediately after planting bi-weekly for the first two months, then monthly for the rest of the growing season
- 8. Tree guards should be placed on seedling stems to reduce impacts from mammal browsing
- 9. Plant material should be inspected annually for survival for the first three years. Plants should be replaced if there is less than 80% survival

A compensation planting plan should be incorporated into the Site Plan for the proposed pit license expansion.

c) Barn Swallow Habitat Compensation Measures

Part of the ESA requirements when submitting Notice of Activity under Section 23.5 of O.Reg 242/08 is to create replacement habitat before the next active season. The barn structure was demolished in the winter of 2020 prior to the spring migratory return and a replacement structure, meeting criteria outlined within O.Reg 242/08 was created in the southwest corner of the property prior to May 2020 adjacent to the retained wetland neighbouring fields. The created habitat must be maintained for a period of three years after the habitat is created.

A Barn Swallow mitigation and restoration record will be prepared which shall include the following information:

- The name and contact information of the person who is proposing to carry out the activity
- 2. A description of the activity the person proposed to carry out, including the proposed start and completion dates
- 3. A description of the building or structure that is the object of the activity
- 4. The number, location, and description of barn swallow nests located on the building or structure, and the amount of area suitable for nesting that the building or structure provides

5.1.4 Conclusions

The report concluded there is no expectation that the proposed pit license expansion would result in negative impacts to the identified natural heritage features and functions. Thus, from a natural heritage perspective the application would be considered to conform to environmental policies and complying with environmental legislation.

5.2 Hydrogeological Report (Level 1 and 2)

The report outlined a monitoring program that had been developed for the proposed extraction site. The program focuses on monitoring and continuing the characterization of the local overburden ground water regime, both from water level and water quality perspectives.

The report noted that the proposed aggregate operation will not be extracting from below the water table, and on this basis there would be no influence on the bedrock aquifer system. However, the report recommended continuous ground water elevation monitoring to continue the characterization of the water table aquifer within the overburden. The report also recommended that one upgradient and two downgradient monitoring locations be sampled for water quality on a semi-annual basis.

Table 1 provides a summary of the proposed monitoring program for the Duivenvooden expansion site as recommended by the report.

Table 1: Proposed Monitoring Program

Monitor	Water Levels (Datalogger/Spring-Summer- Fall Manuals)	Water Quality (Semi-Annual)
MW-1	X	Х
MW-2s	X	
MW-2d	X	
MW-3	X	
MW-4s	X	
MW-4d	X	Χ
MW-5	X	Х

The proposed monitoring program would assess a wide range of metals, nutrients and inorganic parameters, including:

pH, electrical conductivity, alkalinity, total phosphorus, ammonia, hardness, TDS, TOC, Colour, chloride, nitrate, nitrite, bromide, sulphate, ortho-phosphate, calcium, magnesium, sodium, potassium, aluminum, boron, copper, iron, lead, manganese, strontium, zinc, Total Petroleum Hydrocarbons (F1 – F4), BTEX and Total Oil and Grease

The hydrogeological report recommended that an annual monitoring report for the Duivenvoorden expansion be submitted to the MNRF prior to March 31st of each year and

include the monitoring data for the preceding calendar year as well as the following: •

- Monitoring data collected as per Table 1;
- Water quality sampling results;
- Data tabulated in graphical and tabular formats;
- Interpretation of all water level and water quality data;
- Recommendations pertaining to continuation of the monitoring program, and/or changes such as monitoring type, monitoring frequency, monitoring locations, etc., and;
- Summary and documentation of any water well complaint(s) and their resolution(s).

5.2.1 Conclusions

The report noted there would be no water diversion or dewatering to maintain dry pit operating conditions, and the maximum depth of extraction will not be less than 1.5 metres of the seasonal high water table. The report also concluded there would be no measureable influence on the underlying water table aquifer and on this basis there will be no anticipated impact to local domestic water wells.

The report also concluded that surface water features (i.e., onsite wetland) will also not be impacted due to the lack of proposed changes to local catchment areas and that the pit excavation will somewhat increase infiltration. In summary the report concluded that on the basis of the data compiled for the assessment, the Duivenvoorden Pit expansion lands were suitable for above water table aggregate extraction.

5.3 Noise Impact Study - stopped here

The noise study recommended a number of noise mitigation measures and suggested that the noise impacts from the Phase 1 Operation at the sensitive points of reception would comply with the Provincial guidelines.

5.3.1 Physical Noise Controls

Sea Containers

The report recommended that sea containers would be situated around the equipment in order to dampen potential noise impacts. It is anticipated that at least ten (10) sea containers would be required and placed in a L-configuration.

Berms at Site Perimeters

The report also recommend the creation of berms along the site perimeters in order to shield the noise received by the PORs. The report recommended that berms with a maximum height of 5 metres should be utilized along the boundary of POR3.

5.3.2 Administrative Noise Controls

Equipment Sound Power Levels

The report recommended the following measures to ensure that the proposed operations are compliant with the MECP exclusionary limits:

- Loader sound power levels must not exceed 108 dBA;
- Excavator sound power levels must not exceed 104 dBA;
- Bulldozer sound power level must not exceed 108 dBA;

- Crushing & Screening Plant sound power level must not exceed 124 Dba;
- Shipping Truck sound power levels must not exceed 105 dBA;
- Haul Truck sound power levels must not exceed 116 dBA.

Setback Distance

The report noted that the most significant noise source for the proposed operation would be the crushing & screening plant. In order to address this the report recommended minimum separation distances required from the crushing & screening plant to the property line. The report also recommended that final setback distances would be determined at the commencement of extraction to ensure that operations are compliant with NPC-300 noise criteria.

5.3.3 Conclusion

The report concluded that the noise impacts at the sensitive points of reception do not meet the applicable MECP noise criteria during the worst-case daytime and evening periods. On this basis physical and administrative noise control measures were recommended for the site to meet the Provincial noise criteria.

5.4 Archeological Impact Assessment

The Stage 1 assessment considered the proximity of previously registered archaeological sites and the original environmental setting of the property, along with nineteenth and twentieth-century settlement trends. This research led to the conclusion that there is potential for the presence of pre-contact Indigenous and historical Euro-Canadian archaeological resources on the lands proposed for extraction.

A Stage 2 field survey determined that small portions of the property had no potential for archaeological sites. These areas were steeply sloped, permanently wet, or disturbed by building and laneway footprints. The Stage 2 assessment was conducted on remaining lands by means of a pedestrian survey at 5 metre intervals and a test pit survey at 5 m intervals. A large seasonally wet area may formerly have been more permanently wet. However, the wetland is now part of cultivated lands assessed by pedestrian survey. During the course of pedestrian survey one historical site, the James Taggert site (BaHb-19) was identified as having significance.

5.4.1 James Taggart (BaHb-19)

In the excavation of the James Taggart site (BaHb-19) artifacts were recovered from the plough zone in the field to the north of a former farmstead. A surface scatter of approximately 250 pieces of domestic and architectural material was observed over an area measuring approximately 72 m by 50 m.

The site is situated approximately 55 m west of Fourth Line and 65 m north of an existing barn. The barn comprises the western extent of a former farmstead, now comprised of tree rows, lawn, two lanes, and the barn. Aerial mapping was assessed from 1954 and 1999 which indicated that the farmstead formerly included a residence, situated midway between the barn and the road, as well as another barn, located to the southwest of the existing barn.

Research was conducted at the Ontario Archives to place the site within the context of historical land use. The east half of Lot 14 was settled by the Irish immigrant James Taggart family, prior to the Crown patent date of 1867, and was still occupied by family members into the early twentieth century. The material culture of the archaeological site comprises mid-nineteenth century domestic material and therefore, probably represents the original home lot of the

Taggert family circa 1852. James Taggert sold the entire east half of Lot 14 to his son William, and by 1901 William and his family were living on-site in a nine-room house.

The report indicated that a representative sample of 138 artifacts collected from the James Taggert site reflects occupation during the third quarter of the nineteenth century, although some material continued to be deposited into the early 1900s. Based on the dating of the domestic material culture, the site corresponds to the presence of Irish immigrant James Taggart and his family from the 1850s through 1871. James' son William took over ownership of the east half of the Lot in 1883 and likely built the nine-room residence included in the former farmstead 65 m to the south. The report noted a virtual absence of twentieth-century material culture on the archaeological site which suggested that there was no overlap in land use with respect to the homelots occupied by the two generations of the Taggart family.

The report concluded that the James Taggert site (Bahb-19) represents a nineteenth-century historical occupation where the level of CHVI will result in a recommendation to proceed to Stage 4 mitigation. On this basis, it was recommended that the site be subject to a comprehensive Stage 3 Archaeological Assessment in the manner described below:

- a) The Stage 3 assessment should commence with the creation of a recording grid on a fixed datum, the position of which has been recorded using a GPS. Then, a controlled surface collection must be conducted to precisely define the nature and extent of the site. This work will require that the site area be re-ploughed and allowed to weather for a least one substantial rainfall prior to commencing this work. The location of each artifact should be mapped with the aid of a tape measure and transit, and a surface map produced for the site;
- A series of one-metre by one-metre units should then be excavated across the entire site area at 10 m intervals within an established grid in order to determine the nature and extent of the cultural deposits. An additional 40% of the total number of units excavated on the grid should be strategically excavated around units of high artifact counts, or in other significant areas of the site. The test units should be excavated 5 cm into the sterile subsoil and soil fills screened through 6 mm wire mesh to facilitate artifact recovery. The sterile subsoil should be troweled and all soil profiles examined for undisturbed cultural deposits; and
- The results of the Stage 3 assessment will be used to evaluate the significance of the site and to develop a series of recommendations concerning any further mitigative options that may be necessary.
- d) No grading or other activities that may result in the destruction or disturbance of any of the archaeological sites documented by this assessment are permitted until notice of Ministry of Tourism, Culture and Sport acceptance has been received.

5.5 Agricultural Impact Assessment

The report concluded there is no expectation the utilization of the aggregate resources will have an adverse impact on the Township's agricultural land base or the productivity of the adjacent farming operations. The report noted that the parcel is too small to be a self-sustaining farm operation without its incorporation with larger farm holdings.

5.6 Planning Justification Report

The report noted an Official Plan Amendment (OPA) is required to re-designate the subject lands from "Agricultural" and "Environmental Conservation overlay' to the "Extractive Industrial' designation. In addition, a Zoning By-law Amendment (ZBA) is required to rezone the subject lands from the 'General Agriculture (A1) zone, to the 'Extractive Industrial Exception (M2-XX)' and 'Open Space Conservation (OS2) zones.

The report noted that mineral aggregate resources are protected for extraction and long-term use. The utilization of these resources is vital, as aggregate materials are limited and fixed in place. Operations are further protected from development and activities that would hinder their continued use, including expansions to existing operations.

The report identified that the subject lands contain significant sand and gavel resources, supported for extraction. Located along a designated haul route with direct connection to County roads, the road network can accommodate traffic volumes associated with hauling of aggregate and the efficient movement of resources is provided, in close proximity to market.

The report noted that various technical studies have been completed to demonstrate conformity and consistency with all levels of policy. The lands subject to the expansion are suitable for above the water table aggregate extraction, while maintaining preservation of water, natural heritage and related resources. Mitigation measures are implemented to ensure public health and safety, along with land use compatibility.

The report concluded that the subject application represents a logical expansion to the existing aggregate operations, exemplifies the wise use and management of aggregate resources, and is located on lands suitable for extraction. The report also concluded that the subject application is consistent with all levels of planning policy and represents good planning.

5.7 Traffic Review

The traffic review assessed the transportation impacts associated with the proposed expansion of the licensed boundary of the existing pit. The report indicated that the primary purpose of the proposed expansion was to extend the life span of the pit rather than increase the current operations. Notwithstanding, the review considered the potential impacts associated with an increase in annual production (and hence assumed increase in extraction operations) as compared to existing conditions.

Upon review of available traffic data, the report determined that the adjacent road network is operating with excess reserve capacity and can readily accommodate the additional traffic volumes associated with an increase in the operations at the DHL Shelburne Pit. The report determined that no improvements are required to address the available road capacity. With respect to intersection operations, the report found that the intersection of Dufferin Road 17 with 4th Line would provide excellent operations. Likewise, the site access on 4th Line will operate without issue given the low volumes on the road network and limited volumes generated by the site. The report concluded that no intersection/access improvements are necessary from an operations perspective.

The need for exclusive left turn lanes on 4th Line at the site access and on Dufferin Road 17 at 4th Line was reviewed based on MTO turn lane warrants and the noted traffic volumes. Given the limited volumes to be generated by the site and the low volumes on Dufferin Road 17, exclusive turn lanes are not warranted at either location. With respect to right turn lanes, the report found that a southbound right turn lane is not warranted on 4th Line at the site access

whereas a westbound right turn lane already exists on Dufferin Road 17 at 4th Line (albeit its configuration is somewhat less than MTO standards would dictate).

The report reviewed sight lines along 4th Line in both directions at the site access, to ensure vehicles accessing the site can do so in a safe and efficient manner. In all instances, the sight distances exceed the requirement for a 100 km/h design speed (20 km/h over the posted speed) considering both MTO and County standards. As such, the report concluded that no road improvements were required to address sight lines.

With respect to improvements necessary to address road conditions, the report noted that Strada Aggregates has completed improvements to 4th Line as part of a recent expansion application. These improvements recognize the use of 4th Line as a haul route and the increased truck traffic that it serves (and will continue to serve). The report also noted that it is expected that DHL will be asked to contribute to the road improvement costs, recognizing that they will directly benefit.

5.8 Stormwater Management Brief

The memo provided the following recommendations with respect to stormwater management during the on-site earthworks activities:

- Construct perimeter cut-off swales along the west and north limits of the site (pit expansion area) to intercept overland sheet flow as well as the existing concentrated flow inlets from all external lands.
- Cut-off swales can both be directed to the existing low point of the site or the north cutoff swale can be directed to the existing low point and the west cut-off swale can be
 directed to the existing pit to the south of the site (437138 4th Line) once it has been
 exhausted of aggregate.
- Complete the aggregate extraction in the northwest portion of the site. Once completed, direct all external runoff into the new cut to be stored and infiltrated. This would manage the external drainage as it enters the property leaving the residual lands uninfluenced during the remainder of the aggregate extraction activities.
- At all times, both internal and external drainage will be directed away from the current extraction area and towards a low point/points to be temporarily stored and infiltrated as in the existing condition.

6.0 INDIGENOUS CONSULTATION

The applicant has included correspondence to confirm that they have initiated consultation with the Saugeen Ojibway Nation with respect to the proposed pit.

7.0 CONCLUSION

The application submitted by Duivenvoorden Haulage Ltd. to redesignate and rezone lands located in the West Half of Lots 13 and 14, Concession 4 O.S, in the Township of Melancthon for the purpose of a Class A, Category 3 pit, fulfills the general submission requirements of the Township's Official Plan as well as Schedule 1 to O. Reg. 543/06 and 545/06.

It will therefore be recommended the application be declared complete to allow for public notification, review and analysis by the County, Township and agencies and also for peer reviews to be coordinated.

A public meeting should not be scheduled until peer reviews are complete and the proponent has had an opportunity to consider and respond to any further technical matters.

8.0 RECOMMENDATION

If Council concurs with the conclusion of this report the following recommendation is provided for consideration:

 That the application for Official Plan and Zoning By-law Amendment submitted by Duivenvoorden Haulage Ltd. be received together with this report and declared complete and that the Township of Melancthon coordinate the completion of peer reviews of the technical reports and site plans submitted with the application.



Chris Jones MCIP, RPP

INVOICE

Township Of Melancthon 157101 Hwy 10 Melancthon Ontario L9V 2E6

SERBIN, BRENDA

DUNDALK, ON NOC 1B0

P.O. BOX 772

TRIPP, ROBIN

Customer Number 0000000626 General Receivables

Invoice Number:

002820

Billing Date:

NOV 26,2021

Due Date:

DEC 31,2021

Amount Due:

1,747.53

Amount Enclosed \$_

Please detach and return this portion with your payment.....>8

	Description	Unit Charge	Qty	Amount
Invoice: 002820	APPLICATION FOR ZONING AMENDMENT			
	ZONING AMENDMENT ADMIN FEE	500.0000	1.00000	500.00
	ZONING AMENDMENT APRIL 1, 2019 - MUNICIPA	162.8200 L PLANNING SER\	1.00000 /ICES INV# 3708	162.82
	ZONING AMENDMENT JUNE 1, 2019 - MUNICIPAL	976.9000 L PLANNING SERV	1.00000 ICES INV# 3839	976.90
	ZONING AMENDMENT AUG 1, 2019 - MUNICIPAL	264.5800 PLANNING SERVI	1.00000 CES INV# 3936	264.58
	ZONING AMENDMENT OCT 31, 2019 - MUNICIPAI	447.7400 L PLANNING SERV	1.00000 ICES INV# 4089	447.74
	ZONING AMENDMENT NOV 30, 2019 - MUNICIPA	895.4900 L PLANNING SERV	1.00000 ICES INV# 4150	895.49
	ZONING AMENDMENT ZONING FEE RECEIVED	-500.0000	1.00000	-500.00
	Security Deposit Rezoning Appl ZONING DEPOSIT RECEIV	-1,000.0000 /ED	1.00000	-1,000.00

0000000626 TRIPP, ROBIN SERBIN, BRENDA P.O. BOX 772 DUNDALK, ON NOC 1B0

Invoice Charges 1,747.53 Balance Due 1,747.53

Tax Reg: 129192175RT0001



Township of Melancthon 157101 Highway 10 Melancthon ON L9V 2E6

22-Mar-21

Robin Tripp & Brenda Serbin	Application for Zoning Amendment	
Rezoning Application	Admin Fee Municipal Planning Services Ltd. Invoice Apr 1/19 Municipal Planning Services Ltd. Invoice June 1/19 Municipal Planning Services Ltd. Invoice Aug 1/19 Municipal Planning Services Ltd. Invoice Oct 31/19	500.00 162.82 976.90 264.58 447.74
	Municipal Planning Services Ltd. Invoice Oct 31/19 Municipal Planning Services Ltd. Invoice Nov 30/19 TOTAL Rezoning Fee Rec'd Balance Owing Deposit Received Amount Owing	895.49 3,247.53 500.00 2,747.53 1,000.00 - 1,747.53

50RZAP 2035-0150

18 Taylor Drive Barrie ON L4N8K7 chris_mplanningservices@rogers.com

GST/HST Registration No.: 847801248

RT0001





INVOICE

INVOICE TO

Ms. Denise Holmes, CAO Township of Melancthon 157101 Highway 10

R.R. #6

Shelburne Ontario L0N 1S9

INVOICE # 3708 DATE 01-04-2019 DUE DATE 01-05-2019 TERMS Net 30

DESCRIPTION		TAX	AMOUNT
Services 2 hours - Site visit and meeting with the Serbin wedding business, Discuss prior special event law)	~	HST ON	160.00
Melancthon Serbin Pre-consult (Special Events)	SUBTOTAL	umaniminani.	160.00
HST - RT0001 83323 4438	HST (ON) @ 13%		20.80
	TOTAL		180.80
	BALANCE DUE		\$180.80

TAX SUMMARY

RATE TAX **NET** HST (ON) @ 13% 20.80 160.00

> lownship of Melancthon Approved by <u>Ma</u> Account No01-5012-2100 Cheque No. __1187_ Cheque Date May 3,2019 Cheque Amt.

Rebate 17.98 162.82

18 Taylor Drive Barrie ON L4N8K7

chris_mplanningservices@rogers.com

GST/HST Registration No.: 847801248

RT0001





INVOICE

INVOICE TO

Ms. Denise Holmes, CAO

Township of Melancthon

157101 Highway 10

TAX SUMMARY

RATE

HST (ON) @ 13%

R.R. #6

Shelburne Ontario L0N 1S9

INVOICE # 3839

DATE 01-06-2019

DUE DATE 01-07-2019

TERMS Net 30

DESCRIPTION		TAX	AMOUNT
Services 9.75 hours - Application review and communicate with applicant, Prepare and present preliminary report to Council, Prepare notice of public meeting, Coordination with mapping subconsultant, Prepare draft ZBA, Prepare public meeting script, Attend public meeting of Council		HST ON	780.00
Services Mapping subconsultant - key map and	I A-1, MDS offsets, aerial	HST ON	180.00
Melancthon Serbin ZBA	SUBTOTAL		960.00
(May and June)	HST (ON) @ 13%		124.80
HST - RT0001 83323 4438	TOTAL		1,084.80
	BALANCE DUE	•	

TAX

124.80

Township of Melancthon
Approved by
Account No. 01 - 5012 - 2100
Cheque No. 11315
Cheque Date 2 - 1711, 2019
Cheque Amt.

Rebote 107.90

976.90

NET

18 Taylor Drive

Barrie ON L4N8K7

chris_mplanningservices@rogers.com

GST/HST Registration No.: 847801248

RT0001



INVOICE

INVOICE TO

Ms. Denise Holmes, CAO

Township of Melancthon

157101 Highway 10

R.R. #6

Shelburne Ontario LON 1S9

INVOICE # 3936

DATE 01-08-2019

DUE DATE 31-08-2019

TERMS Net 30

DESCRIPTION

AMOUNT

Services

HST ON

260.00

3.25 hours - Communication with Denise re: status of application, Email to applicant July 15 re: confirm if draft TZBA can go on agenda, Read/reply to July 15 email to applicant re: deputation to Council and suggest concerns with draft amendment be articulated in writing, Read/reply email to applicant re: copy of planning report and reference to Agricultural policies of the Official Plan, Read/reply email to applicant July 25 re: summary of OP policies sections addressing the permission and regulation of on-farm diversified uses. Read/reply email from/to applicant July 26 re: clarification/focus on specific issues of concern with TZBA

Melanchton Tripp/Serbin ZBA

SUBTOTAL

260.00

HST - RT0001 83323 4438

HST (ON) @ 13%

33.80

TOTAL

293.80

BALANCE DUE

\$293.80

TAX SUMMARY

RATE

TAX

NET

HST (ON) @ 13%

33.80

260.00

Reball 29.22

18 Taylor Drive

Barrie ON L4N8K7

chris_mplanningservices@rogers.com

GST/HST Registration No.: 847801248

RT0001



INVOICE TO

Ms. Denise Holmes, CAO

Township of Melancthon

157101 Highway 10

R.R. #6

Shelburne Ontario L0N 1S9





INVOICE # 4089 DATE 31-10-2019 **DUE DATE 30-11-2019**

TERMS Net 30

DESCRIPTION

Services

5.5 hours - Prepare and forward document to applicant to allow comments on draft zone regulations, Telephone discussion with applicant to review and discuss draft zone regulations, Communication with Denise re: Fire Chief, Revisions to draft ZBA, Communications and provide background information to Fire Chief, Communication and provide background information to CBO, Follow up with applicant

TAX HST ON **AMOUNT** 440.00

Melancthon Serbin ZBA

HST - RT0001 83323 4438

SUBTOTAL

440.00

(OFDU - Special Events Business)

HST (ON) @ 13%

57.20

TOTAL

497.20

BALANCE DUE

\$497.20

TAX SUMMARY

RATE

TAX

NET

HST (ON) @ 13%

57.20

440.00

Township of Melancthon

Approved by I/Q

occount No.01 5012-2100

Cheque No. _11568

Cheque Date Dec 2,2019 Cheque Amt.

Relate

447.74

18 Taylor Drive

Barrie ON L4N8K7

chris_mplanningservices@rogers.com

GST/HST Registration No.: 847801248

RT0001



INVOICE

INVOICE TO

Ms. Denise Holmes, CAO

Township of Melancthon

157101 Highway 10

R.R. #6

Shelburne Ontario L0N 1S9

INVOICE # 4150 DATE 30-11-2019 DUE DATE 30-12-2019 TERMS Net 30

DESCRIPTION		TAX	AMOUNT
Services 10.25 hours - File review, Communication Discussion with Dufferin County CBO, Confarm use guidelines, Prepare and reveapplicant's building permit, Prepare plant Present planning report to Council	Official Plan review, Review OMAFRA view MDS scenarios, Review	HST ON	820.00
Services Mapping Subconsultant - edits to A-1 an adjacent agricultural buildings	d area calcs of zoned land and	HST ON	60.00
Melancthon Serbin/Tripp ZBA	SUBTOTAL		880.00
HST - RT0001 83323 4438	HST (ON) @ 13%		114.40
	TOTAL		994.40
	BALANCE DUE		\$994.40

TAX SUMMARY

RATE TAX **NET** HST (ON) @ 13% 114.40 880.00

> Township of Melancthon Approved by____ Account No.01-5012-2100 Cheque No. __II619 Cheque Date Dec 13,2019 Cheque Amt.

Rebate 98.91 895.49

CENTRE DUFFERIN RECREATION COMPLEX

BOARD OF MANAGEMENT

Minutes of the Regular meeting held October 27, 2021 via ZOOM

Attendance: Dan Sample Shelburne

Chris Gerrits Amaranth
Heather Foster Amaranth
Margaret Mercer Melancthon
Darren White Melancthon

Melinda Davie Mono

Kim Fraser Facility Administration Manager
Marty Lamers Facility Maintenance Manager
Emily Francis Recreation Program Coordinator

Absent: Steve Anderson, Lindsay Wegener and Geer Harvey

Meeting called to order by Chair, Chris Gerrits at 6:30pm.

A quorum was present.

Chris welcomed Melinda Davie to the CDRC Board of Management, representing Town of Mono

Declaration of Pecuniary Interests:

Chair, Chris Gerrits stated that if any member of the board had a disclosure of pecuniary interest that they could declare the nature thereof now or at any time during the meeting.

Agenda:

MOTION #1 – Moved by H. Foster seconded by M. Davie. Be it resolved we approve the agenda dated October 27, 2021 as circulated and presented. Carried

Discussion & Approval of Minutes of Previous Meeting September 22, 2021:

MOTION #2 – Moved by D. White seconded by H. Foster. That the minutes of the CDRC Board of Management regular board meeting held virtually on September 22, 2021 be approved as circulated and presented.

Carried

Correspondence:

 Town of Mono-council appoints Melina Davie to represent Mono on the CDRC Board of Management

MOTION #3 – Moved by D. White seconded by M. Mercer. That correspondence is received and placed on file.

Carried

Finance Committee Report:

Lisa Johnson, from S. Barnett & Associates and Randy Chambers were in attendance for the discussion and to review the financial impact of capital roof repairs in 2022. Randy reviewed the report and answered questions. The timeline to complete the project is open ended until 2026. Since submission of the grant application in November 2019, an industry increase of roughly 50% is expected. Some buffer was applied in the applications contingency. The roof has been repaired twice

this year, most recently October 26, 2021. After discussion, the members agreed to continue as planned to complete the project in spring 2022. All invoices are paid by CDRC and the turn around for reimbursement on submitted invoices is approx. 60 days.

Lisa and Randy leave at 7:00pm

After review of the CDRC bills and accounts, the following motion was presented.

MOTION #4 – Moved by D. Sample seconded by M. Davie. That the bills and accounts as presented in the amount of \$32,124.18 be approved and paid. Carried

Human Resource Committee Report:

A third resume was been received for the Youth Maintenance Attendant position. After a scheduled interview on October 4, 2021 an employment offer was sent. The following motion was presented.

MOTION #5 – Moved by H. Foster seconded by M. Mercer. Be it resolved that the CDRC Board of Management hires the following for 2021-2022 seasonal contract winter positions:

Facility Operator-Maintenance Attendant: Patrick White

Maintenance Attendant: Cameron Hardy, Malcolm Fradette and John Pomeroy.

Carried

Old Business

Family Transition Place-Rural Response Program:

Upon request by the CDRC Board, Keely Horan was in attendance and provided a short synopsis on FTP and the Rural Response Program, located in the Mel Lloyd Centre, that outlined the support, counselling and referral services FTP can assist families with. FTP wants to increase awareness for the program and appreciates the CDRC support by allowing their banner to be displayed in the arena.

Facility Administration Manager and Recreation Program Coordinator Reports:

See Schedule A

With casual employment agreements, the Board agreed to extend employment to select 2021 summer staff to assist with concession booth operations as needed.

See Schedule B

See Schedule C-Summer 2021 Season End Report

MOTION #6 – Moved by D. Sample seconded by D. White. That we receive the reports from the Facility Administration Manager and the Recreation Program Coordinator.

Carried

Facility Maintenance Manager's Report:

See Schedule D

If necessary, a special meeting will be called to review Olympia hot water heater quotations.

MOTION #7- Moved by M. Davie seconded by M. Mercer. That we receive the report from the Facility Maintenance Manager.

Carried

H. Foster leaves at 7:40pm

Old Business

OTF Community Building Fund update:

The application was slightly modified to better the criteria for the grant

New Business

CDDHS ice rate proposal for hockey skills program:

A request was received from CDDHS for a reduced ice rental rate. After review and discussion the board did not approve the proposal.

Confirmation by By-law:

MOTION #8 – Moved by M. Mercer seconded by D. White. Be it resolved that leave be given for the reading and enacting of by-law #09-2021 being a by-law to confirm certain proceedings of the CDRC Board of Management for its regular board meeting held October 27, 2021.

Carried

Adjournment:

MOTION #9- Moved by D. Sample seconded by M. Davie. That we now adjourn at 7:54pm to meet again on November 24, 2021 at 6:30pm, or at the call of the chair.

Carried

Secretary - Treasurer	Chairperson	
Dated		

SCHEDULE 'A'

Facility Administration Managers Report - October 27, 2021

General Information:

- Completed a Job Vacancy and Wage Survey from Statistics Canada in October.
- Continuing to receive ice and room rental inquires and bookings. Karate 3 times per week, Rotary meeting 1-2 times per month, 2 party package rentals, return of a worship group,
- Attended consultation/information sessions with two recreation scheduling/registration software companies Catch Corner and Book King
- Continuing to review and navigate through the ever changing Provincial and Health Unit Covid regulations including proof of vaccination requirements, guidance for day programs on PA days and Board holidays, a letter of instruction from the Medical Officer of Health, enhanced vaccine certificates and QR codes and lifting capacity limits.
- Communicated with ice rental groups to complete all seasonal ice rental contracts

Old Business:

<u>Provincial Antigen Screening Program (PSAP):</u> It is now recommended to test unvaccinated employees only for this program. Test kits can be sent home with unvaccinated employees to test prior to coming into the workplace. We will also continue to offer rapid testing once per week to staff.

<u>Concession Booth</u>: Opened for the Muskies first home game on October 2nd. Some additional support staff is required specifically weekends. I recommend the CDRC extend casual employment to select 2021 summer staff who are interested in assisting throughout the winter season when needed.

Security: Contacted various security companies on September 23rd and secured Safestate Securities at \$32.50 per hour plus HST, minimum 4-hour minimum charge of \$150.00 plus HST. Safestate was available for service immediately and started the evening of September 23rd. Estimated cost to date is:

Sept 27-Oct 3 (18.5 hrs) = \$641.00	Oct $18-24 (24 \text{ hrs}) = \900.00
Oct 4-10 (17.5 hrs) = \$628.00	Oct 25-31 $(31.5 \text{ hrs}) = \$1,104.00$
Oct 11-17 (27.5 hrs) = \$1,010.00	Nov 1-7 (38 hrs) = \$1,282.00

New Business:

<u>CDDHS</u> hockey skills program: I recommend we offer CDDHS the "sell-off" rate of \$102 per hour plus HST, which is very close to the \$172 including HST for 1-1/2 hour skate. This rate is on the rate schedule.

The regular non-prime (daytime) rate is \$129.00 per hour, plus HST. Therefore, 1.5 hour rental is \$193.50 plus HST (\$218.65 total). The proposed \$102 per hour plus HST, for a 1.5 hour rental is \$153.00 plus HST (\$172.89 total).

Currently the proposed weekday afternoon ice time is not being used. To support this rate, CDDHS will agree that their rental could be pushed to a different time or date if there is a full rental opportunity for the CDRC. I expect this will not happen very often and I think the school will be flexible in their rental times to receive the price break they are requesting.

Kim Fraser Facility Administration Manager

SCHEDULE 'B'

Submitted By: Recreation Program Coordinator Emily Francis

To: CDRC Board of Management Date: Wednesday October 27, 2021

Subject: Recreation Program Coordinator Report

October Overview

- Assisting with day-to-day phone calls, email inquiries.

- Explored options for recreation software's to improve efficiency within the facility. Both Kim and I attended virtual consultations with representatives from Catch Corner and Book King software's to learn more about what they have to offer. Both software's are designed for smaller facility and municipalities.
- Men's 55+ Shinny began on Friday October 22nd and will continue to run weekly for the remainder of the ice seasons. On October 22nd, we had 17 participants attend.
- Pickleball began on Monday October 25th, 2021, and being held in the Town and Country Room. This is a drop-in program running Monday from 9:30-12:00pm and Wednesday from 1:00-3:30pm. We are hoping as participation rates increase to expand and include a Saturday morning. This will help to increase the facility usage throughout the weekends.
- On October 29th (Upper Grand PA Day) we will be offering both Youth Shinny (ages 11-13) and public skating.
- Public skate to be held weekly beginning Friday November 5th from 4:00-4:50pm (subject to change if there are rentals).
- Week of November 1st, 2021, we will be offering an Adult Skate and Parent and Tot skate. Schedule will be confirmed going forward depending on participation rates.
- Re introducing Table Tennis in the evenings and weekends. We would utilize available seasonal summer staff to assist with operations of these programs.
- Continuing with preparation for Halloween Trick or Treat Drive Thru being held on Saturday October 30th, 2021. We are expecting around 290 children, 12 businesses and 20 volunteers to be in attendance. I have held 1 volunteer meeting this week to prepare for the event and there is one more scheduled for Friday.
- Beginning to assist Concession Booth Manager in compiling information and procedures for training new concession staff. We are in the beginning stages of putting together a concession manual that will be reviewed when training new concession staff.
- Continuing to update the Town of Shelburne website and social media platforms
- Fall/Winter Program Planning: continuing to plan for upcoming programs. Registration is expected to release on the Town of Shelburne website the first week of November for the following programs. If there are changes to any Public Health restrictions and programs need to be cancelled refunds will be issued.
 - o PA Day Camp
 - o Winter Break Day Camp
 - o Youth Socials
 - o Home Alone Safety for Kids
 - o Red Cross Babysitting Course

SCHEDULE 'C'

Centre Dufferin Recreation Complex Summer 2021 End of Season Report

Prepared by Emily Francis (Recreation Program Coordinator)

Both the CDRC summer day camp and outdoor pool were in operation for the 2021 summer season. The seasonal outdoor pool began operations on Monday June 14th, 2021 and concluded on Friday September 3, 2021. The summer day camp began programming on Monday July 5th and concluded on Thursday September 2nd, 2021. The outdoor pool and summer day camp followed the COVID-19 guidelines from both the Government of Ontario and Wellington Dufferin Guelph Public Health.

Registration

Registration for the 2021 summer recreation programs was conducted completely online using the Town of Shelburne website. Day camp registration opened Thursday April 1st, 2021, and pool program registration opened Monday May 31st, 2021. Those interested in registering for a program were required to complete an online registration form. Once the form was submitted, an invoice was issued to direct all registrants to payment. The invoice contained all details regarding the program that a registration was submitted for. Once the payment was received, the participants spot in the program was confirmed.

Program Registration Numbers

Below are the Outdoor Pool and Summer Day Camp participant numbers.

Outdoor Pool Participant Numbers

Swim Program	# Of Participants
June Bronze Star	4
June Bronze Medallion	4
June Bronze Cross	6
Session 1 Group Lessons	85 swimmers
Session 1 Private/Semiprivate Lessons	33 swimmers
Session 2 Group Lessons	78 swimmers
Session 2 Private/Semi-Private Lessons	39 swimmers
Session 3 Group Lessons	79 swimmers
Session 3 Private/Semi-Private Lessons	25 swimmers
Session 4 Group Lessons	82 swimmers
Session 4 Private/Semi-Private Lessons	32 swimmers
Red Cross Water Safety Instructor	8
Course	
August Bronze Star	4
August Bronze Medallion	12
August Bronze Cross	4

Summer Day Camp Participant Numbers

Day Camp Week/Theme	# Of Campers
Week One: Aquapalooza	45
Week Two: Amazing Race	45
Week Three: Outdoor Explorers	43
Week Four: Sports and Fitness Fun	46
Week Five: Mission Impossible	46
Week Six: All About the Arts	46
Week Seven: Carnival Quest	47
Week Eight: Adventure Awaits	50
Week Nine: Beach Bash	29
Leaders in Training (new this summer)	17
Junior Leaders (new this summer)	11
Junior Lifeguard Camp (new this summer)	17

COVID-19 Protocols and 2021 Operations

Outdoor Pool: The outdoor pool operations were like the summer of 2020.

- Pool entrance: Entrance to the outdoor pool was directly onto the pool deck. Spectators,
 parents, and guardians were able to watch swimmers from the bleachers and picnic tables.
- Masks were to be worn by all patrons while standing in line as well as using the washrooms.
- Changerooms were closed for the season except for 1 washroom available for public use.

 Patrons did not have access to the showers.
- Swimming lessons group sizes were reduced based on the spacing in the pool during each specific time. Parents/guardians were required to be in the water to assist with swimming lessons for all swimmers Level 2 and below. The household group option was eliminated for the 2021 season.
- Reduced public swim pool capacity: started off with 30 patrons and was increased to 50
 when restrictions were lifted.

Summer Day Camp

- Sign in and sign out:
 - At the start of the summer season sign in and sign out was conducted on the arena
 floor however it was very chaotic for both the staff and campers to all be in one large
 location. After week 1, the sign in and sign out was done just inside the front sliding
 doors. All participants completed a Covid-19 screening at the entrance prior to heading
 to their designated group area.

Drop off and pick up times

- Due to Covid-19 we adjusted the drop off and pick up times of the program.

Parents/guardians dropped participants off between 8:00-9:00am instead of 7:30am9:00am and picked up between 4:00-5:00pm. All registrants had the option to register for Aftercare from 5:00-6:00pm if needed at the time of registration.

- Group sizes were reduced to allow for spacing in each room
 - The campers were split into 3 groups based on age: 4-5 years, 6-8 years, and 9-12 years.
 - Groups sizes were adjusted based on the space they were utilizing to ensure adequate distance between each camper.

Designated area for each group:

For the first week of camp, all campers across the entire program had a dedicated space on the arena floor for their group. After week 1, this idea was shifted to utilize the Meeting Room, Pool View Room and Town and Country Room. Each group was assigned to a room and that was their designated home base for the remainder of the summer season. The arena floor was used for group games and activities as well as our additional programs including the CDRC Leaders in Training and Junior Leaders.

Outdoor space

- We were fortunate to have access to a variety of outdoor space for day camp operations. The following spaces were used for outdoor activities:
 - 1. Glenbrook tarmac and field
 - 2. Agriculture Society grounds
 - 3. CDRC Parking Lot: barricades were put up to block the parking lot off between the facility and the berm for the duration of the summer season. An outdoor lunch space was set up for campers with picnic tables to allow for distancing.

Correspondence/Results for Feedback Survey

A survey was circulated on Monday September 13th, 2021, to gather feedback from our 2021 participants on the programs that they attended. This survey was sent out via email to all registered participants and 76 responses were received.

Survey Questions

- What program(s) did you or your child/family participate in at the CDRC during the summer of 2021? Please check all that apply.
- 2. How did you find out about the programs?
- 3. How would you rate you and/or your child's overall experience in this program(s)? Please assign a rating of 1 to 10 where 1 = unacceptable and 10 = outstanding.
- 4. Did our staff meet your expectations? Exceeds expectations, meets expectations, did not meet my expectations.
- Please share any comments/feedback about the CDRC summer 2021 recreation programs. We would love to hear how we did this summer.
- 6. What programs/activities would you like to see the CDRC offer this fall/winter? Example PA Day Camps, Winter Break Day Camps, Youth Socials, Adult Programs etc.
- 7. Which municipality do you reside in?
- 8. Would you like to be added to the CDRC email list for future programs and activities? If so, please leave your email in the space below.

Background Information

Participants were asked what program or programs they had registered in for the summer of 2021. The chart below displays the number of times each option was selected.

Program	# Of times selected
Summer Day Camp	26
Leader In Training	4
Junior Leaders	3
Junior Lifeguard Camp	5
Bronze	10
Star/Medallion/Cross	
Swimming Lessons	43
Red Cross Water Safety	4
Instructor	
Public Swim/Adult	13
Swim/Lane Swim Etc.	

How would you rate you and/or your child's overall experience in this program(s)? Please assign a rating of 1 to 10 where 1 = unacceptable and 10 = outstanding.

Average rating of 9.1

Did our staff meet your expectations?

Response	# Of responses
Exceeds expectations	47
Meets expectations	26
Did not meet expectations	3

How did you find out about the CDRC programs?

Location	# Of responses
Town of Shelburne Website	23
Returning Enrollment	22
Friends or Family	13
CDRC Social Media Pages	10
Visiting the CDRC	8 8

What municipality do you reside in?

Municipality	# Of responses				
Shelburne	53				
Amaranth	7				
Melancthon	4				
Mono	4				
Orangeville	п 4 по при				
Other	_ 2				

What programs/activities would you like to see offered at the CDRC this fall/winter? Example: PA Day Camps, Winter Break Day Camp etc.

- PA Day Camps
- Indoor Swimming
- Ice Skating/Skating lessons
- Helping kids with homework
- Christmas craft day
- Gymnastics
- Group activities for families like snowshoeing, skating, skiing, ice fishing etc.
- Movie nights
- Junior leadership programs
- More adult programs
- Youth socials
- After school programs

Please share any comments/feedback about the CDRC summer 2021 recreation programs. We would love to hear how we did this summer. Below are some, but not all the comments that were received.

- Love the swimming lessons at the CDRC.
- Great programs and the instructor were super, sign up was easy.
- E was amazing at helping me get S registered and accommodating in changing her time when S took a job. S was great with her this year, and she is looking forward to doing her bronze medallion and beyond next year.
- E really enjoyed having J as a camp leader, she did an amazing job.
- Great job! This was T first time and he really enjoyed it.
- I love how instructor J added fun games to encourage my 5-year-old child.
- Swimming team of guards and instructors were amazing! Great job!
- Every single experience our 3 kids had at the pool was positive. The instructors are capable,
 helpful, and kind. E answers all our questions and guides us through a variety of steps and
 programs based on our family's needs. Our dealings with K were also positive and for that we
 are appreciative.
- My boys loved their first day camp experience. We will do more weeks next summer. The only
 difficult aspect is the morning timing of 8:00am drop but we made it work and will re arrange
 next summer to attend again.
- Counsellors were friendly and fun, it was my youngers sons first time at camp and they both love their time at camp this summer.
- We were very impressed by the quality of the instructors and our children expressed how
 much they appreciated the leaders' positivity, organization, and encouragement. The activities
 throughout their days sounded well-balanced, thoughtfully planned and fun, and our kids
 really enjoyed them. We love that our children learned so much, felt good about their efforts
 and achievements, and had role models to look up to while they did it. Thank you very much

- for offering such quality programs. It means so much to have this accessible in our community!
- My children keep asking when they can go back. They love it and your staff members are very kind and professions. They are so good with children.
- Staff, as always, were very welcoming and knowledgeable. My 3 children loved the swimming program, which we have been doing at the CRDC for the past 9 years. This was the first year that my 2 older children participated in summer camp and they both loved it.
- The only reason it was not a 10 is because the pool was often cold or, the last week, it was so warm it felt slimy!
- Fantastic swimming instructors! My kids made great progress and loved their lessons.
- Love the Monday to Friday lessons. Kids retain the instruction better. Just frustrating when there are no makeup lessons when cancelled due to weather (lightning) for families paying private rates.
- They are looking forward to participating again next year. Love the outdoor pool in the summer. The pool staff are outstanding. Thank you.
- My kids swim instructor, K, was amazing! The kids learned and had so much fun in the lessons
 this summer. The process of registration as well as sign-in each time was easy. I appreciated
 how it was organized and how the program was delivered.
- H was a great swimming instructor. The girls during day camp were very sweet and pleasant to deal with. The pickup and drop off system needed better organization. It became very chaotic at times.

Considerations for 2022

- 1. Season Summer Staff Change Area
 - a. For the 2020 and 2021 season, the pool change rooms were closed to the public for the season due to COVID-19 and provided washroom use only. In 2020, the pool staff utilized the Family Changeroom to keep personal belongings for the season. Throughout the summer of 2021, we utilized the family changeroom as the public washroom and the Men's and Women's pool changerooms were used for our pool and camp staff to give them extra space. Going forward in a regular season, the changerooms will be utilized by the public and we will not be able to provide that space for staff. The change areas in the original staff room will not accommodate all seasonal summer staff as the team continues to grow with increase in participant rates.
- 2. Permanent Entrance to the pool from pool deck
 - a. Patrons entered the outdoor pool through the emergency exits on the side of the pool. This minimized the traffic through the building and eliminated the parents/guardians spectating swimming lessons from the pool deck. This entrance acted as a check in point each morning for swimming lessons which eliminated any confusion for swimming at the start of each swimming session. If the entrance to the outdoor pool is going to be from the pool deck going forward, a space designated for staff to complete

check in may need to be considered. Currently, we are utilizing a table and canopy to check in swimmers and collect receipts.

- 3. Update to the Head Day Camp Counsellor position (Leadership)
 - a. It is recommended that in 2022, the Head Day Camp Counsellor job description be updated to focus on the operations of the day camp. Hours worked in May and June would focus on the preparation to make sure that all supplies and activities are prepared and accessible for the staff that are leading them. This position would touch briefly on the programming side of the day camp, however, would focus on the operations. The CDRC day camp is expanding, and it is important that this position has time to focus on how the program operates.
- 4. Additional behaviour transformation training and workshops to develop camp staff
 - a. It is recommended that the camp staff training includes additional workshops on behaviour transformation. For the 2021 camp staff training, we incorporated a session with a representative from BRAVE Education.
 - b. Link to training https://braveeducation.com/camps
 - c. This training focused on two topics:
 - i. Connection During Camp
 - 1. Building relationships with campers and the importance of maintaining those relationships.
 - 2. Camp staff learned how to use their body language and town of voice.

 Discussion on the importance of finding commonality with all campers.
 - ii. Talk To
 - 1. Activities and discussions on conversation models, importance of active listening and open questions.
 - d. Additional training opportunities through Dufferin Child and Family Services and Kerry's Place Autism services would be extremely beneficial for all camp staff.
- 5. Recreation Software Consideration
 - a. Exploring the option of a recreation software to assist in the efficiency of the registration process. A recreation software would be incorporated into our information on the Town of Shelburne website and would allow participants to register in a program or book a facility in one step. This would help to increase registrations and bookings as it is convenient for the users. There are many options for small municipalities including Catch Corner and Book King. These software's are designed to suit smaller facilities and incorporate program registration, room bookings and ice rentals.

Concluding Remarks

Overall, the CDRC was a busy place throughout the summer of 2021 with the operations of the outdoor pool and summer day camp. It was great to welcome back our summer day camp, all our seasonal summer staff, campers, and community members. Given the circumstances of the summer, there were many learning opportunities for all staff navigating through COVID-19 guidelines and changes. We received very positive feedback from the community about all programs that were operating and the hard work off our CDRC staff team.

SCHEDULE 'D'

Facility Maintenance Managers Report - October 27, 2021

SAFETY

GENERAL INFORMATION:

Updating Covid Protocols capacities and guidelines weekly. New limits as of Monday Oct 25, 2021
Arena condition assessment: Use for funding of budgets and grants (69 page report) link below
https://www.dropbox.com/s/9ao1xwwmnl3eu4d/M20048 Site%20Assessment%20Report Final 01Oct2021.pd
f?dl=0

Roof leaking called for repair Oct 26, 2021 Hoping for some pics for

Roof grant SBA (Engineering firm) is seeking directions to proceed as planned or change schedule.

CDRC Covid 19 ice user vaccination requirements and guidelines continuing to update.

Interview for new PT operator Sept 20, 2021, only 2 interviews as 1 declined 1 no show after calling could make himself available busy with hockey.

John Pomeroy interviewed by Chris, Steve and me and hired was for youth position.

Grant application Community Building Fund submitted. Modifications made to better support grants criteria.

Grant summarization submission attached

Vaccine passport screening daily.

Ice plant compressor # 2 failure electric component worn out, called service replaced contactor and fuses. Hot water tank failure.

New business

Hot water tank replacement.

Large 150-gallon Olympia water heater red tagged for high CO2 after noticing smell of unburnt exhaust and called HVAC service to check. Discussed with Chris seeking second opinion as not impressed with diagnosis procedure not a lot of Information available for model from manufacturing Came from States and is now obsolete.

Seeking written Quotes for new water heater. As per policy \$2,000.00-\$20,000.00 Board, 3 written Quotes

Marty Lamers

Facility Maintenance Manager

Minutes for Shelburne Public Library Board Meeting Tuesday, December 21, 2021

Present:

Geoff Dunlop

Mikal Archer

James Hodder

Gail Little

Margaret Mercer

Patricia Clark

Also Present:

Rose Dotten, CEO/ Head Librarian

Regrets:

Shane Hall, 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 58-21 J. Hodder, P. Clark

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 59-21

M. Mercer, M. Archer

Be it resolved that we approve the Agenda of the December 21, 2021, meeting.

Carried

Motion 60-21

G. Little, J. Hodder

Be it resolved that we approve the minutes of the board meeting dated November 16, 2021.

Carried

Motion 61-21

M. Archer, P. Clark

Be it resolved that we approve the Accounts Payable Register for November, 2021, with invoices and payments in the amount of \$29,104.43.

Carried

Balconn #2

FFB N 3 2022

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. Our circulation statistics are steadily increasing and include both inlibrary and curbside circulation.

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.

o Programming

o 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.

o Teen Programming

For the Teens, we have had 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.

NEW – January 2022 – we will be starting a new program called **Booking It** which will feature a weekly book club and crafts for our Tweens and Teens. We're excited to welcome 15 registrants already and are hoping for more.

Adult Programming – Rose and Jade are working on some plans for the new year
which may include an adult Zoom book Club. This would be an extension of Rose's
Book Club which has been curtailed because of Covid issues.

Business

Year-end motions required by Treasurer

The Treasurer requires certain motions to be passed at the end of the year, which are required by the accounting firm that finalizes the Board's books.

Motion 62-21 M. Archer, G. Little

That the Board move the following motions:

- 1. That the Treasurer be authorized to transfer the amount of \$16,738.44, from the Building Reserve to cover the costs of the lights retrofit;
- 2. That the Treasurer be authorized to transfer the amount of \$1,500.00 from Special Projects Reserve to cover the costs for summer student wage subsidy;
- 3. That the Treasurer be authorized to transfer an additional amount of \$3,085.00 from Building Reserve fund for electrical work re light retrofit;
- 4. That the Treasurer be authorized to transfer sufficient funds from Collections Reserve to address any additional expenditure on collections over the budgeted \$55,000.; and,
- 5. That the Treasurer be authorized, at year end, to transfer any operating surplus/deficit to/from the operating reserve, sufficient to bring income/expense statement into zero balance.

O Christmas Honorariums for staff

Motion: 63-21 M. Mercer, J. Hodder

Resolved that the SPL Board provide Christmas Honorariums in an amount not to exceed \$600.00.

Carried

o Library Closing Dates over Christmas/New Year's holidays

The Board was told that the Library would be closed/open the following dates: Closed – December 24 to December 27/21 inc.;
Open –December 28, 29, and 30
Closed—December 31/21, January 1/22, to re-open Monday, January 3/22.

o Donor Sign

Rose presented another 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 reported that she has called most of the donors to ensure that the name(s) on the Donor Sign reflect 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 obtained that information from Jennifer Willoughby at the town office. 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.

Motion: 64-21 G. Little, M. Archer

Be it resolved that the SPL Board begin each meeting, commencing at the first Board meeting in 2022, by reading the Land Acknowledgement statement currently used by the Town of Shelburne Council. This statement reads as follows:

"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."

Carried |

 Ongoing Library Protocols - Discussion ensued about the issues of mandatory vaccinations for staff. 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 presented a document for board decision..

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.

P. Clark, J. Hodder **Motion 65-21**

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 January 18, 2021.

Carried

o Library Protocols

Discussion with the Board addressed the issues surrounding any employees who do not wish to disclose their vaccine status. A copy of the COVID-19 Vaccination Policy adopted by the Town of Shelburne is attached to these minutes.

P. Clark, M. Mercer **Motion 66-21**

Be it resolved that the Shelburne Public Library approve the COVID-19 Vaccination Policy, as attached, as the Library policy;

Be it further resolved that according to Section 1.1 of Procedure 5 of the said Policy, it states that Participating Individuals who elect not to provide proof of COVID-19 vaccination as per Town policy are required to perform rapid antigen testing, at a frequency of not less than twice per week, and provide verification of negative test results as specified by the policy.

Carried

Resignation of Paul Barclay

We would like to acknowledge that Paul Barclay resigned from the Board in November, 2021, and the Board would like to thank him for his years of service to the Board. Paul had been on the board for the past four years and we are grateful he was able to assist us on the board with his wise counsel and dedication to the library.

o In Camera session - Not required

J. Hodder, G. Little Motion 67-21

That we now adjourn at 8:02 p.m., to meet again January 18, 2022, at 7 pm., or at call of the Chair. Carried

			Monthly Statistics					
						November		
Physical Collection	Facebook		Instagram		YouTube		Twitter	Overdrive
Total Circulation	Post Engagements	Page Likes	Post Engagements	Followers	Views	Subscribers	Followers	Checkouts
3040						93	273	1196

PressReader	Ancestry	LibraryAware			
Issues Opened			Teen News	Children's News	
337	118		18	158	



CORPORATE GUIDELINE

COVID-19 Vaccination Policy

DEPARTMENT:

CAO

POLICY:

COVID-19 VACCINATION POLICY

APPROVAL:

CAO

EFFECTIVE DATE:

November 8, 2021

1. PURPOSE:

The Town of Shelburne considers vaccinations to be fundamental to the protection of individuals and the community, and to be consistent with the best available public health advice for prevention of the spread of COVID-19 and variants.

This policy recognizes the guidance of Wellington Dufferin Guelph Public Health that those who are unvaccinated or not fully vaccinated are at significantly increased risk of becoming seriously ill from COVID-19 and also of spreading the virus to others, with significant impact on human health and workplace continuity.

The main purpose of the COVID-19 Vaccination Policy is to:

- i) reduce the risk of COVID-19 in the workplace and to provide a safe environment for employees and the public to access to Town facilities.
- ii) To provide guidelines pertaining to the expectations and requirements of staff and employees with respect to COVID-19 and vaccination

This policy aims to achieve full vaccination amongst Town employees in alignment with provincial directives and subject to limited exceptions in accordance with the Ontario *Human Rights Code* (the "Code").

2. POLICY STATEMENT:

The Town of Shelburne has a legal duty under the Occupational Health and Safety Act (OHSA), to take reasonable precautions to protect workplace health and safety, including hazards posed by infectious disease such as COVID-19 and associated variants.

The Town of Shelburne is committed to providing a safe working environment and taking every precaution reasonable in the circumstances for the protection of our employees, volunteers, contractors, elected officials and members of the public, from the hazard of COVID-19.



A key element to help ensure this protection is by putting in place a COVID-19 Vaccination Policy that addresses immunization against COVID-19 and that requires that employees, volunteers and contractors are fully immunized against COVID-19 by December 30, 2021 subject to a valid exemption or meeting testing requirements.

3. SCOPE:

This policy applies to all Participating Individuals. All new or rehired Participating Individuals, including returning Town of Shelburne Seasonal and Student employees, are required to be fully vaccinated against COVID-19 as a condition of being hired or rehired by the Town of Shelburne.

The Town of Shelburne also reserves the right to amend this policy as the Town determines to be appropriate or required.

4. DEFINITIONS:

"Antigen Test" means antigen-based tests detect specific proteins on the surface of the virus. They're often called rapid tests, as they typically provide results in less than an hour. Link to Ontario Public Health information on: Antigen Testing.

"CAO" means the Chief Administrative Officer of the Municipality or Designate.

"Contractor" means any business, company or firm hired by the Town to provide services on Town of Shelburne property.

"Corporation" means The Corporation of the Town of Shelburne.

"Council" means the elected Municipal council of the Town of Shelburne.

"Educational Program" means a program that has been approved by and/or provided by the Town of Shelburne and addresses the following learning components:

- How COVID-19 vaccines work;
- Vaccine safety related to the development of the COVID-19 vaccines;
- Benefits of vaccination against COVID-19;
- · Risks of not being vaccinated against COVID-19 and
- Possible side effects of COVID-19 vaccination.

"Designated Member of Staff" means staff assigned by the Chief Administrative Officer to facilitate the record keeping or collection of documents.



"Fully Vaccinated" means for the purposes of case/contact/outbreak management, an individual is defined as fully immunized once 14 days has passed after receiving their second dose of a two-dose COVID-19 vaccine series or their first dose of a one-dose COVID-19 vaccine series that is approved by Health Canada. In the future, this may include any required booster shots.

Vaccines approved by Health Canada are as follows:

- Pfizer-BioNtech COVID-19 vaccine
- Moderna COVID-19 vaccine
- Janssen (Johnson and Johnson) COVID-19 vaccine
- AstraZeneca/COVISHIELD COVID-19 vaccine

"Isolation" means staying at home and avoiding contact with other people (including those in your household if possible) in circumstances where you have COVID-19 symptoms, even if mild, and/or when you have been diagnosed with COVID-19 or are waiting for the results of a lab test for COVID-19. Isolation is intended to help prevent the spread of COVID-19 in your home and community. When Isolation is required, you must stay home until your Public Health Authority advises you that you are no longer at risk of spreading the virus to others.

"Municipality" means the Corporation of the Town of Shelburne.

"Town" means the Town of Shelburne. "Participating

Individuals or Individual Participants" Includes:

- (1) all Town of Shelburne employees, volunteers and students ("Employees"); and
- (2) all businesses/entities (including their employees, contractors and other representatives) who have in-person interactions operating at Town of Shelburne facilities ("Contractors").

"PCR Test" means the polymerase chain reaction (PCR) test for COVID-19 is a molecular test that analyzes an upper respiratory specimen, looking for genetic material (ribonucleic acid or RNA) of SARS-CoV-2, the virus that causes COVID-19.

"Proof of Medical Exemption" means written proof of a medical reason, provided by a physician or nurse practitioner in the extended class that sets out:

- 1. a documented medical reason for not being fully vaccinated against COVID-19, and
- 2. the effective time-period for the medical reason.

"Proof of Vaccination" means documentation issued by the Ontario Ministry of Health, other province or territory or international equivalent indicating individual immunization status against the COVID-19 virus.



"Self-Isolation" means staying home and avoiding contact with others (including those in your household if possible) in circumstances where you have no symptoms but have a history of possible exposure to the novel coronavirus due to travel outside of Canada or close contact with a person diagnosed with COVID-19. When Self-Isolation is required, you must stay at home and monitor yourself for any specified COVID-19 symptoms for 14 days.

"Volunteer" means any person who undertakes or is assigned responsibilities that are not paid on Town of Shelburne property, this does not include those persons appointed to boards and committees by council.

5. PROCEDURE:

- 1. Policy Requirements for Participating Individuals
- 1.1. The Town of Shelburne requires that all Participating Individuals provide one of the following to a Designated Member of Staff by November 26, 2021:
 - (1) Proof of COVID-19 vaccine administration as per the following requirements:
 - (a) If the Participating Individual has only received the first dose of a two-dose COVID-19 vaccination series approved by Health Canada, proof that the first dose was administered and, as soon as reasonably possible, proof of administration of the second dose; or
 - (b) Proof of all required doses of a COVID-19 vaccine approved by Health Canada.
 - (2) Written proof of a medical reason, provided by either a physician or nurse practitioner that sets out:
 - (a) that the Participating Individual cannot be vaccinated against COVID-19; and
 - (b) the effective time period for the medical reason (i.e., permanent or timelimited).
 - (3) Proof that the Participating Individual has completed an educational program approved by the Town of Shelburne.

Participating Individuals who elect not to provide proof of COVID-19 vaccination per 1 above, and rely on 2 or 3, are required to perform rapid antigen testing, at a frequency



of not less than twice per week, and provide verification of negative test results as specified by the Town.

- 1.2. Individual Participants who choose not to disclose vaccination status by November 26, 2021, will be assumed to be unvaccinated and subject to the same provisions as an unvaccinated Individual Participant.
- 1.3. Individual Participants that have only one vaccine dose are required to complete the required testing as established by the Town until they are designated as Fully Vaccinated.

2. Unvaccinated Individual Participants

- 2.1. Effective November 27, 2021, to access any Town facility, unvaccinated Individual Participants shall be required to provide proof of a negative COVID-19 antigen screening test or equivalent in the manner requested by the Town.
- 2.2. Unvaccinated Individual Participants shall be required to undergo regular (at least twice per week), antigen testing or equivalent on a schedule based around worker shift patterns as outlined by the Town.
- 2.3. The Town of Shelburne will coordinate and/or pay for testing of unvaccinated Participating Individual until December 31, 2021. Thereafter, testing will be conducted on the Participating Individual's own time. Testing will be at the employees own expense where applicable. However, if Participating Individuals are unable to be vaccinated for reasons relating to grounds protected by the Code, testing will be paid for by the Town and may be conducted during working hours.
- 2.4. Individual Participants who screen positive on an antigen test shall be required to take a PCR test and follow the direction of the Health Unit.
- 2.5. Unvaccinated Individual Participants who are in Self-Isolation due to Public Health COVID-19 requirements may:
 - use vacation entitlements or lieu time
 - · be able to access applicable federal or provincial government programs; or
 - take the time as unpaid
- 2.6 Unvaccinated Individual Participants who are in Isolation due to COVID-19 may:
 - work from home if approved by their supervisor
 - · use any paid entitlements (emergency leave, vacation or lieu time) if applicable



- apply for Short Term Disability (STD)
- · take the time as unpaid
- be able to access applicable federal or provincial government programs
- 2.7. Unvaccinated Individual Participants with a valid exemption will be treated as Unvaccinated Individual Participants for the purpose of Public Health isolation requirements and paid benefits.

3. Access to Vaccination Clinics

3.1. Reasonable arrangements will be made to allow for Individual Participants to attend COVID19 vaccination clinics during work time.

4. Continued Adherence to Public Health Measures

- 4.1. All Individual Participants are required to continue to practice Public Health measures and workplace procedures to control the spread of COVID-19 regardless of vaccination status.
- 4.2. Individual Participants must always adhere to health and safety protocols while in the workplace, including wearing masks, handwashing, physical distancing where possible, and the use of other Personal Protective Equipment as required by their position and task.

5. Accommodations

5.1 Despite any other provision in this policy, the Town will comply with its duty to accommodate under the Code. An employee or volunteer who is unable to be vaccinated and/or is unable to comply with additional health and safety requirements applicable to unvaccinated Participating Individuals for reasons relating to grounds protected by the Code should advise a Designated Member of Staff and the Town will follow the requirements of the Code with respect to the accommodation process. Employees and volunteers are expected to cooperate in this process and provide necessary documentation.

6. Non-compliance with the COVID19 Vaccination Policy

- 6.1. Individual Participants who falsely represent their status of vaccination or test results to avoid workplace safety measures will be held accountable and subject to disciplinary action up to and including termination.
- 6.2. Individual Participants who do not comply with this vaccination policy will be subject to disciplinary action up to and including termination in accordance with all applicable legislation, and Town of Shelburne policies.



6. RESPONSIBILITIES:

Individual Participants

- a) follow all health and safety policies and protocols to ensure personal safety and prevent the spread of COVID-19.
- b) Meet the requirements outlined in this policy.
- c) Adhere to any federal or Provincial legislation, directives, or mandates requiring vaccination.

Directors/Managers

- a) Meet the requirements outlined in this policy.
- b) Provide employees with direction for access to information on COVID-19 and the associated health and safety precautions.
- c) Where feasible, support time from regular duties for Employees to attend vaccination clinics.
- d) Follow and comply with any Federal or Provincial legislation, directives, or mandate regarding the vaccination of Individual Participants.
- e) Continue to enforce workplace precautions that limit the spread of COVID-19 virus.

Designated Member of Staff

- Ensure that Individual Participants attending the workplace are Fully Vaccinated against COVID-19 or have otherwise met the requirements of Section 1.1 of this policy.
- b) Ensure Individual Participants have complied with the requirements of this policy.
- c) Collect and store vaccination records (and any other related information required to administer this policy) in a manner that ensures medical confidentiality is maintained and applicable privacy legislation is complied with.
- d) Assist supervisors with any employee relations and health and safety issues arising from application of this policy.



e) Provide disability management services and accommodation support for employees as required.

Contractors Performing Work in Town Facilities and Buildings

The COVID-19 Vaccination Policy requires all employees or staff of contractors and consultants acting on behalf of the Corporation of the Town of Shelburne and performing work in Town facilities and/or buildings to:

- + Provide proof of full vaccination against COVID-19; or
- + Provide a written attestation of a medical reason(s) or Code reason(s) for not being fully vaccinated against COVID-19 and undertake regular testing; or
- + Complete a COVID-19 vaccination educational session and undertake regular testing.

Any costs for regular testing and education are the sole responsibility of the contractors and consultants.

7. REFERENCES AND RELATED DOCUMENTS:

Ontario Human Rights Code
Occupational Health and Safety Act
Employment Standards Act, 2000
Workplace Safety and Insurance Act, 1997
Municipal Freedom of Information and Protection of Privacy Act R.S.O. 1990, c. M.56 Any other relevant Town policies

8. CONTACT:

Denyse Morrissey, Chief Administrative Officer Telephone 519-925-2600 ext 226 Email: dmorrissey@shelburne.ca



Grand River Conservation Authority

Summary of the General Membership Meeting - January 28, 2022

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

Action Items

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

- GM-01-22-04 Draft Inventory of Programs and Services Requirement under Ontario Regulation 687/21
- GM-01-22-06 Budget 2022 Draft #2
- GM-01-22-03 Refuse Collection and Recycling RFP
- GM-01-22-08 Speed River Hydraulic Model Development Contract Award Stantec Consulting
- GM-01-22-C01 Property Disposition County of Brant (Closed agenda)

Information Items

The Board received the following reports as information:

- Minutes of the Ad-Hoc Conservation Authorities Act Committee January 14, 2022
- GM-01-22-05 2019-2021 Strategic Plan Update
- GM-01-22-01 Cash and Investment Status
- GM-01-22-02 Development, Interference with Wetlands and Alterations to Shorelines Regulation
- GM-01-22-07 Current Watershed Conditions

Correspondence

The Board received the following correspondence:

- The Honourable Greg Rickford, Minister of Northern Development, Mines, Natural Resources and Forestry Re: Flooding in British Columbia
- O:se Kenhionhata:tie Land Back Camp Re: GRCA Relations

Delegations

The Board heard from the following delegations:

 Marco Coniglio, Jim Baker, and Tony Jackson regarding the Pheasant Hunt Program at Conestogo Lake Conservation Area

Source Protection Authority

The General Membership of the GRCA also acts as the Source Protection Authority Board. No meeting was held this month.

Election of Officers

The board elects a chair and vice-chair each January to serve for the coming year.

- Chris White was acclaimed as Chair of the Grand River Conservation Authority for a second one-year term
- Susan Foxton was acclaimed as Vice-Chair of the Grand River Conservation Authority for a second one-year term

For full information, please refer to the <u>January 28 Agenda Package</u>. Complete agenda packages and minutes of past meetings can be viewed on our <u>online calendar</u>. The minutes of this meeting will be posted on our <u>online calendar</u> following the next meeting of the General Membership scheduled on February 25, 2022.

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





MINUTES

MULMUR-MELANCTHON FIRE BOARD Tuesday, November 16, 2021 at 7:00 p.m.

Present: David Besley, Chair - Melancthon Township

Ken Cufaro, Vice Chair – Mulmur Township

Earl Hawkins – Mulmur Township Mathew Waterfield – Fire Chief Heather Boston – Secretary

Darren White - Melancthon Township

Brendon Bogers – Deputy Chief

1. Call to Order - meeting was called to order by the Chair at 7:01 pm

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

3. Declaration of Pecuniary Interest

Chair Besley stated that if any member of the Board had a pecuniary interest, they could declare the nature thereof now or at any time during the meeting.

No Declarations of Pecuniary interest were stated at this time.

4. Approval of the Agenda

Motion by: Cufaro/Hawkins

THAT the November 16, 2021, agenda for the Mulmur-Melancthon Fire Board be approved as circulated. **CARRIED.**

5. Approval of Previous Meeting's Minutes - September 21, 2021

Motion by: Hawkins/Cufaro

THAT the Minutes of the Mulmur-Melancthon Fire Board dated September 21, 2021, be approved as copied and circulated.

CARRIED.

6. Finance

a) Accounts

Motion by: White/Cufaro

THAT the operating accounts as presented in the amount of \$21,878.27 be approved.

AND THAT the capital accounts as presented in the amount of \$20,335.04 be approved.

CARRIED.

b) Draft 2022 Budget

Motion by: White/Cufaro

THAT the Board approve the draft 2022 budget as amended

AND THAT it be forwarded to each Council for consideration. **CARRIED.**

c) 2022 Capital Forecast

Received as information

d) 2022 Pay Grid

Motion by: Hawkins/Cufaro

THAT the 2022 proposed pay grid be approved as presented. **CARRIED.**

7. Old/New Business

a) Letter to Amend Communications Agreement with Tillsonburg

- Staff to gather info from other Fire Departments to find out what they are paying
- Staff to provide the Board with historical costs for dispatch compared to our current costs and projected costs per the letter from Tillsonburg

b) General Fire Chief Update (verbal)

 Repeater transferred and then returned to Whitfield tower due to interference in the signal and will remain there until they find out what is causing the interference

8. Correspondence - None

9. Closed Session

Closed session pursuant to the Municipal Act, 2001 S.O. 2001, Chapter 25, Section 239: Personal matters about an identifiable individual, including municipal or local board employees and approving the previous closed meeting minutes.

Motion by: Hawkins/White

THAT the Mulmur-Melancthon Fire Board move into Closed Session pursuant to Section 239 (2) (b) of the Municipal Act 2001, as amended at 7:39 p.m. for the following reasons: - personal matters about an identifiable individual, including municipal or local board employees; and approval of past closed meeting minutes and approval of May 18, 2021 Closed Session Minutes.

CARRIED.

Motion by: White/Cufaro

THAT the Mulmur-Melancthon Fire Board adjourn the Closed Session at 8.01 p.m. and return to the regular meeting.

CARRIED.

Motion by: Hawkins/Cufaro

THAT the Board approve the hiring of Chris Curd as Volunteer Firefighters; AND THAT all conditions of the Hiring Policy apply. **CARRIED.**

10. Adjournment	
Motion by: Cufaro/White	
THAT we do now adjourn at 8.02 pr the call of the Chair. CARRIED.	n to meet again on January 18, 2021, at 7:00 pm or a
Chair	Secretary

Denise Holmes

From:

Sabrina VanGerven <svangerven@townofgrandvalley.ca>

Sent:

Monday, January 10, 2022 10:33 AM

To:

jon.hebden@mpac.ca; amo@amo.on.ca; Denise Holmes; Fred Simpson; Jennifer

Willoughby; Jessica Kennedy; Michelle Dunne; Mulmur Clerk; Nicole Martin; Orangeville;

Susan Stone; Tracy Atkinson

Subject:

Resolution from Grand Valley regarding postponement of the province-wide

assessment update

Good morning,

At the November 16, 2021 regular meeting, Council for the Town of Grand Valley passed the following motion:

2021-11-26

Moved by P Latam

Seconded by P Rentsch

WHEREAS the current value assessment function ensures that all taxpayers are being fairly assessed and taxed; BE IT RESOLVED THAT Council is disappointed in the decision to continue the postponement of the province-wide assessment update and requests this decision be reversed and that MPAC deliver an assessment update prior to the 2023 taxation year;

AND FURTHER THAT staff be directed to provide a copy of this resolution to the Ministry of Finance, Municipal Property Assessment Corporation (MPAC), Association of Municipalities Ontario (AMO), and all municipalities within Dufferin County.

CARRIED

If you have any questions or concerns, please do not hesitate to contact me.

Kind regards, Sabrina VanGerven



Sabrina VanGerven, CHRP
Deputy Clerk/Communications Coordinator

Town of Grand Valley | 5 Main Street North, Grand Valley, ON L9W 5S6

Tel: (519) 928-5652 | Fax: (519) 928-2275 | svangerven@townofgrandvalley.ca

(rfo# 1 FEB 0 3 2022



Grey Notice of Public Meeting

'Housekeeping' Official Plan Amendment # 11

The new Grey County Official Plan was approved by the Province on June 6, 2019 and came into effect on June 7, 2019. Since that time, staff have identified some changes that are required to the Plan. The changes include updating recent population and employment growth projections from the County's 2021 Growth Management Strategy Update. Other proposed changes are 'housekeeping' matters to fix some discrepancies, clarify other policies, or to correct mapping errors. The County is inviting comments on proposed Official Plan Amendment # 11, either in writing (email / letter) or verbally at our public meeting on February 3, 2022.

Meeting Date: Thursday, February 3, 2022

Meeting Time:

1:30 P.M.

Meeting Location: Please note this meeting will occur online via Zoom. The

meeting can be accessed via Zoom link, phone-in, or

livestreamed via the County's YouTube channel. To register to speak at the meeting please contact planning@grey.ca or 519-

372-0219 extension 1232

Find a copy of the draft 'Housekeeping' Official Plan Amendment # 11 online:

A copy of the proposed 'Housekeeping' Official Plan Amendment and additional background information can be found on Grey County's website at https://www.grey.ca/programs-initiatives/proposed-county-official-plan-amendment-11.

A hard copy can also be mailed should you require a hard copy. Please note that the Grey County Administration Building is currently closed to the public and staff are working remotely. Staff are checking mail and answering any calls or emails.

A key map has not been provided because the 'Housekeeping' Official Plan Amendment # 11 covers various parts throughout the County.

For more information or to submit comments on this matter please contact the County of Grey at the contact information listed below.

Grey County, 595 9th Avenue East, Owen Sound, Ontario, N4K 3E3

Email: planning@grey.ca Phone: 519-372-0219 x 1232

Fax: 519-376-7970

Why is this Public Meeting being held and what are your rights?

Within Ontario the planning and development process is an open and transparent process, where opinions from all individuals and groups are welcomed. By law a municipality must hold a public meeting, and this meeting is just one of your chances to learn about the official plan amendment and offer your opinions.

- Any persons may attend the public meeting and/or make written or verbal representation either in support of or in opposition to the proposed official plan amendment.
- 2. If a person or public body would otherwise have an ability to appeal the decision of the County of Grey to the Ontario Land Tribunal but the person or public body does not make oral submissions at a public meeting or make written submissions to the County of Grey before a decision is made on the official plan amendment, the person or public body is not entitled to appeal the decision.
- 3. If a person or public body does not make oral submissions at a public meeting or make written submissions to the County of Grey before a decision is made on the official plan amendment, the person or public body may not be added as a party to the hearing of an appeal before the Ontario Land Tribunal unless, in the opinion of the Tribunal, there are reasonable grounds to do so.
- 4. If you wish to be notified of the decision by the County of Grey in respect to the approval or refusal of the official plan amendment, you must make a written request to the County, at the address noted above. Please note Official Plan Amendment # 11 when directing comments to the County.

A note about information you may submit to the County: Under the authority of the Municipal Act, 2001 and in accordance with Ontario's Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), all information provided for, or at a Public Meeting, Public Consultation, or other Public Process are considered part of the public record, including resident deputations. This information may be posted on the County website, and/or made available to the public upon request.

Dated at the County of Grey this 10th day of January, 2022

Denise Holmes

From:

Aggregates (NDMNRF) < Aggregates@ontario.ca>

Sent:

Monday, January 10, 2022 5:57 PM

To:

Keyes, Jennifer (NDMNRF)

Subject:

Proposed regulatory changes under the Aggregate Resources Act

Attachments:

Excess soil municipal notification Jan 6_22- French .pdf; Excess soil municipal notification

Jan 6_22- English .pdf

Dear Ontario Heads of Council and Clerks,

Please see the attached letter (in English and French) for information about The Ministry of Northern Development, Mines, Natural Resources and Forestry's Environmental Registry Proposal: Proposed regulatory changes for the beneficial reuse of excess soil at pits and quarries in Ontario.

Kind Regards,

Jennifer Keyes

Director, Resources Planning and Development Policy Branch

Ministry of Northern Development, Mines, Natural Resources and Forestry

Ministry of Northern Development, Mines, Natural Resources and Forestry

Resources Planning and Development Policy Branch Policy Division 300 Water Street Peterborough, ON K9J 3C7 Ministère du Développement du Nord, des Mines, des Richesses Naturelles et des Forêts

Direction des politiques de planification et d'exploitation des ressources Division de l'élaboration des politiques 300, rue Water Peterborough (Ontario) K9J 3C7



Subject: Proposed regulatory changes under the Aggregate Resources Act

Dear Ontario Heads of Council and Clerks,

The Ministry of Northern Development, Mines, Natural Resources and Forestry recognizes the critical role Ontario's municipalities play in the lives of Ontarians. We value our strong collaborative partnership with municipalities and the associations that represent their interests.

I am writing to inform you, the Ministry of Northern Development, Mines, Natural Resources and Forestry is proposing regulatory changes under the *Aggregate Resources Act*. These changes will harmonize with Ministry of the Environment, Conservation and Parks' new provincial requirements under the *Environmental Protection Act* (EPA) for soil that is moved during construction activities to another site for a beneficial reuse (i.e., excess soil). Ontario Regulation 406/19, and Rules for Soil Management and Excess Soil Quality Standards include risk-based quality standards for the safe reuse of excess soil.

We invite you to review the changes and offer comments.

A complete summary of the proposed regulatory changes can be found on the Environmental Registry at the following address: www.ero.ontario.ca
Then search for notice: 019-4801

There are several ways you can comment on this proposal, including:

- 1. Directly through the Environmental Registry posting (click on the "Submit a comment" button)
- 2. By email to aggregates@ontario.ca, or
- 3. By mail to:

Resources Development Section
Ministry of Northern Development, Mines, Natural Resources and Forestry
300 Water Street, 2nd Floor South
Peterborough, ON K9J 3C7

If you have any questions you can contact Darryl Mitchell at (705) 313-2154.

Sincerely,

Jennifer Keyes, Director, Resources Planning and Development Policy Branch



Environmental Registry of Ontario

Proposed regulatory changes for the beneficial reuse of excess soil at pits and quarries in Ontario

ERO (Environmental

019-4801

Registry of Ontario)

number

Notice type

Regulation

Act

Aggregate Resources Act, R.S.O. 1990

Posted by

Ministry of Northern Development, Mines, Natural Resources and Forestry

Notice stage

Proposal

Proposal posted

January 10, 2022

Comment period

January 10, 2022 - February 24, 2022 (45 days) Open

Last updated

January 10, 2022

This consultation closes at 11:59 p.m. on:

February 24, 2022

Proposal summary

The ministry of Northern Development, Mining, Natural Resources and Forestry is proposing regulatory changes and policy direction for importing soil to facilitate rehabilitation at authorized pits and quarries under the *Aggregate Resources Act*.

Proposal details

Background

Aggregate extraction must occur where aggregate deposits exist, and the land use is considered temporary in nature. Following the completion of excavation, approval holders must rehabilitate the site. Under the *Aggregate Resources Act* (ARA (Aggregate Resources Act.)), rehabilitate means to treat land where aggregate has been excavated so the use or condition is restored to the former use or condition or is changed to another use or condition that will be compatible with the use of adjacent land. After the aggregate approval has been surrendered, the future land use is approved by the local municipality under the *Planning Act* where applicable. On Crown land, approval holders must complete rehabilitation requirements and surrender the approval to the Crown. The area would be subject to the existing Crown Land Use Plan, approved under the *Public Lands Act*.

New provincial requirements exist under the *Environmental Protection Act* (EPA (Environmental Protection Act)) for soil (i.e., excess soil) that is removed off-site during construction activities to another site. The On-Site and Excess Soil Management Regulation, Ontario Regulation 406/19 (the Excess Soil Regulation), and the document Rules for Soil Management and Excess Soil Quality Standards adopted by reference, includes risk-based quality standards for the safe reuse of excess soil.

Note: this proposal does not apply to materials that are inert but are not excess soil under Ontario Regulation 406/19.

Proposed Ontario Regulation 244/97 changes

To remain consistent with provincial requirements under the <u>EPA (Environmental Protection Act)</u>, the following regulatory amendments under the <u>ARA (Aggregate Resources Act.)</u> are being proposed:

- All approval holders (existing and future), that are authorized to import material that
 meets the definition of excess soil for rehabilitation purposes, at a minimum, follow
 the applicable standards and rules in Rules for Soil Management and Excess Soil
 Quality Standards under <u>O. (Ontario) Reg. (Regulation)</u> 406/19 under the <u>EPA</u>
 (Environmental Protection Act) based on future property use and site conditions
 with three exceptions:
 - a. Excess soil placed below the water table must follow the soil management rules for environmentally sensitive areas under O. Reg.406/19, which means these areas would be limited to the most stringent (table 1 under the <u>EPA</u> (<u>Environmental Protection Act</u>)) quality standards.
 - b. On Crown land, in areas above the water table, the acceptable soil quality is limited to the applicable quality for agricultural and other property use as defined under <u>O. (Ontario) Reg. (Regulation)</u> 406/19, so that future land use is not limited.
 - c. Except in circumstances described in a. and b., and when no other alternative is available, a site-specific standard developed through the use of the Beneficial Reuse Assessment tool (BRAT) in accordance with <u>O. (Ontario) Reg. (Regulation)</u> 406/19 may be used, subject to authorization from the ministry of Northern Development, Mines, Natural Resources and Forestry (NDMNRF (Ministry of Northern Development, Mines, Natural Resources and Forestry)).
- In addition, to support oversight of the importation of excess soil under the <u>ARA</u> (<u>Aggregate Resources Act.</u>), <u>NDMNRF (Ministry of Northern Development, Mines, Natural Resources and Forestry)</u> proposes that all aggregate sites:
 - keep written records that are available on request that identify the source site, quality, quantity and placement location of excess soil received for reuse at the site
 - retain a Qualified Person (QP) (as defined by <u>Q. (Ontario) Reg. (Regulation)</u> 153/04, EPA (Environmental Protection Act)), if placing large quantities (> (greater than) 10,000 m³ (cubic metres)) of excess soil and/or if placing excess soil below the water table, to provide written confirmation that:
 - suitable soil quality is received for reuse based on conditions at the site and the approved future land use in the rehabilitation plan
 - ii. the final placement of excess soil on the site is overseen by a <u>QP (Qualified Person)</u>
- For existing licence holders authorized to import fill to facilitate rehabilitation, add rules in regulation, that when followed, would enable approval holders to make

specified changes to their site plan without the need for ministry review (i.e. (that is), self-filed amendment).

Changes include:

- to a different soil quality that is consistent with the rules described in 1. above, and the rehabilitation plan for the site, and
- remove conditions relating to sampling, reporting and approval requirements that
 are not consistent with the new framework under the <u>EPA (Environmental Protection</u>
 <u>Act)</u>.

Where an ARA (Aggregate Resources Act.) approval authorizes the importation of inert fill and no specific quality standard is identified, aggregate approval holders are to, at a minimum, follow the applicable Excess Soil Quality Standards under O. Reg. 406/19 under the EPA (Environmental Protection Act) based on the future property use and site conditions. This means that if the site plan authorizes importation of, for example, "clean soil", "clean fill", or "inert fill", but does not identify that it meets specific criteria for quality, then the suitable soil quality will be determined in accordance with the regulation under the ARA (Aggregate Resources Act.) and considering the conditions at the site, the future land use identified in the approved rehabilitation plan.

NDMNRF proposes to rescind policy, A.R. 6.00.03, Importation of Inert Fill for the Purpose of Rehabilitation, and replace with the following:

Applicants proposing a future aggregate site:

- Will demonstrate that the quantity of excess soil estimated to be received is
 consistent with that quantity necessary to achieve the site conditions specified in the
 rehabilitation plan to support the proposed future use. This is consistent with the
 Excess Soil Regulation requirements for other reuse sites, i.e., that the quantity of
 excess soil deposited or to be deposited at the reuse site must not exceed the
 quantity necessary for the beneficial purpose and the primary use of the site must
 not be the deposit of excess soil.
- Will provide detail on the site plan that makes the applicable excess soil quality obvious in accordance with the Aggregate Resources of Ontario Site Plan Standards.

Applicants on existing approved sites will:

- Follow soil quality standards for agricultural and other property use under the EPA
 (Environmental Protection Act) on private land when the future use is not identified
 in the approved rehabilitation plan, so that future uses of the property are not
 limited.
- Complete consultation as directed by the ministry if requesting to make a significant change such as, to the rehabilitation plan and/or change the amount of fill (i.e., quantity) approved for importation on the site plan.

Future and existing sites will:

- Follow the Best Management Practices for Aggregate Pit and Quarry Rehabilitation, available on the Ontario Society of Professional Engineers website when importing and placing excess soil.
- For applications proposing to fill-to-grade, potential impacts to the community from the fill operation and prolonged life of the site will be considered.
- Liquid soil will not be authorized for importing under the Aggregate Resources Act.

If an aggregate site approval holder wishes to import liquid soil to be processed for use, they should continue to seek authorization under the <u>EPA (Environmental Protection Act)</u> for this activity, which is to be conducted outside of the licenced area. Operators should be aware that other restrictions may apply (zoning, site alteration bylaws, partial site surrender).

Anticipated outcomes

- Consistency with provincial requirements for the reuse of excess soil at reuse sites throughout the province.
- Increased flexibility for aggregate site approval holders to plan for and undertake rehabilitation in a cost-effective manner and creates opportunities for diverse postextraction landforms and land uses.
- Record keeping and oversight by a <u>QP (Qualified Person)</u> provides reassurance that suitable soil quality is used to facilitate rehabilitation post-extraction at pits and quarries in Ontario.

Regulatory impact statement

The anticipated environmental, social, and economic consequences of the proposal are expected to be neutral to positive.

The proposed regulatory changes would improve clarity and certainty for aggregate site approval holders which in turn would be expected to result in environmental protections against any potential adverse impacts. Clear rules for the reuse of excess soil may provide an opportunity for a source of revenue that can be used towards rehabilitation costs.

The cost for record keeping and oversight by a <u>OP (Qualified Person)</u> (where importing more than 10,000 m3 of excess soil) are beyond the requirements under the <u>EPA</u> (<u>Environmental Protection Act</u>) for a reuse site governed by an instrument (i.e., approval under <u>ARA (Aggregate Resources Act.)</u>) but are necessary to support oversight under the <u>ARA (Aggregate Resources Act.)</u>. An estimated cost of approximately \$350,000.00 over a ten-year period is expected. This cost would apply to aggregate site approval holders who are authorized or seek authorization to import large quantities of excess soil to facilitate rehabilitation of the site.

Supporting materials

Related links

Aggregate Resources Act. 1990 (https://www.ontario.ca/laws/statute/90a08)

Ontario Regulation 244/97 (Aggregate Resources Act) (https://www.ontario.ca/laws/regulation/970244?search=aggregate)

A.R. policy 6.00.03, Importation of Inert Fill for Rehabilitation Purposes (https://files.ontario.ca/environment-and-energy/aggregates/269650.pdf)

Ministry of the Environment, Conservation and Parks - Excess soil webpage (https://www.ontario.ca/page/handling-excess-soil)

Ontario Regulation 406/19 (Environmental Protection Act) (https://www.ontario.ca/laws/regulation/190406)

Ontario Society of Professional Engineers - Best Management Practices
(https://ospe.on.ca/wp-content/uploads/2021/04/Best-Management-Practices-forAggregate-Pit-and-Quarry-Rehab-in-Ont...pdf)

Ontario Ministry of Agriculture, Food and Rural Affairs - Importation of Soil o... (http://www.omafra.gov.on.ca/english/engineer/facts/16-055,htm)

Related ERO (Environmental Registry of Ontario) notices

Extending Grandfathering for Infrastructure Projects and Providing Additional Flexibility for Excess Soil Reuse (/notice/019-2462)

Excess soil management regulatory proposal (/notice/013-2774)

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.

MNDMNRF - RPDPB - Resources Development Section 300 Water Street 2nd Floor, South Tower Peterborough, ON K9J 3C7 Canada

Comment

Let us know what you think of our proposal.

Have questions? Get in touch with the contact person below. Please include the <u>ERO</u> (<u>Environmental Registry of Ontario</u>) number for this notice in your email or letter to the contact.

Read our commenting and privacy policies. (/page/commenting-privacy)

Submit by mail

Cathy Curlew
MNDMNRF - RPDPB - Resources
Development Section
300 Water Street
2nd Floor, South Tower
Peterborough, ON
K9J 3C7
Canada

Connect with

us

Contact

Cathy Curlew

☑ aggregates@ontario.ca

Denise Holmes

From:

Sent:

Thursday, January 13, 2022 9:36 AM

To:

Denise Holmes

Subject:

Correction Notice - Advocacy Update: Joint and Several Liability Reform

An earlier version of this e-mail contained an outdated link.

View this email in your browser.



About AMCTO | Education & Events | Advocacy & Policy



January 13, 2022

Advocacy Update:
Joint and Several Liability Reform

CORRECTION: An earlier version of this e-mail contained an outdated link. The correct link to AMO's Jan. 6 Call to Action is included below. We apologize for any inconvenience or confusion this may have caused.

For years AMCTO and other municipal associations and stakeholders have advocated for Joint and Several Liability reform with successive provincial governments. AMCTO has brought forward the concerns of our members during ministry delegations, in pre-budget submissions, and with an Issue at a Glance.

In 2018, the Ford Government announced a consultation and review of Joint and Several and the sector has been eagerly awaiting a response from the Ministry of the Attorney General.

As outlined in our local government priorities document, the need for reform is particularly necessary now given the impact Joint and Several Liability has had on increasing municipal insurance premiums – costs ultimately carried by the taxpayer. On behalf of our members, we continue to advocate for change. In response to AMO's call to action on Joint and Several Liability, we have written to Attorney General Doug Downey endorsing their recommendations.

With a few months left in this government's mandate, there is a short window of opportunity to encourage movement on this issue. AMO is calling on municipalities to write to the Attorney General with council resolutions supporting the following recommendations:

- The provincial government adopt a model of full proportionate liability to replace joint and several liability.
- Implement enhancements to the existing limitations period including the continued applicability of the existing 10-day rule on slip and fall cases given recent judicial interpretations, and whether a 1-year limitation period may be beneficial.
- 3. Implement a cap for economic loss awards.
- Increase the catastrophic impairment default benefit limit to \$2 million and increase the thirdparty liability coverage to \$2 million in government regulated automobile insurance plans.
- Assess and implement additional measures which would support lower premiums or alternatives to the provision of insurance services by other entities such as non-profit insurance reciprocals.
- Compel the insurance industry to supply all necessary financial evidence including premiums, claims, and deductible limit changes which support its, and municipal arguments as to the fiscal impact of joint and several liability.
- Establish a provincial and municipal working group to consider the above and put forward recommendations to the Attorney General.

We look forward to continuing to work with our municipal association colleagues on this and other important policy issues.

Stay tuned for more resources and toolkits around our local government priorities for the 2022 provincial election to come.

For more information or questions about how you can get involved in our advocacy efforts, please contact:

Alana Del Greco Manager, Policy & Government Relations adelgreco@amcto.com

Charlotte Caza
Policy Advisor
ccaza@amcto.com



AMCTO | The Municipal Experts

2680 Skymark Avenue, Suite 610, Mississauga, Ontario L4W 5L6

Tel: (905) 602-4294

www.amcto.com

Unsubscribe





Honourable Doug Ford
Premier of Ontario
Legislative Building
Queen's Park
Toronto ON M7A1A1 (Sent via email)

January 14, 2022

Re: Fire Safety Measures - Request to Review the Ontario Fire Code Retrofit Section 9.5

Please be advised that on January 12th 2022 the Town of Plympton-Wyoming Council passed the following motion to support the City of Kitchener's resolution (attached) regarding fire safety measures and a request to review the Ontario Fire Code Retrofit Section 9.5.

Motion 19

Moved by Mike Vasey Seconded by Gary Atkinson

That Council supports item 't' of correspondence from the City of Kitchener regarding fire safety measures, and directs staff to prepare a letter of support.

Motion Carried.

If you have any questions regarding the above motion, please do not hesitate to contact me by phone or email at ekwarciak@plympton-wyoming.ca.

Sincerely,

Erin Kwarciak

Clerk

Town of Plympton-Wyoming

Cc: (all sent via e-mail)

Honourable Steve Clark, Minister of Municipal Affairs and Housing

Monika Turner, Association of Municipalities of Ontario

All Ontario Municipalities

The Corporation of the Town of Plympton-Wyoming
P.O Box 250, 546 Niagara Street, Wyoming Ontario NON 1T0
Tel. 519-845-3939 Ontario Toll Free: 1-877-313-3939

Info#5
FEB 0 3 2022



CHRISTINE TARLING

Director of Legislated Services & City Clerk Corporate Services Department Kitchener City Hall, 2nd Floor 200 King Street West, P.O. Box 1118 Kitchener, ON N2G 4G7 Phone: 519.741,2200 x 7809 Fax: 519.741,2705

christine.tarling@kitchener.ca TTY: 519-741-2385

December 1, 2021

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

Dear Premier Ford:

This is to advise that City Council, at a meeting held on November 22, 2021, passed the following resolution regarding fire safety measures:

"WHEREAS the Government of Ontario, in December 1975, enacted the Ontario Building Code for the purpose of regulating the construction of new, safe buildings within the Province of Ontario; and,

WHEREAS the Government of Ontario, in November 1981 enacted the Ontario Fire Code for the purpose of maintaining the life safety systems of all buildings within the Province of Ontario; and,

WHEREAS the Government of Ontario, in November 1983 began the process of amending the Ontario Fire Code to include Retrofit provisions, for the purpose of providing a minimum level of life safety for those existing buildings which had not been built under the provisions of any version of the Ontario Building Code; and,

WHEREAS the government of Ontario, in October 1992 amended the Ontario Fire Code Retrofit provisions, for the purpose of providing a minimum level of life safety to buildings classed as low rise residential (9.5); and,

WHEREAS October 2021 marks twenty-nine (29) years since the requirements outlined by Retrofit 9.5 have been substantially updated; and,

WHEREAS this lack of currently appropriate standards for self-closing devices on suite doors and positive latching on exit stairwell doors has led to significant serious injuries, deaths, long term dislodgement of residents, and significant unnecessary insurance loss due to allowed building deficiencies:

THEREFORE IT BE RESOLVED that the City of Kitchener urges the government of Ontario to direct the Ontario Fire Marshal's Office — Technical Services, to undertake an immediate review of that portion of the Ontario Fire Code known as Retrofit Section 9.5;

THEREFORE IT FURTHER BE RESOLVED that the City of Kitchener urges the Government of Ontario to, as expeditiously as possible, amend the Ontario Fire Code Sentence 9.5.2.8.(1) to require self closing devices on all suite closures (doors) within low rise residential buildings: and,

THEREFORE IT FURTHER BE RESOLVED that the City of Kitchener urges the Government of Ontario to, as expeditiously as possible, amend the Ontario Fire Code Sentence 9.5.3.3.(3) to require that closures (doors) entering exit stairwells be equipped with both self-closing devices and positive latching; and,

THEREFORE IT FINALLY BE RESOLVED that a copy of this resolution be forwarded to the Honourable Premier of Ontario, the Minster of Municipal Affairs and Housing, the Association of Municipalities of Ontario; and, all other Ontario municipalities."

Yours truly,

I Tarling

C. Tarling

Director of Legislated Services

& City Clerk

c: Honourable Steve Clark, Minister of Municipal Affairs and Housing Monika Turner, Association of Municipalities of Ontario Ontario Municipalities

Denise Holmes

From:

Kera Mombourquette kmombourquette@dufferincounty.ca

Sent:

Monday, January 17, 2022 3:59 PM

To:

Denise Holmes; Sarah Culshaw

Subject:

2021 Building Reports

Attachments:

YTDReport - ME 2021.pdf; ME Permit Summary Report 2021.pdf

Good Afternoon,

Attached are 2 reports for 2021.

Kind regards,

Kera Mombourquette, Administrative Support Specialist | Development and Tourism | County of Dufferin

Phone: 519.941.2816 x 2705 | kmombourquette@dufferincounty.ca | 30 Centre St, Orangeville, ON L9W 2X1



<u>DufferinCounty.ca</u> | <u>JoininDufferin</u> | <u>DufferinMuseum.com</u>

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Dufferin County Building Permit Report YTD [Date Entered]

From: 1/1/2021 To: 12/31/2021

Jurisdiction	Year	Month	Application	Work Class	Const. Type	Count	Valuation	Fees
Melancthon 202				Sub Total for: Melancthon:		87	\$16937050.08	\$210108,5
	2021	January		Sub Total for: January :		7	\$754000,00	\$6184.10
			Accessory Building	03-Alteration and improvements		1	\$75000.00	\$1021.68
			Addition	02-Addition to existing building		1	\$49000.00	\$480.00
			New Non-Residential	01-New construction		1	\$400000.00	\$160.00
			New Single Family Dwelling	01-New construction		1	\$180000.00	\$3217.42
			Septic	03-Alteration and improvements		3	\$50000.00	\$1305.00
		February		Sub Total for: February :		8	\$504000.00	\$8199.00
			Accessory Building	03-Alteration and improvements		2	\$125000.00	\$1025.12
			Demolition	00-Demolition		1	\$5000.00	\$320.00
			New Non-Residential	03-Alteration and improvements		1	\$15000.00	\$480.00
		of the state of th	Renovation	03-Alteration and improvements		3	\$59000.00	\$1148.10
			New Single Family Dwelling	01-New construction		1	\$300000.00	\$5225.78
		March		Sub Total for: March :		5	\$597000.00	\$10792.50
			Addition	02-Addition to existing building		2	\$85000.00	\$1544.36
			Demolition	00-Demolition		1	\$7000.00	\$480.00
			Pool Enclosure	03-Alteration and improvements		1	\$5000.00	\$160.00
			New Single Family Dwelling	01-New construction		1	\$500000.00	\$8608.14
		April		Sub Total for: April :		10	\$1746000.00	\$33295.28
			Accessory Building	15-Garage/Carport/Accessory		2	\$50000.00	\$512.56
			Deck	03-Alteration and improvements		2	\$13000.00	\$320.00
			New Non-Residential	03-Alteration and improvements		1	\$65000.00	\$240.00
				12-Installation of a pre-fabricated		1	\$100000.00	\$480.00
			New Single Family Dwelling	01-New construction		3	\$1500000.00	\$31202.72
			Septic	03-Alteration and improvements		1	\$18000.00	\$540.00
		May		Sub Total for: May :		8	\$1081050.08	\$23108.38
1 - 1			New Non-Residential	01-New construction		4	\$669050.08	\$13157.36
				03-Alteration and improvements		1	\$15000.00	\$240.00
			New Single Family Dwelling	01-New construction		1	\$350000.00	\$9011.02
			Sign	03-Alteration and improvements		1	\$7000.00	\$160.00
			Septic	01-New construction		1	\$40000.00	\$540.00
		June		Sub Total for: June :		11	\$1669000.00	\$23016.92
- 1			Accessory Building	15-Garage/Carport/Accessory		2	\$21000.00	\$328.56
			New Non-Residential	01-New construction		7	\$1040000.00	\$13311.08

Dufferin County

Building Permit Report YTD [Date Entered] From: 1/1/2021 To: 12/31/2021

ırisdiction	Year	Month	Application	Work Class	Const. Type	Count	Valuation	Fees
	1 6.0		New Single Family Dwelling	01-New construction		1	\$600000.00	\$8437.28
		Septic	01-New construction		1	\$8000.00		
		July		Sub Total for: July :		10	\$1640000.00	\$21245.44
		,	Accessory Building	03-Alteration and improvements		2	\$185000.00	
				15-Garage/Carport/Accessory		1	\$35000.00	\$306.16
			Addition	02-Addition to existing building		2	\$550000.00	
			Demolition	00-Demolition		1	\$5000.00	
			New Non-Residential	01-New construction		3	\$540000.00	1
			New Single Family Dwelling	01-New construction		1	\$325000.00	1
		August		Sub Total for: August		5	\$748000.00	\$12027.30
			Demolition	00-Demolition		2	\$10000.00	
			New Non-Residential	01-New construction		1	\$105000.00	
			New Single Family Dwelling	01-New construction		1	\$600000.00	10000
			Septic	03-Alteration and improvements		1	\$33000.00	
	September		Sub Total for: September	:	7	\$3283000.00	\$33743,16	
			Demolition	00-Demolition		1	\$10000.00	
			New Non-Residential	01-New construction		2	\$918000.00	10000
		Renovation	03-Alteration and improvements		1	\$125000.00		
			New Single Family Dwelling	01-New construction		3	\$2230000.00	
		October		Sub Total for: October		9		
			Accessory Building	03-Alteration and improvements		1	\$100000.00	
			-	15-Garage/Carport/Accessory		3	\$220000.00	
			Demolition	00-Demolition		2	\$60000.00	
			Relocate Existing Building	03-Alteration and improvements		1	\$70000.00	
			New Single Family Dwelling	01-New construction		1	\$1499000.00	\$8480.44
			Sign	01-New construction		1	\$6000.00	
		November		Sub Total for: November	:	5	\$1610000.00	
			Demolition	00-Demolition		1	\$0.00	
			New Non-Residential	01-New construction		2	\$560000.00	\$3811.48
			Renovation	03-Alteration and improvements		1	\$50000.00)
			New Single Family Dwelling	01-New construction		1	\$1000000.00	
		December		Sub Total for: December	:	2		
	1		New Non-Residential	01-New construction		1	\$350000.00	
			New Single Family Dwelling	01-New construction		1	\$1000000.00	\$480.00

Dufferin County Permit Summary Report[Date Entered] From: 1/1/2021 To: 12/31/2021

Type	Count	Work Value	Fees
Residential	52	\$11828000.00	\$158015.64
	PRSP202100023	\$30000.00	\$540.00
	PRSF202100035	\$180000.00	\$3217.42
	PRSP202100037	\$10000.00	\$540.00
	PRSP202100055	\$10000.00	\$225.00
	PRAB202100063	\$75000.00	\$1021.68
	PRSF202100112	\$300000.00	\$5225.78
	PRDE202100113	\$5000.00	\$320.00
	PRAB202100121	\$75000.00	\$639.84
	PRRN202100132	\$0.00	\$160.00
	PRRN202100137	\$4000.00	\$160.00
	PRAB202100145	\$50000.00	\$385.28
	PRAD202100149	\$80000.00	\$1064.36
	PRPE202100175	\$5000.00	\$160,00
	PRSF202100199	\$500000.00	\$8608.14
	PRDK202100252	\$9000.00	\$160.00
	PRAB202100265	\$50000.00	\$512.56
	PRSF202100269	\$300000,00	\$10264.20
	PRSF202100271	\$40000.00	\$3272.96
	PRSP202100285	\$18000.00	\$540.00
	PRAB202100301	\$0.00	
	PRSF202100309	\$800000.00	\$17665.56
	PRDK202100317	\$4000.00	\$160.00
	PRSP202100389	\$40000.00	\$540.00
	PRSF202100402	\$350000,00	\$9011.02
	PRAB202100434	\$21000.00	\$168.56
	PRAB202100443	\$0.00	\$160.00
	PRSF202100464	\$600000.00	\$8437.28
	PRAB202100531	\$35000.00	\$419.68
	PRAD202100533	\$50000.00	\$549.40
	PRAD202100553	\$500000.00	\$2669.98
	PRAB202100566	\$150000.00	\$1021.68
	PRDE202100567	\$5000.00	\$160.00
	PRSF202100572	\$325000.00	\$5723.26
	PRAB202100575	\$35000.00	\$306.16
	PRSP202100585	\$33000.00	\$540.00
	PRDE202100586	\$10000.00	\$160.00
	PRDE202100616	\$0.00	\$160.00
	PRSF202100623	\$600000.00	\$9915.58
	PRSF202100663	\$1000000.00	\$11120.88
	PRDE202100671	\$10000.00	

Dufferin County Permit Summary Report[Date Entered] From: 1/1/2021 To: 12/31/2021

Туре	Count	Work Value	Fees
Agricultural	24	\$3880050.08	\$26241.32
	PRNR202100074	\$15000.00	\$480.00
	PRRN202100087	\$55000.00	\$828.10
	PRNR202100272	\$65000.00	\$240.00
	PRNR202100286	\$100000.00	\$480.00
	PRNR202100377	\$119050.08	\$958.92
	PRNR202100379	\$40000.00	\$3681.96
	PRNR202100380	\$15000.00	\$240.00
	PRNR202100393	\$30000.00	\$480.00
	PRNR202100431	\$60000.00	\$544.12
	PRNR202100445	\$550000.00	\$2447.32
	PRNR202100475	\$0.00	\$480.00
	PRNR202100491	\$15000.00	\$480.00
	PRSP202100493	\$8000.00	\$940.00
	PRNR202100497	\$150000.00	\$2505.88
	PRNR202100545	\$100000.00	\$1127.28
	PRNR202100570	\$140000.00	\$1088.24
	PRNR202100631	\$105000.00	\$1251.72
	PRNR202100647	\$150000.00	\$907.68
	PRRN202100655	\$125000.00	\$1348.62
	PRNR202100678	\$768000.00	\$960.00
	PRNR202100913	\$310000.00	\$1988.80
	PRNR202100924	\$250000.00	\$1822.68
	PRDE202100930	\$0.00	\$480.00
	PRNR202100980	\$350000.00	\$480.00
Assembly	1	\$49000.00	\$480.00
	PRAD202100022	\$49000.00	\$480.00
Business & Personal	3	\$83000.00	\$1501.60
	PRDE202100147	\$7000.00	\$480.00
	PRRB202100724	\$70000.00	\$1021.60
	PRSG202100901	\$6000.00	
Industrial	6	\$1090000.00	\$23710.00
	PRNR202100026	\$400000.00	\$160.00
	PRAD202100229	\$5000.00	\$480.00
	PRNR202100412	\$120000.00	\$8036.48
	PRNR202100494	\$15000.00	\$480.00
	PRNR202100503	\$250000.00	\$6373.76
	PRNR202100518	\$300000.00	\$8179.76
Mercantile	1	\$7000.00	\$160.00
	PRSG202100346	\$7000.00	\$160.00

Dufferin County Permit Summary Report[Date Entered] From: 1/1/2021 To: 12/31/2021

Туре	Count	Work Value	Fees
Residential	PRSF202100712	\$33000.00	\$9965.66
	PRSF202100715	\$900000.00	\$9440.32
	PRAB202100717	\$100000.00	\$1534.24
	PRDE202100719	\$25000.00	\$160.00
	PRAB202100728	\$100000.00	\$381.84
	PRAB202100806	\$50000.00	\$268.32
	PRDE202100817	\$35000.00	\$160.00
	PRSF202100875	\$1499000.00	\$8480.44
	PRAB202100881	\$70000.00	\$357.76
	PRSF202100923	\$1000000.00	\$20880.80
	PRRN202100931	\$50000.00	
	PRSF202101083	\$1000000.00	\$480.00
Grand Total:	87	\$16937050.08	\$210108.56

Excluded Statuses: C,INVL,STWK,VOID,WDRN Jurisdictions Included: Melancthon

Issued Permit Number Roll No		Description Realized State of		otal Valuation Application S
	00000202050 518671 COUNTY RD 124, Melancthon, ON	Replace Failed Sewage Disposal System	\$540.00	\$30,000.00 Permit(s) Issu
	00000516100 117287 2ND LINE SW, Melancthon, ON	Change of Use from Farm Residence to Farm Administration Building (Interior Renovation)	\$212.94	\$0.00 Permit(s) Issu
	00000521802 097165 4TH LINE SW, Melancthon, ON	Dwelling Unit (175 sq.m) + Garage (118 sq.m) + Deck (28 sq.m) + Sewage Disposal System	\$8,228.42	\$180,000.00 Closed
L8/2021 PRSF202000666 22190		Dwelling Unit (169 sq.m) + Attached Garage (105 sq.m) + Rear Deck (29 sq.m) + Front Deck (16 sq.m) + Sewage Disposal System	\$8,105.82	\$350,000.00 Permit(s) Issu
26/2021 PRAB202100063 22190	00000412850 503053 HIGHWAY 89, Melancthon, ON	Storage Building	\$1,021.68	\$75,000.00 Closed
3/2021 PRDE202100113 22190	00000212900 398153 5TH LINE, Melancthon, ON	Dwelling Demolition + Garage Demolition	\$320.00	\$5,000.00 Permit(s) Issu
8/2021 PRRN202100087 22190	00000310250 199190 2ND LINE NE, Melancthon, ON	Manure Storage Renovation (walls + roof)	\$828.10	\$55,000.00 Permit(s) Issu
9/2021 PRAB202000846 22190	00000613050 116119 2ND LINE SW, Melancthon, ON	Accessory Building	\$478.16	\$100,000.00 Permit(s) Issu
9/2021 PRSF202000840 22190	00000613050 116119 2ND LINE SW, Melancthon, ON	Dwelling Unit (194 sq.m) + Garage (39 sq.m) + Sewage Disposal System	\$8,203.28	\$350,000.00 Permit(s) Issu
1/2021 PRSP202100055 22190	00000118949 2 ASHLEA LANE, Melancthon, ON	Replace Failing Holding Tank Notice of Change - replace septic bed	\$225.00	\$10,000.00 Closed
2/2021 PRDE202100147 22190	00000607450 476260 3RD LINE, Melancthon, ON	Decommission Two School Portables	\$480.00	\$7,000.00 Closed
	00000521600 097235 4TH LINE SW, Melancthon, ON	Replacement of Failing Sewage Disposal System	\$540.00	\$10,000.00 Closed
	00000212900 398153 5TH LINE, Melancthon, ON	Dwelling Unit (361 sq.m) + Porches (14 sq.m) + Balconies (18 sq.m) + Sewage Disposal System	\$5,225.78	\$300,000.00 Permit(s) Issu
·	20000216720 318113 8TH LINE NE, Melancthon, ON	Pool Enclosure	\$160.00	\$5,000.00 Permit(s) Issu
	00000608900 525160 5TH SIDEROAD, Melancthon, ON	Roof Over Deck	\$360.00	\$10,000.00 Closed
· -	00000601900 516457 COUNTY RD 124	Double-Sided Billboard	\$160.00	\$5,500.00 Permit(s) Issu
·	00000613860 582356 COUNTY RD 17, Melancthon, ON	Accessory BuildingNotice of Change - location of structure change	\$639.84	\$75,000.00 Permit(s) Issu
	00000119650 625274 15 SIDEROAD, Melancthon, ON			
		Dwelling Unit (213.2 sq.m) + Attached Garage (84.7 sq.m) + Covered Porch (29.7 sq.m) + Sewage Disposal System	\$8,608.14	\$500,000.00 Permit(s) Iss
	00000310100 199100 2ND LINE NE, Melancthon, ON	Mezzanine in Existing On Farm Business.	\$480.00	\$5,000.00 Closed
•	00000405152 681169 260 SIDEROAD, Melancthon, ON	Rear Deck	\$160.00	\$9,000.00 Permit(s) Iss
	00000120120 477426 3RD LINE, Melancthon, ON	Storage Building	\$385.28	\$50,000.00 Permit(s) Iss
	00000121550 585087 COUNTY RD 17, Melancthon, ON	Metal Storage Building (139 sq.m) + Lean-to (47 sq.m)	\$480.00	\$100,000.00 Permit(s) Iss
	00000121550 585087 COUNTY RD 17, Melancthon, ON	Replacement of Septic System	\$540.00	\$18,000.00 Permit(s) Iss
./2021 PRNR202100272 22190	00000514900 118141 2ND LINE SW, Melancthon, ON	Grain Bin with Concrete Base	\$240.00	\$65,000.00 Permit(s) Iss
/2021 PRDK202100317 22190	00000509400 87 ARGYLE ST, Melancthon, ON	Deck Extension	\$160.00	\$4,000.00 Closed
/2021 PRSF202100269 22190	00000124110 397217 5TH LINE, Melancthon, ON	Dwelling Unit (340 sq.m) + 2 Decks & 2 Balconies (38 sq.m) + Sewage Disposal System	\$10,264.20	\$300,000.00 Permit(s) Is:
/2021 PRSF202100271 22190	00000111800 289 MAIN ST, Melancthon, ON	Dwelling Unit (Main - 139.4 sq.m + 2nd - 52.7 sq.m) + Garage (69.9 sq.m) + Covered Deck & Porch (17.9 sq.m) + Deck (15.4 sq.m) + Sewage Disposal System	\$3,272.96	\$400,000.00 Permit(s) Is:
/2021 PRAB202100265 22190	00000207602 478278 3RD LINE, Melancthon, ON	Storage Garage	\$512.56	\$50,000.00 Closed
/2021 PRNR202100380 22190	00000124110 397217 5TH LINE, Melancthon, ON	3 Concrete Pads for Grain Bins	\$240.00	\$15,000.00 Permit(s) Iss
/2021 PRNR202100377 22190	00000120202 477476 3RD LINE, Melancthon, ON	Storage Building (store empty potato bags)	\$958.92	\$119,050.08 Permit(s) Is:
2/2021 PRAB202100434 22190	00000214850 784097 COUNTY RD 9, Melancthon, ON	Detached Garage	\$168.56	\$21,000.00 Permit(s) Is:
2/2021 PRNR202100379 22190	00000124110 397217 5TH LINE, Melancthon, ON	Livestock Barn + Manure Storage + 2 Silos + Bale Storage + Feed Room + Shed	\$3,681.96	\$400,000.00 Permit(s) Is:
/2021 PRSF202100309 22190	00000118955 8 RUTLEDGE HTS, Melancthon, ON	Dwelling Unit (646 sq.m) + Attached Garage (114 sq.m) + Finished Basement (234 sq.m) + Deck (11 sq.m) + Sewage Disposal System	\$17,665.56	\$800,000.00 Permit(s) is:
/2021 PRSP202100493 22190	00000312900 762013 SIDEROAD 240, Melancthon, ON	Sewage Disposal System (Workshop)	\$940.00	\$8,000.00 Closed
	00000403900 98042 4TH LINE SW, Melancthon, ON	Sap Boiling Building	\$480.00	\$30,000.00 Permit(s) Is
	00000117650 COUNTY RD 124, Melancthon, ON	Billboard Sign	\$160.00	\$7,000.00 Closed
	00000303100 238501 4TH LINE NE, Melancthon, ON	Pig Barn	\$2,447.32	\$550,000.00 Permit(s) Is
	00000312900 762013 SIDEROAD 240, Melancthon, ON	Power Room	\$480.00	\$15,000.00 Closed
	00000507200 642393 SIDEROAD 270, Melancthon, ON	Sewage Disposal System	\$540.00	\$40,000.00 Permit(s) Is
	00000124300 397159 5TH LINE, Melancthon, ON	Steel Storage Building	\$419.68	\$35,000.00 Permit(s) Is
	00000124300 337133 314 LINE, Melanction, ON	Horse Tie in Shelter		
		noise he in sheller	\$480.00	\$15,000.00 Permit(s) Is
	00000408705 77177 7TH LINE SW, Melancthon, ON	Demolish Accessory Building	\$160.00	\$5,000.00 Permit(s) is
	00000124110 397217 5TH LINE, Melancthon, ON	Workshop with Attached Office & Power Room + Sewage Disposal System	\$8,179.76	\$300,000.00 Permit(s) Is
	00000118954 10 RUTLEDGE HTS, Melancthon, ON	Dwelling Unit (209 sq.m) + Garage (130 sq.m) + Covered Porches/Deck (8.5 sq.m) + Sewage Disposal System	\$9,011.02	\$350,000.00 Permit(s) Is
	00000312900 762013 SIDEROAD 240, Melancthon, ON	Workshop	\$6,373.76	\$250,000.00 Closed
	00000309500 198093 2ND LINE NE, Melancthon, ON	Farm Shed	\$1,127.28	\$100,000.00 Permit(s) Is
	00000501000 197492 SECOND LINE NE, Melancthon, ON	Horse Training Arena	\$2,505.88	\$150,000.00 Permit(s) Is
/2021 PRDE202100616 22190	00000520010 098183 4TH LINE SW, Melancthon, ON	Demolish Rear Deck	\$160.00	\$0.00 Permit(s) Is
/2021 PRSP202100585 22190	00000400600 116116 2ND LINE SW, Melancthon, ON	Replace Sewage Disposal System	\$540.00	\$33,000.00 Permit(s) Is
/2021 PRNR202100412 22190	00000401600 96061 4TH LINE SW, Melancthon, ON	Industrial Storage Building	\$8,036.48	\$120,000.00 Closed
/2021 PRDE202100586 22190	00000519700 098311 4TH LINE SW, Melancthon, ON	Dwelling Demolition	\$160.00	\$10,000.00 Permit(s) Is
/2021 PRSF202100572 22190	00000519700 098311 4TH LINE SW, Melancthon, ON	Dwelling Unit (342 sq.m) + Finished Basement (45 sq.m) + Balcony (14 sq.m) + Sewage Disposal System	\$5,723.26	\$325,000.00 Permit(s) Is
	00000408705 77177 7TH LINE SW, Melancthon, ON	Storage Shed	\$1,021.68	\$150,000.00 Permit(s) Is
	00000513200 722358 250TH SIDEROAD, Melancthon, ON	Farm Equipment Storage Building	\$1,251.72	\$105,000.00 Permit(s) Is
	00000605604 476521 3RD LINE, Melancthon, ON	Dwelling Unit (292.8 sq.m) + Garage (75.7 sq.m) + Covered Decks (36.8 sq.m) + Decks (21.4 sq.m) + Sewage Disposal System	\$9,915.58	\$600,000.00 Permit(s) Is
,	00000200900 558452 MULMUR-MELANCTHON TLINE, Mela		\$1,060.00	\$768,000.00 Permit(s) Is:

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9/27/2021 PRNR202100431	221900000506100 157102 HIGHWAY 10, Melancthon, ON	Farm Storage Shed	\$544.12	\$60,000.00 Permit(s) Issued
10/1/2021 PRSF202100464	221900000118932 3 RUTLEDGE HTS, Melancthon, ON	Dwelling Unit (185.5 msq.) + Garage (49.8 msq.) + Covered decks (33.3 msq) + Sewage Disposal System Main floor	\$8,437.28	\$600,000.00 Permit(s) Issued
10/6/2021 PRNR202100647	221900000307200 199261 2ND LINE NE, Melancthon, ON	Agricultural Shed	\$907.68	\$150,000.00 Permit(s) Issued
10/19/2021 PRAB202100575	221900000309400 198143 2ND LINE, Melancthon, ON	Detached Garage	\$306.16	\$35,000.00 Permit(s) Issued
10/20/2021 PRRN202100655	221900000517200 117104 2ND LINE SW, Melancthon, ON	Interior Renovation of Barns	\$1,348.62	\$125,000.00 Permit(s) Issued
10/29/2021 PRAB202100728	221900000115812 585437 COUNTY RD 17, Melancthon, ON	Detached Garage	\$381.84	\$100,000.00 Permit(s) Issued
10/29/2021 PRAD202100149	221900000609200 436139 4TH LINE, Melancthon, ON	Dwelling Addition (family room and primary bedroom with ensuite)	\$1,064.36	\$80,000.00 Permit(s) Issued
10/29/2021 PRRB202100724	221900000411130 077572 7TH LINE SW, Melancthon, ON	2 School Portables (Rescue Facility for Feral Cats) + Sewage Disposal System	\$1,021.60	\$70,000.00 Permit(s) Issued
11/1/2021 PRAD202100553	221900000102550 557568 MULMUR-MELANCTHON TLINE, Mela	r attached 2 car garage (83.5 msq.) + 2nd floor living space (83.5 msq) + shop (223 msq) + Sewage Disposal System	\$2,669.98	\$500,000.00 Permit(s) Issued
11/2/2021 PRAB202100717	221900000605909 476361 THIRD LINE, Melancthon, ON	Rebuild Storage Building	\$1,534.24	\$100,000.00 Permit(s) Issued
11/4/2021 PRDE202100817	221900000517200 117104 2ND LINE SW, Melancthon, ON	Demolition of Dwelling Unit	\$160.00	\$35,000.00 Permit(s) Issued
11/4/2021 PRSF202100663	221900000118948 4 ASHLEA LANE, Melancthon, ON	Dwelling Unit + Sewage Disposal System	\$11,120.88	\$1,000,000.00 Permit(s) Issued
11/5/2021 PRDE202100719	221900000515500 682342 SIDEROAD 260, Melancthon, ON	Demolition of Dwelling (new building already completed)	\$160.00	\$25,000.00 Closed
11/5/2021 PRSF202100712	221900000517200 117104 2ND LINE SW, Melancthon, ON	Dwelling Unit + Sewage Disposal System	\$9,965.66	\$330,000.00 Permit(s) Issued
11/7/2021 PRNR202100570	221900000119400 477084 3RD LINE, Melancthon, ON	Heifer Barn	\$1,088.24	\$140,000.00 Permit(s) Issued
11/11/2021 PRSF202100715	221900000115812 585437 COUNTY RD 17, Melancthon, ON	Dwelling Unit (253.7msq.) + Attached Garage (85.4 msq) + Sewage Disposal System	\$9,440.32	\$900,000.00 Permit(s) Issued
11/12/2021 PRAB202100881	221900000600770 525496 SIDEROAD 5, Melancthon, ON	Detached Garage + Loft	\$357.76	\$70,000.00 Permit(s) Issued
11/12/2021 PRSF202100875	221900000117000 537280 MAIN ST, Melancthon, ON	Dwelling Unit (187.7 msq) + Garage (55.4 msq.) + Sewage Disposal System	\$8,480.44	\$1,499,000.00 Permit(s) Issued
11/18/2021 PRNR202100913	221900000307800 199057 2ND LINE NE, Melancthon, ON	Turkey Barn + Feed Bins (3)	\$1,988.80	\$310,000.00 Permit(s) Issued
11/19/2021 PRDE202100930	221900000129500 398062 CON 7 NE, Melancthon, ON	Demolish Partially Collapsed Farm Building	\$480.00	\$0.00 Permit(s) Issued
11/24/2021 PRNR202100924	221900000306100 783129 COUNTY RD 9, Melancthon, ON	Barn (Horses/Sheep & Manure Storage)	\$1,822.68	\$250,000.00 Permit(s) Issued
11/26/2021 PRAD202100533	221900000121550 585087 COUNTY RD 17, Melancthon, ON	Dwelling Addition (29.8 msq) + Porch (13.9msq)	\$549.40	\$50,000.00 Permit(s) Issued
12/9/2021 PRAB202100806	221900000401950 096064 4TH LINE SW, Melancthon, ON	Detached Garage	\$268.32	\$50,000.00 Permit(s) Issued
12/21/2021 PRSF202100923	221900000118934 1 PRENTIS CRT, Melancthon, ON	Dwelling Unit (796 sq.m) + Garage (211 sq.m) + Finished Basement (306 sq.m) + Terrace (44 sq.m) + Unheated Sunroom & Decks (34 sq.m) + Sewage Disposal System	\$20,880.80	\$1,000,000.00 Permit(s) Issued
TOTAL	The second secon		80 \$229,699.76	\$15,868,550.08



January 12, 2022

Via: Email

Sarah Culshaw Treasurer / Deputy Clerk Township of Melancthon 157101 Highway 10 Melancthon ON L9V 2E6

Dear Sarah:

Re: Drainage Superintendent Services

File No.: D-ME-SUP

Project No.: MSO019743.2021

As we are into a new calendar year, we would appreciate updating our account for Professional Services. The enclosed invoice covers the time period from October 1, 2021 through December 31, 2021.

The work undertaken during the period includes the following:

October 2021

- Delivered completed Curphy Drain maintenance levying assessment schedule and draft By-Law to Treasurer.
- Received notice from Dufferin County representative regarding flooding at the Shier Drainage Works. Review drain file and discuss issues with concerned owner.
- Site meeting with Public Works Superintendent to review several road culvert crossings to determine if replacement was warranted.
- Attend Roads Sub-Committee meeting regarding recommended culvert replacement work, preliminary cost, timing, etc.
- Discussions with Trapper regarding trapping on the Gray Drain and McKibbon Drain.

November 2021

Site investigation at the Shier Drainage Works regarding flooding concerns. Noted large
active beaver dam as well as two dams blocking culverts under the former CPR land
(County of Dufferin). On site discussions with the affected property owner.

Info#7
FEB 0 3 2022

Project No.: MSO019743.2021

- Site investigation at the Broster Drainage Works regarding Lindsay Keating's request for a
 possible cleanout. Noted a large beaver dam at 240 Sideroad. Checked Keating's Lot 28,
 Concession 6 NE property for potential maintenance and noted an additional beaver dam in
 the downstream property. On site discussions with the affected property owner.
- Discussion with County representatives regarding trapping in season under Dufferin County's Nuisance Beaver program. Forwarded relevant information to Trapper for trapping on the Shier Drainage Works.
- Discussion with Leo Blydorp regarding a beaver dam that was rebuilt on the Gray Drain. Coordinated additional trapping and beaver dam removal.
- Discussion with Trapper regarding trapping required on the Stinson Drainage Works, Henry Drainage Works and McCue Drainage Works.
- Completed MTO Encroachment Permit for the trapping and beaver dam removal needed on the Amos Drainage Works at the Highway No. 89 culvert crossing.
- Site meeting with Public Works Superintendent and Demmans Excavating Inc. to review work required at various crossings on the 5th Line. Assistance with grades and alignment during the installation of the new crossings.

December 2021

- Request from Keating regarding trapping at the Broster Drainage Works under Dufferin County's Nuisance Beaver program. Discussion with County representatives regarding approval for a new trapper. Forwarded the County's requirements for a new Trapper and discussion with the owner regarding location of the beaver dams.
- Received, reviewed and forwarded an invoice from Demmans Excavating Inc. for beaver dam removal on the Gray Drain.
- Site meeting with Ion Brubacher and Aaron Tupling regarding a petition for the construction of a new drain to accommodate proposed underdrainage in Pt. W1/2 Lot 30, Concession 1 O.S. and Pt. E1/2 Lot 30, Concession 2 O.S.
- Assistance with the preparation of a Petition for Drainage Works by Owners. Dropped off a signed copy of the petition and plan showing the location of the proposed work at the Township office.
- Site meeting with Brian Besley and Dale Rutledge regarding possible options to control surface flows from Lot 290, Concession 4 S.W.
- Coordinated delivery of new pipe for the culvert replacement on the 270 Sideroad at the Gray Drain. Completed minor field survey and calculated grades for the new culvert installation.

Sarah Culshaw January 12, 2022

Project No.: MSO019743.2021

As you are aware, the cost of employing a Drainage Superintendent is eligible for a 50% grant. The Ministry has requested that the grant application be submitted yearly. As such, we will complete the grant application for submission shortly.

We trust we have handled the Township's drainage matters satisfactorily and look forward to being of service again this year. Should you have any questions, or if we can be of any further assistance, please call.

Yours truly,

R.J. Burnside & Associates Limited Drainage Superintendent

T.M. Pridham, P.Eng. Drainage Engineer

TMP:sp

Enclosure(s) Invoice No. MSO019743.2021-4

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019743.2021 SCulshaw Sup Inv Q4 220119 19/01/2022 4:14 PM

Solicitor General

Office of the Solicitor General

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Solliciteur général

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132-2022-265 By email

January 21, 2022

Dear Chief Administrative Officer/Municipal Clerk:

The Ministry of the Solicitor General is committed to keeping communities across Ontario safe, supported and protected.

In fall 2020, the ministry hired an independent consultant, Goss Gilroy Inc., to conduct a review of court security and prisoner transportation in Ontario, including the design of the Court Security and Prisoner Transportation (CSPT) Transfer Payment (TP) Program. Under the CSPT TP Program, the ministry provides funding to municipalities to assist them in offsetting costs associated with both court security and prisoner transportation.

The review is part of the ministry's ongoing work to leverage technology and improve public safety to build a more responsive and efficient justice system across the province. This includes initiatives such as the Criminal Justice Digital Design (CJDD) and the Criminal Justice Video Strategy (CJVS). CJDD is modernizing the criminal justice sector by digitizing criminal case records and connecting IT systems to ensure data flows seamlessly from police, prosecution, courts and corrections and is readily available to the right people at the right time for decision-making. In addition, CJVS is designed to increase the use of video technology for most types of in-custody court appearances. This reduces the need to transport accused between correctional institutions and courthouses and in turn, improves safety and overall system efficiencies.

Municipalities, police services and other justice sector partners were engaged during the review of court security and prisoner transportation. This review is now complete and in turn, the ministry would like to share the enclosed high-level summary and full report (enclosed). We appreciate the time and effort provided by individuals and organizations during the review process. As a result, valuable feedback on how we can strengthen best practices, as well as explore ways to improve the delivery of court security and prisoner transportation was obtained.

.../2

Info#8

The ministry is taking a phased approach in response to the program review to ensure a pathway for future planning and continuous improvement predicated on good evidence that addresses gaps in the program review. It is important to note that there will be no changes to the overall funding envelope of the CSPT TP Program, subject to the regular fiscal process.

Public safety is a top priority for our government and providing our frontline police and their municipal partners with the tools, resources and financial supports they need to protect our communities is critical to this endeavor.

We look forward to continuing to work closely with you and other municipal and justice sector partners on court security and prisoner transportation and on other shared public safety priorities.

If you have any questions or concerns regarding the CSPT program review or if you would like a French version of the full report, please contact Michelina Longo, Director, External Relations Branch at Michelina.Longo@ontario.ca.

Sincerely,

Sylvia Jones Solicitor General

Enclosures (2)

A High-Level Summary of the Court Security and Prisoner Transportation Program Review

Engagement Approach

A range of consultation activities led by Goss Gilroy Inc., detailed below, took place between fall 2020 and spring 2021. Over 200 individuals participated.



Interviews with a range of court security and prisoner transportation stakeholders were conducted. The interviews had a dual purpose: 1) scope the exercise and understand what stakeholders wanted to see addressed as part of the review, and 2) collect information to respond to the review's questions about how to improve service delivery.





A survey was administered to all municipal police services (71 per cent response rate) and a survey of Ontario Provincial Police (OPP) detachments (86 per cent response rate) to collect information on the way court security and prisoner transportation is delivered and to obtain input. An online feedback form was also made available to all municipal chief administrative officers and chairs of Ontario police service Boards.



144 Responses



Input received from stakeholders through the survey and through online forms was applied to guide a series of focus groups with representatives from a representative cross-section of municipal police services, OPP detachments, First Nation police services, and Police Associations.



43 Participants

What We Heard: A Snapshot

Funding Model

- Generally, participants are concerned about the fairness and
 effectiveness of the current funding model for court security and
 prisoner transportation. Those with courts located in their jurisdictions
 bear the full net cost of court security, including overtime outlays, as
 well, the retrospective nature of the grant does not reflect real-time
 expenditures.
- First Nations police services in Ontario expressed concern that they are not eligible for funding under the CSPT TP and therefore are assuming these expenses.



Prisoner Transportation

- The expanded use of virtual court appearances, accelerated by the pandemic, should be maintained where feasible, but infrastructure limitations and impacts on human resources must be addressed.
- Special Constables are appropriate resources for conducting prisoner transportation and court security, but not all police services leverage these positions.
- The OPP Offender Transportation Unit is generally seen as an effective model; however, there are exclusions that cause some jurisdictions to have to expend additional resources to meet all prisoner transportation needs.
- The interface with correctional institutions is key in terms of achieving efficient prisoner transportation. Scheduling and the coordination of prisoner pick-up and drop-off at some correctional institutions and courts could be improved—technology solutions should be explored.



Court Security

- While courthouse facility improvements have enhanced security in some locations, outstanding facility issues have not all been addressed in other locations.
- Some concerns about contracting for court security functions exist; however, some jurisdictions demonstrated success in contracting courthouse screening activities.
- Unique challenges for Northern Ontario and remote locations cause disruption to front-line policing services when officers are redeployed to court security or prisoner transportation activities due to geography and resource gaps.
- Conflicts were identified between courthouse stakeholders' requests for additional security and constrained police budgets that cannot accommodate increased expenditures.



Review of the Court Security and Prisoner Transportation Program

Final Report

PREPARED FOR:

Ministry of the Solicitor General of

Ontario

PREPARED BY:

Goss Gilroy Inc.

Management Consultants Suite 900, 150 Metcalfe Street

Ottawa, ON K2P 1P1 Tel: (613) 230-5577 Fax: (613) 235-9592 E-mail: ggi@ggi.ca

DATE:

March 26, 2021



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List of Acronyms

CAOs Chief Administrative Officers

CSPT Court security and prisoner transportation

CSPT TP Court Security and Prisoner Transportation Transfer Payment

GGI Goss Gilroy Inc.

IPCO Indigenous Police Chiefs of Ontario

JVN Justice Video Network

MAG Ministry of the Attorney General

MPS Municipal Police Service3ws

OACP Ontario Association of Chiefs of Police

OAPSB Ontario Association of Police Service Boards

OPP Ontario Provincial Police

OPP OTP Ontario Provincial Police Offender Transportation Program (centralized unit)

OPP OTU Ontario Provincial Police Offender Transportation Units, located throughout the

province

SOLGEN Ministry of the Solicitor General

TPAD Transfer Payment Accountability Directive

WASH Weekend and Statutory Holidays – a reference to special courts on these dates

Executive Summary

Police services, whether municipal police services, the Ontario Provincial Police or First Nations police services, provide court security and prisoner transportation services across the province of Ontario. While police services provide court security and prisoner transportation services, municipalities are responsible for the costs, as they are for other policing costs.

As part of the 2008 Provincial-Municipal Fiscal and Service Delivery Review, the Ontario government committed to alleviating some court security and prisoner transportation costs from municipalities, beginning in 2012, to a maximum of \$125 million annually. The Ontario Government created the Court Security and Prisoner Transportation Transfer Payment (CSPT TP) Program in order to administer the \$125M payment. The program reached the maximum subsidy rate in 2018.

The purpose of this review was to conduct an assessment of how court security and prisoner transportation are done in Ontario, with a particular focus on CSPT TP Program in order to:

- Improve the design of the CSPT TP Program to deliver it in a fiscally constrained environment, and to align with accountability requirements in the Transfer Payment Accountability Directive;
- Identify potential ways to make court security and inmate transportation more efficient in Ontario, in the short-term (within the current model) and in the long-term (considering potential structural changes to the model); and,
- Identify efficiencies to reduce the costs incurred by police services and reduce costs incurred by Ontario.

Performance

Impact of COVID-19

Both court security and prison transportation have been dramatically impacted by the COVID-19 pandemic, in Ontario, and in all other jurisdictions included in this review. The most immediate impact has been the need to substantially increase the use of virtual appearances for court hearings in order to comply with social distancing measures and the closure of public spaces, while still ensuring the functioning of the justice system.

The use of virtual appearances has reduced the need for prison transportation and the need to handle prisoners within courthouses during the performance of court security duties. The study found that police services experienced as much as a 90% reduction in transportation volumes and a reduction in the number of staff assigned to court security. While it is expected that prisoner transportation volumes and court security needs will increase in some way after the COVID-19

pandemic is stabilized and a "new normal" emerges, the study has identified cost savings associated with encouraging and supporting the virtual model. Maintaining as much of the virtual model as possible is in line with the existing Justice Video Strategy that aims to have 90% of pretrial in-custody appearances at the Ontario Court of Justice take place using video. The virtual model is also in line with approaches taken in other Canadian provinces, as well as other jurisdictions internationally, namely Australia and New Zealand. The pro:vince will need to continue its programs to improve video capacity, police services will need to expand video capacity at police stations and the court system will need to be engaged such that policies to encourage use of these improvements are created and adopted.

Use of Sworn Officers

Municipal police services and the Ontario Provincial Police use a mix of staff classifications to carry out prisoner transportation and court security duties. Evidence collected through the review indicates that the use of Special Constables for prisoner transportation and the emerging use of contractors for court security screening, perimeter security and alarm monitoring functions are best practices that are not currently fully utilized. While there will always be circumstances where an armed officer is needed, in many cases the use of special constables is appropriate with limited armed police officers available when required. These approaches have proven effective in a number of Ontario locations as well as in other jurisdictions where specific training has been provided. In turn, this can reduce the costs for police services of jurisdiction and provide adequate levels of security if properly implemented. Contracting out for court security screening, perimeter security and alarm monitoring functions may also reduce the cost of introducing screening at new locations, which may make it easier to expand screening in response to stakeholder concerns.

Transport Routes

Prisoner transportation is a very complex system. Police services transport individuals from holding cells at police headquarters to courthouses, to correctional facilities and between courthouses and correctional facilities. With so many police services involved in prisoner transportation, and the Ontario Provincial Police involved in two distinct ways, there is significant duplication of service within the prisoner transportation network. Reducing inefficient manual processes in place now and implementing a structure that would achieve economies of scale are two new practices that can achieve efficiencies. An information management system for use in route optimization, data sharing, scheduling and reduction of manual processes will contribute to reducing travel requirements, administrative support and potential errors.

Transfer Payment Delivery

When the grant was initially designed, stakeholders considered a range of alternative ways to allocate funds – by population, by numbers of prisoners transported or number of courthouses, etc. All these options have flaws and all stakeholders, municipalities, police services and representatives of the Ministries involved selected the approach based on actual expenditures instead. A change in the approach to allocating funding is not recommended at this time, other than the limited incentives to encourage adoption of more efficient approaches. However, the

program is currently not fully compliant with the Transfer Payment Accountability Directive and a performance measurement strategy and regular risk reviews have been recommended.

Ongoing Needs

The province of Ontario continues to upgrade or replace courthouses, addressing security issues as part of the process. Municipal police services and Ontario Provincial Police have greater confidence in their ability to address security risks where infrastructure and equipment improvements had been made. However, many police services report that infrastructure issues remain and, sometimes, a lack of adequate security equipment can hinder-court security. This includes challenges due to the number, design, age or characteristics of courthouse buildings. Additionally, there are varying expectations and demands from the Judiciary with respect to how court security is provided, and court security expectations and requests have increased over time. Police services and courthouse stakeholders identify a lack of consistent standards for court security as an issue but there are a number of factors that can influence needs and make it difficult to set common standards province-wide. There is a need to balance resource investments while ensuring court stakeholders have the means to ensure security requests are met.

Northern Ontario experiences many unique challenges that are not experienced in the more populated areas of the province. There are a number of smaller remote and fly-in communities with smaller police stations and irregular court sittings, long travel distances both for prisoners and court stakeholders, and a number of First Nations communities. In many instances, northern communities have traveling courts that spend short periods in communities resulting in demands on local police services and the disruption of regular policing resources. In relation to the distinctive needs identified for the north, a separate Northern Justice Strategy is needed that could lead to the development of a common prisoner transportation network, the development of a court security capability that would travel with the courts, the need to transport prisoners less frequently and better responsiveness to Indigenous community needs.

Future Considerations – An Independent Agency

The key finding from the Jurisdictional Review is that none of the other jurisdictions make the police service of jurisdiction responsible for prisoner transportation or court security, except in particular circumstances. Responsibility is generally assumed by an agency independent of the police, typically a Sherriff's Office or other government agency. A frequent recommendation for improvement from workshop participants was also the transfer of the responsibility for prisoner transportation from police services to another entity.

A number of advantages are associated with this model including consistent security standards as one entity administers all courthouses, greater flexibility in the movement of staff to different courts, elimination of duplication of efforts, municipalities with courthouses do not subsidize those without them, and economies of scale to promote efficient operations, among others. This could be carried out on a regional basis with co-operation between police services but would be better set up province-wide. A review of the legislation will be required to determine what, if any,

Review of the Court Security and Prisoner Transportation Program v

changes would be required as well as the advantages of creating a new organization verses the advantages of expanding the role of an existing organization

Summary of Recommendations

- The Ministry of the Solicitor General (SOLGEN) should work with all justice stakeholders
 (justices, crowns, defense counsel, court administrators, police services) to ensure the "new
 normal" that emerges after COVID-19 minimizes the transport of prisoners, and maximizes
 the use of virtual appearances for pre-trial hearings.
- Costs of CSPT can be reduced by:
 - Eliminating duplication, particularly in prisoner transport;
 - Improving economies of scale so special constables can be used more, and fewer police officers are pulled from front-line policing;
 - Using primarily contracted personnel for entrance screening to reduce costs and allow screening to occur in more locations; and,
 - Replacing manual administrative processes.
- Creating regional entities would help achieve these goals, but a provincial operation would add certainty of direction and be easier to establish.
- Improve the CSPT TP Program with performance measures and limited changes to provide incentives for cost reduction.
- A Northern Justice Strategy would address unique issues, and the funding of Indigenous police services needs to consider court security and prisoner transportation responsibilities.

Financial Implications

Assuming inflation is the prime driver of program costs, the provincial share of total costs is estimated to increase modestly, 1.0% for SOLGEN and about 8% for the Ministry of Children, Community and Social Services (MCCSS) over the implementation period. On the other hand, municipalities will see a 37.6% increase as they are responsible for most cost increases due to the SOLGEN contribution limit of \$125M towards the CSPT TP Program.

However, if the province effectively promotes virtual hearings and carries out the specific improvements to achieve the efficiencies that are outlined in the report, costs can be reduced significantly for both SOLGEN and municipalities. There is considerable uncertainty over the way the courts will work post-COVID-19, and the number of prisoners that will need to be transported to and from courts, so the forecasts show a range between low impact and high impact outcomes. The forecasts below indicate SOLGEN can achieve cost reductions, and can maximize the reductions by either encouraging police services to create regional entities to gain economies of scale and eliminate duplication, or by giving the role to a province-wide entity, which provides a greater certainty the economies will be achieved.

Summary of Financial Implications for SOLGEN (000s)¹

	Pre- COVID-19	Short Term	Medium Term	Long Term / Entities	Long Term/ Provincial	
No Change	142,267	142,965	143,324	143,691		
Low Impact		139,372	139,659	139,333	140,278	
High Impact		137,575	135,968	135,055	125,800	

Police services and the municipalities that fund them are in a challenging position, responsible to deliver a program and absorb all the increase in costs involved, whether inflationary or as a result of higher standards and expectations. The dramatic changes brought on by COVID-19 provide a one-time opportunity to recast responsibilities in the best manner possible without medium to long term financial impacts. Police services can certainly play a logical role and do so for less cost than they incurred before COVID-19

Summary of Financial Implications for Municipalities (000s)

	Pre- COVID-19	Short Term	Medium Term	Long Term /Entities	Long Term/ Provincial	
No Change	47,857	56,546	62,106	65,848		
Low Impact		40,891	37,452	39,220	38,275	
High Impact		28,727	17,420	17,596	26,851	

¹ See the main report for discussion of the assumptions used for this analysis.

1.0 Introduction

This report presents the findings of an independent review conducted on court security and prisoner transportation in Ontario. Consultants from the private firm Goss Gilroy Inc. (GGI) conducted this review between October, 2020 and February, 2021 on behalf of, and with the support of, the Ministry of the Solicitor General (SOLGEN). The review involved extensive consultation with the police services that conduct court security and prisoner transportation, stakeholders within SOLGEN and other ministries within the Province of Ontario, and other stakeholders within the court environment and the municipalities that help fund court security and prisoner transportation. The purpose of the review was to examine how the services are provided, how they are financed and how they could be improved, in terms of compliance with provincial requirements and the efficiency of service delivery.

The first section of the report provides background and contextual information about court security and prisoner transportation in Ontario, and about the Court Security and Prisoner Transportation Transfer Payment (CSPT TP) Program administered by SOLGEN. The second part of this report describes the purpose of the review and data collection methods used. The findings section draws upon the data collected to describe how court security and prisoner transportation and the transfer payment can be improved. The final section sets out an implementation plan for these improvements.

2.0 Background

2.1 Court Security and Prisoner Transportation in Ontario

Court security and prisoner transportation services are provided by Municipal Police Services (MPSs) in all large and mid-sized municipalities in Ontario and some of the smaller municipalities. Most smaller municipalities receive police services from the Ontario Provincial Police (OPP), who are in charge of court security and prisoner transportation for those municipalities.

Court Security Responsibilities

The *Police Services Act* states that police services are responsible for the security of courthouses within their jurisdiction. Section 137 of the Act states that the police services board of jurisdiction or the OPP Commissioner is responsible for court security by:

- 1. Ensuring the security of judges and of persons taking part in or attending proceedings;
- 2. Ensuring the security of the premises during the hours when judges and members of the public are normally present;
- 3. Ensuring the secure custody of persons in custody who are on or about the premises including persons taken into custody at proceedings; and,
- 4. Determining appropriate levels of security to fulfill the obligations listed above.

Where Section 137 applies, Section 16 of the regulation on Adequacy and Effectiveness of Police Services requires that Chiefs of Police prepare a court security plan, establish procedures on court security that address supervision and training, and ensure that court security personnel have the knowledge, skills and abilities to perform court security functions. Section 29 requires Police Services Boards with court security responsibilities to establish policies with respect to court security. The Act also provides special powers for anyone carrying out court security duties on behalf of the police services board or OPP Commissioner, including the right to require persons to identify themselves, to search a person or vehicle entering the premises, the right to search prisoners, the right to refuse entry to the premises, or require a person to leave, and the right to arrest persons in certain circumstances. The current Policing Standards Manual section on Court Security includes a Court Security Assessment Tool to identify security needs in each individual courthouse for which a police service is responsible. This assessment covers critical incidents, the nature of cases, personnel and procedures, emergency planning and physical assessment.

SOLGEN indicates there are approximately 156 court locations in Ontario. Approximately 45% are base locations, 35% are satellite locations, and 20% are fly-in courts. SOLGEN estimates that 45% of

courthouses are secured by the OPP, and 55% by MPSs or self-administered First Nations Police Services.

Under court security, police services are responsible for:

- Perimeter security The goal generally is to control all access points and only have one public
 access point. This is generally difficult to achieve in older courthouses, courthouses that share
 space with other uses, and temporary courts (e.g., an arena or legion hall).
- Security screening at courthouse entrances (i.e., persons and packages) The trend has been towards screening at access points, using magnetometers, walk through or wanding instruments and package inspection. This is employed at major courthouses throughout the province. Though the interviews and workshops reported screening equipment has been sent to some courthouses but not installed, or not used by the MPS responsible. Screening is generally not used at *Provincial Offences Act* (POA) courthouses and is not in place for courthouses that lack access control, or many smaller or temporary courthouses.
- Security in common areas is generally provided through a combination of cameras and active
 patrolling. Most courthouses have some form of "presence" by uniformed staff, who may be
 armed, or not armed, depending upon the location.
- Security within courtrooms is generally provided by having uniformed staff present in the courtroom during proceedings. This is provided in many courtrooms, and always when there is a prisoner in custody within the courtroom. Police services report demands from judges and occasionally crowns to have an officer in the courtroom even when there are no prisoners present, as a provision in case an event occurs (Family Courts and conflict between partners was used as an example). There is often resistance from police services to supply uniformed staff on all occasions based on availability and cost of staff.
- **Security during prisoner movement** generally involves meeting the prisoner transportation vehicle, escorting the prisoner to cells within the courthouse, and escorting the prisoner to and from the courtroom when required. It also includes feeding and monitoring the prisoner while in the cells, and returning prisoners to the transportation vehicle.
- Security system monitoring (e.g., camera room). Security systems are always monitored
 electronically. In some cases, generally larger courthouses, the cameras (and other alarms) are
 monitored by a staff member throughout the day, whether by a dedicated individual in a
 dedicated room, or by having TV monitors and alarms at a station staffed for other purposes (e.g.,
 near the screening facility or cells).

Prisoner Transportation Responsibilities

Under the *Municipal Act, 2001* and the *City of Toronto Act 2006*, municipalities are responsible for transporting prisoners between correctional facilities and the courts for the purpose of attending hearings or proceedings. Section 29 of the *Adequacy Standards Regulation* requires a police services board to have a policy on prisoner transportation, and section 13(1)(m) requires the Chief of Police to

establish procedures and processes for prisoner transportation. Section 53 of the *Police Services Act* clarifies that the use of special constables by police services to escort and convey persons in custody on a permanent basis is not prohibited by other provisions.

Police services transport individuals from holding cells at police headquarters to courthouses, to correctional facilities and between courthouses and correctional facilities. For instance, a person held at a police station may be transported to court for a bail hearing, or a person in police custody remanded during a video or audio hearing at a police station may be transported to a correctional facility. Additionally, police services are responsible for transporting in-custody prisoners between correctional institutions and courthouses. This may be to accommodate new bail or procedural hearings or it may involve prisoners participating in a trial. The correctional institutions are in charge of transporting prisoners between institutions² and from institutions to medical facilities or other appointments.

Note that prisoner transportation generally has two components. The initial transfer from the police station to a court or custodial institution is the transfer of a prisoner in the custody of the police service who arrested the individual. For subsequent transfers from the courthouse to a correctional institution or for transfers from a correctional institution to a courthouse the prisoner is in custody on account of a court order, and the police service is acting as a service provider to the courts.

The Police Services Act will be replaced in the near future with the Community Safety and Policing Act, 2019 (CSPA) which has received Royal Assent but has not yet been proclaimed into force. Under the CSPA, responsibility for court security will remain with police service boards, which in turn, are largely funded by municipalities. The CSPA will allow First Nations to opt into the legislation in which case their boards will also be responsible (they are not subject to the current Police Services Act).

The new CSPA identifies what is a policing function and limits who may perform such functions. However, court security is not a designated policing function (but still a responsibility), with the result that it can be carried out by any individuals appointed for the purpose by a police service board. Appointments could be a sworn police officer, a special constable, or any other civilian appointed for the purpose, including contractors. Similar provisions will apply to the OPP.

Prisoner transportation may be considered by the CSPA as a policing function, at least as it relates to the transportation of prisoners to and from the police station, requiring the task be carried out by "members of the police service", but regulations under Section 14 could permit this function to be outsourced (e.g., to the OPP Offender Transport Program (OTP), to another police service, to a joint or common service provider or to a contractor).

Thus, MPSs and OPP detachments will continue to be responsible to implement court security and prisoner transport (to the extent prisoner transport is a policing function) under the new CSPA,

² The Bailiff Program used to provide transport between correctional institutions, but was disbanded in 2019. Transportation between correctional facilities is now the responsibility of correctional officers.

although there will be options with respect to how they deliver the services and who they use for that purpose.

Funding Model

While police services (either MPS or the OPP, whichever is the police service of jurisdiction in the municipality) provide the court security and prisoner transportation services, municipalities are responsible for the costs of court security and prisoner transportation (and other policing costs), although they do receive a subsidy from the Province of Ontario, under the CSPT TP Program. The net costs after provincial contributions are charged against the municipal property tax base as part of the police services budget. The OPP OTP carries out some prisoner transportation for those municipalities that were impacted by the centralization of correctional institutions and does not charge the costs back to the municipalities. The costs of the OPP OTP are recovered from the province's consolidated revenue fund by SOLGEN and are not part of the CSPT TP Program.

Since 2015, CSPT TP Program funding for municipalities policed by the OPP is paid directly to the OPP rather than to the municipalities that purchase policing from the OPP. The OPP bills municipalities for the police services it provides to those municipalities. It passes the grant on to municipalities by providing the municipality a credit against their municipal policing bills.

CSPT Transfer Payment Program

As part of the 2008 Provincial-Municipal Fiscal and Service Delivery Review, the Ontario government committed to alleviating some court security and prisoner transportation costs from municipalities, beginning in 2012, to a maximum of \$125 million annually by 2018. The CSPT TP Program is administered by SOLGEN's Public Safety Division. Table 1 identifies annual program allocations since 2012.

Table 1: CSPT TP Program Funding by Year									
(000's rounded)	2012	2013	2014	2015	2016	2017	2018	2019	2020
Total Funding	\$17.9M	\$35.7M	\$53.6M	\$71.4M	\$89.3M	\$107M	\$125M	\$125M	\$125M

When the CSPT TP Program was announced, it committed to a maximum subsidy of \$125M per year to support municipalities in the implementation of court security and prisoner transportation services. The program reached the maximum subsidy rate in 2018. The \$125M cap was established based on estimates by the Association of Municipalities of Ontario (AMO) and the City of Toronto in the Provincial-Municipal Fiscal and Service Delivery Review, when it was assessed that police services were spending about \$125M per year on court security and prisoner transportation at that time (2008). Municipalities policed by MPSs receive a share of the funding envelope each year, pro-rated to their actual eligible court security and prisoner transportation costs as most recently reported. For

example, funding for 2020 was allocated based on each recipients' relative share of the total provincial CSPT expenditures for 2018. The OPP determines the allocations for OPP-policed municipalities based on their relative share of the projected CSPT costs.

Municipalities that have MPSs receive payment installments quarterly from SOLGEN, based on calendar year to align to the municipal fiscal year. The first quarter payment is made after the municipality and the province have signed a transfer payment agreement, and the recipient has provided adequate proof of insurance. The second installment is paid on the condition that the recipient has provided the previous year's Annual Financial Report. The OPP-policed municipalities receive their CSPT TP Program funding in the form of credits on their municipal policing bills twice a year (25% in February or March, and the remaining 75% in September or October).

This expenditure-based model was selected following consultations with stakeholders. Two other models - funding based on caseload and funding based on population - were considered when the program was designed but deemed ineffective. The two alternative models were rejected mainly because of the difficulty of tracking the necessary information (e.g., prisoner transport traffic, deeper understanding of catchment areas for courts), and because the first model would have been inequitable to smaller municipalities or others with longer distances to transport prisoners.

The CSPT TP Program serves as a subsidy program to support municipalities. Court security and prisoner transportation costs eligible under the CSPT TP Program include court security and prisoner transportation activities, training, equipment and recruitment. It excludes expenditures associated with court administration (e.g., schedule of staff, service of legal documents, data entry, etc.). Annual Financial Reports do not require a detailed breakdown of the costs between court security and prisoner transportation and some jurisdictions do not distinguish between the two categories of expenditures in their financial management systems. The Public Safety Division estimates that 70% of CSPT TP Program funds are used for court security, and 30% for prisoner transportation, based on municipal reports submitted for 2017.

In 2018, approximately 95% of the \$125M was provided to support municipalities policed by MPSs, and about 5% to municipalities policed by the OPP, reflecting their relative levels of expenditure, as identified in Table 2.

Table 2:

(000's rounded)	2015	2016	2017	2018	2019	2020 (budget)
Total CSPT TP Allocation	71,432	89,289	107,143	125,326	125,000	125,000
CSPT TP Allocation – MPS- policed municipalities	69,124	86,404	102,520	119,527	118,844	119,494
CSPT TP Allocation – OPP-	2,308	2,885	4,623	5,799	6,156	5,506

CSPT TP Program Allocation to MPSs and OPP from 2015 to 2018

In 2018, the allocation provided through the CSPT TP Program covered about 76% of the reported court security and prisoner transportation expenditures for MPS-policed municipalities³ and 81% of costs for OPP-policed municipalities. This left a shortfall of about \$37.8M to be covered by MPS-policed municipalities and about \$1.3M for OPP-policed municipalities.

While the \$125M represented the estimated level of municipal expenditures in 2008, police services report that their expenditure levels have risen (Table 3), partly as a result of inflation (e.g., wage and salary increases), partly as a result of increased volumes (of prisoners and courthouses and courtrooms) and partly as a result of higher standards. For instance, the requirement to keep various categories of prisoners separate from each other, and the introduction of improvements in court security, such as screening at more courthouse entrances.

Table 3: Reported Expenditures and CSPT TP Program Allocations for MPSs and OPP policed municipalities⁴

(000's)	MPS CSPT	CSPT TP Allocation to MPS municipalities	% of MPS costs covered by CSPT TP	OPP CSPT costs	CSPT TP Allocation to OPP municipalities	% of OPP costs covered by CSPT TP
2015	144,263	69,124	48%	6,409	2,308	36%
2016	148,822	86,4044	58%	6,766	2,885	43%
2017	151,941	102,520	67%	7,337	4,623	63%
2018	157,332	119,527	76%	7,067	5,799	82%
2019	165,674	118,844	72%	7,583	6,156	81%
2020 (budget)		119,494			5,506	

The Ontario Provincial Police Offender Transportation Program

As part of the province's program to restructure and consolidate correctional institutions, the province expanded OPP service in 2008 to assist municipalities faced with longer cross-municipal boundary transfers as a result of a local correctional institution being closed. The OPP established its OTP to conduct prisoner transportation for some municipalities.

This funding was approximately \$24 million in fiscal year 2019-2020 (ends March 31, 2020), \$17.3M of this was for the transportation of adult prisoners and \$6.7M related to the transport of youth. Municipalities are required to sign Memoranda of Understanding (MOU) with the OPP outlining specific services to be provided (which may, for example, only include certain types of prisoners housed at a centralized institution) and the terms and conditions related to OPP services. The OPP OTP funds transportation 'loops' across municipal boundaries, between police facilities, courthouses and

³ This is based on costs reported through the Annual Financial Reports for that year.

⁴ This table is based on Annual Financial Reports data compiled by the CSPT TP Program, and OPP data on costs and CSPT program allocation.

correctional institutions. The OTP currently operates 63 Memoranda of Understanding (MOU) with different municipalities, and transports approximately 90,000 prisoners a year (pre-COVID-19 pandemic) between correctional facilities and courthouses, using approximately 60 transportation vehicles. The entire costs of the OTP are charged to, and covered by, SOLGEN (for adult inmates) and the Ministry of Children, Community and Social Services (for Youth).

The OPP OTP is a centrally administered program out of the OPP office in Orillia, Ontario. It is comprised of 150 Offender Transport Officers that make up 10 Offender Transport Units (OTUs) across the province. The OTUs are located in Ottawa, North Bay, Lindsay, Cobourg, Penetanguishene, Milton, Burlington, Simcoe, Windsor, and London. A further 43 employees (civilians and sworn officers) make up the operational support and administration of the OTP. The OTP operates independently from OPP detachments and regions throughout the province that are responsible for prisoner transport in their role as a police service of jurisdiction. However, the OTP does provide service to support some OPP detachments when the municipality they serve has been impacted by a correctional institution closure and the municipality has signed an MOU.

There is no formal distance threshold to trigger a new MOU and hence service by the OTP to a new municipality. All prisoner transport across municipal boundaries, and all prisoner transport for long distances do not qualify, only those that result from the consolidation of correctional institutions. Of note, the OPP OTP does not operate in Northern regions, where no institutional centralization has occurred, but where transport distances are also the longest. The North West Region (NWR) Offender Transport Unit (OTU) provides support to OPP detachments in the Region but the costs of these services are charged back to the municipalities responsible.

First Nations Policing

First Nations police services are funded under the First Nations Policing Program (FNPP), with federal and provincial governments sharing the costs. First Nations police services are excluded from the CSPT TP Program.

However, First Nations police services currently carry out offender transport, and some services have established Memoranda of Understanding (MOU) with the OPP to coordinate offender transport between the organizations. Some First Nations police services are also required to contract air transportation for prisoners, which is a significant cost.

First Nations police services also provide court security when courts convene in the communities they serve. This generally requires reassigning an officer who otherwise would be deployed to frontline policing duties.

The Indigenous Police Chiefs of Ontario (IPCO), who participated in a workshop session supporting this study, indicated they are only funded to provide front-line police services, and court security and prisoner transportation are not eligible expenditures under the current funding arrangement. They argue they should be eligible for the CSPT TP Program on the basis of fairness. Other police services in

officers off the front-line. They also note that they s to ensure cultural appropriateness, both in handling	
and the control of th	s prisoners and relating to community members.

3.0 Purpose, Scope and Methodology

The review was overseen by a Director-level management committee and a Steering Committee of Assistant Deputy Ministers (ADMs) from stakeholder ministries (SOLGEN and the Ministry of the Attorney General (MAG)). Members of the committees also communicated with their Treasury Board counterparts for input.

The purpose of the review was to conduct an end-to-end assessment of how court security and prisoner transportation are done in Ontario, with a particular focus on SOLGEN'S CSPT TP Program. The objective of the study was to develop recommendations towards:

- Improving the design of the CSPT TP Program to deliver it in a fiscally constrained environment, and to align with accountability requirements in the Transfer Payment Accountability Directive (TPAD); and,
- 2. Identifying potential ways to make court security and prisoner transportation more efficient in Ontario, in the short-term (within the current model) and in the long-term (considering potential structural changes to the model). More specifically, the consultants sought to identify efficiencies to reduce the costs incurred by police services and reduce costs incurred by SOLGEN, including costs associated with the OPP OTP.

The review focussed on prisoner transportation and court security carried out by police services within the **current legislative framework**. The scope of work excluded the following:

- Related activities connected to correctional institutions.
- First Nations policing agreements.
- Increasing the funding envelope of the CSPT TP Program.

3.1 Review Methodology

The review was conducted using multiple lines of evidence to collect factual information from different sources, including gathering the perspective of the stakeholder community. The methodology used is described in the sections below.

Interviews with Stakeholders

The review team conducted interviews with a range of court security and prisoner transportation stakeholders. The interviews had a dual purpose: 1) scoping the exercise and understanding what stakeholders were hoping to see as a result of the review, and 2) to collect information to answer the review's questions about how to generate effectiveness and efficiency. Interviews were led by GGI consultants and attended by a SOLGEN representative. Most interviews were with representatives of

the Ontario government Ministries involved. Others included representatives of AMO, IPCO, the OPP OTP and Parry Sound Police Service. The list of interviews conducted for the review can be found in Appendix 1.

Survey of Police Services and Feedback Forms

The review team administered a survey to MPSs and a survey of OPP detachments to collect information on the way they deliver court security and prisoner transportation, and to collect their general input for the review. Two questionnaires were distributed to MPSs: one to capture qualitative descriptions and feedback on court security and prisoner transportation operations, the other to collect financial and staffing information. The OPP detachments were sent a single questionnaire to collect the qualitative information. Quantitative data about the OPP's CSPT activities were collected from central OPP.

Overall, the purpose of the surveys was to give the reviewers a better understanding of the way CSPT activities are conducted, what strengths and challenges may exist in the current model, and what areas could be examined for improvements towards greater efficiency. The response rate for both surveys was high as outlined in the following table.

	Table 4: Po	lice Survey Par	ticipation Rates
Category	Responses	Response rate	% of respondents performing both CS and PT
MPS	32	71%	81%
OPP	62	86%	50%

The review team also made available an online feedback form to municipal Chief Administrative Officers (CAOs) (n=345) and members of Ontario Police Service Boards (via a link circulated by the Ontario Association of Police Service Boards). This instrument allowed these two groups of respondents to provide input to the review on a voluntary basis. A total of 22 CAOs and 28 members of Police Service Boards provided their input through this mechanism.

Workshops

The review team conducted a series of workshops with MPSs and OPP detachments. Workshops were held following the surveys to delve deeper into areas identified as challenges and to explore avenues for improvement in more detail with participants. Workshop sessions were held with the following groups:

- Representatives of the Toronto Police Service;
- Representatives of the remaining "Big 10" MPS;

- Representatives of OPP detachments;
- Representatives of small and medium-size MPSs; and,
- Representatives of Indigenous Police Chiefs of Ontario.

Participants in the workshops are listed in Appendix 2

Jurisdictional Review

The review team conducted a jurisdictional review to compare Ontario's court security and prisoner transportation model with what is done in other jurisdictions in Canada and abroad. The review covered: Alberta, British Columbia, Quebec, Australia and New Zealand. The findings are reported in detail in Appendix 3 and discussed in relevant sections throughout this report.

3.2 Limitations and Methodological Notes

- Although the review had a strong stakeholder engagement framework, it did focus heavily on the
 perspective of police services as implementers of the court security and prisoner transport
 activities covered in the review. The judiciary, Crown, and defense counsel provided input in
 writing and through interviews, but participation was limited. Corrections were engaged through
 interviews with the Ministry, but operations at Institutions was not part of the scope of this
 review.
- While the response rates to the surveys were high, they did not provide full coverage of the
 population, especially regarding financial information (i.e., quantitative questionnaire of the
 Municipal Police Survey).
- COVID-19 has introduced significant uncertainty, making forecasts less precise than they may be
 otherwise. In particular there is some uncertainty over the extent to which video and audio
 hearings will continue post COVID-19 and over the volume of prisoner transportation that will be
 required in the "new normal". All estimates are based on current knowledge and a reasonable
 understanding of the processes and may, or may not, come to fruition.

4.0 Potential Improvements to Efficiency and Effectiveness

4.1 COVID-19 and the Evolution of Virtual Appearances

Current Situation – Impact of COVID-19

Both court security and prison transportation have been dramatically impacted by the COVID-19 pandemic, in Ontario, and in all other jurisdictions included in our review (Appendix 3). The most immediate impact was the "closure" of courts. With the courts closed, there was still a need for police to bring accused persons before a Justice of the Peace for bail hearings.

As a result, court hearings proceeded, generally through virtual appearances in order to reduce the likelihood of COVID-19 infection for participants. Virtual hearings have tended to be by video whenever possible, but in some cases, particularly in the north, internet bandwidth or facilities have not been adequate to support video, and purely audio hearings have occurred. With courtrooms closed, the virtual appearance was often not just by a prisoner, but also by the judge, crown, defence counsel and even witnesses and agency representatives.

During the pandemic, a prisoner's first appearance generally occurred at the police station, taking place either from the cells or a nearby room. According to interviewees and focus group participants, police stations have generally been constructed with the expectation that prisoners would be taken to court. Hence there is typically no dedicated space or equipment for virtual appearances. Most police services have accommodated video appearances by repurposing rooms and facilities, and using cell phones and tablets to equip makeshift video facilities.

Additionally, subsequent appearances often have had to occur by video and/or audio from the correctional institution during the pandemic. The substantial increase in the use of video appearances has caused a number of effects. Interviewees indicated that correctional facilities were not built to accommodate video appearance they too have repurposed some spaces and used whatever technical capacity was available to accommodate the needs.

Trials were generally postponed early in the pandemic, but some trials eventually had to proceed to ensure the accused's rights to be tried within a reasonable time under the Charter of Rights and Freedoms. Interviewees and workshop participants indicated most court appearances still occurred using virtual (video and/or audio) connections, and the data available for prisoner transportation volumes substantiates this (see Figure 1 and Table 5).

Video hearing capacity has also been exceeded at courthouses where judges, crowns and defence counsel are using video or audio for virtual hearings. Interviewees and workshop participants indicated that in many cases, court stakeholders use personal computers, phones and tablets from

home or office, however some use courthouses when they have better video facilities. As courthouses have been opening up, more parties are attending the courthouse and using facilities there. However, in many cases, the video capacity remains insufficient, especially with the need for social distancing between the parties appearing from the same courthouse.

The Justice Video Strategy

Although the COVID-19 requirements strained virtual appearance capacity, there have been steps in the past to build this capacity. The Government of Ontario began a Video Remand and Bail project in 2000, to ease the transportation burden of accused persons from Ontario correctional facilities to and from court appearances. This led to the creation of the Justice Video Network (JVN), which provides some capacity for remote appearances. However, the JVN was difficult to put in place, complex to use, and adoption was limited.

As part of further efforts to modernize the justice system, the province began larger scale pilots for video appearances and remote defense attorney access in correctional facilities in 2016. A "Justice Video Strategy" (JVS) was developed – before COVID-19 – to increase the capacity for doing court hearings by video from correctional institutions and at courthouses. The strategy aims to have 90% of pre-trial in-custody appearances at the Ontario Court of Justice (excluding the Superior Court) take place using video. The JVS reports that in 2018, about 57% of pre-trial appearances were done remotely, although about half of those were audio appearances, not video. Police services indicated even lower video appearance rates before COVID-19 in their survey responses, although they were reporting on all appearances, not just Ontario Court of Justice Appearances.

At the time of this review, there are about 150 video suites in correctional institutions, and the JVS has plans for another 270 which are targeted for implementation by March of 2023. About 200 of over 850 courtrooms in the province are equipped with video conference equipment. In addition to the units to be provided under the JVS, new video suites are being implemented as part of new courthouse construction or renovation, including at the new major courthouse being built in downtown Toronto. While there is not enough video capacity in courthouses and correctional institutions to meet current requirements, there is more than there would have been without these initiatives, and there will be substantially more by March, 2023.

Perhaps as important, the virtual first appearance is often from a police station shortly after arrest. The hearing is required within 24 hours of arrest and can lead to the release of the prisoner without the need to transport to a courthouse or correctional facility. The JVS reports that 120 video units can be found in police facilities at present. Stakeholders and survey respondents indicate that many more are required. Improvements in the video capacity of police stations will also be required.

Drivers for Change – Lessons from COVID-19

Up until the pandemic, there was substantial inertia to overcome and resistance to adopting video technology as an approach to court appearances. Doing virtual court appearances by video rather than

in person is a transformative idea that reduces the need for prisoner transportation and lowers security risks from transport and at courthouses. Stakeholder interviews indicated that with the COVID-19 pandemic, video appearances have become vital to the functioning of the justice system, and the survey, interviews and workshops all indicate video appearances have received much wider take-up than in pre-pandemic times.

This decrease is reflected in OPP OTU numbers when comparing the number of prisoners transported monthly in 2019 with the corresponding 2020 month. On average a 90% reduction is seen from April to September 2020 (Figure 1).

12000

10000

8000

6000

4000

0

March April May June July August September

2019 2020

Figure 1: OPP OTP Prisoner Volumes by Month

According to the results of the surveys, COVID-19 has reduced prisoner transportation volumes by about 75% for MPS and OPP detachments (Table 5). Most of those reporting "no effect" have the OPP OTP carrying their prisoners.

Table 5:	Impact of	Video Appea	arances on Pri	soner T	ransportati	on
		MPS			OPP	
	N	% of MPS	Average reduction in volume	N	% of OPP	Average reduction in volume
Before COVID-19	9	31%	23%	17	32%	33%5
Since COVID-19	27	93%	75%	37	70%	78% ⁷
No Impact	2	7%	-	14	26%	-

⁵ Based on 10 respondents providing actual estimates

⁶ Based on 23 respondents providing actual estimates

⁷ Based on 27 respondents providing actual estimates

Given the difference between the OPP OTP data and the reports from MPSs, we contacted the Ottawa Police Service that had reported only a 50% reduction and found that the figure was based upon year over year data, without distinguishing between pre- and post COVID-19 periods. The Ottawa Police Service also provided a breakdown of prisoners transported by month which is shown in the figure below.



Figure 2 - Prisoners Transported by Month, Ottawa Police Service

This shows the total number of prisoners transported declined to about 10% of pre-COVID-19 volumes early in the pandemic, but recovered to about 33% of pre-pandemic volumes later in the year, as activity (and arrest volumes) returned closer to usual levels. The OPP data also showed a slight increase in September and may have increased as well later in the fall.

The key remaining transportation requirement in all jurisdictions during COVID-19 is that police services are still transporting prisoners from the police station to the correctional institution, when persons are remanded in custody at their initial bail hearing which is now being conducted virtually from the police station. The Ottawa data shows trips to and from the central courthouse virtually stopped in mid-March.

The table below looks at charges and the court hearings that result from them. 89% of cases were resolved without a trial date in 2019, before the COVID-19 pandemic struck. Only 11% of cases actually involved a trial date, and most of those were resolved by a guilty plea or were withdrawn at

the trial date, with only 3.5% of total cases continuing to an actual trial. This suggests that it should be possible to conduct the vast majority of these appearances virtually, with almost 90% of cases resolved without a trial.

Table 6: Court Appearances in Ontario - Cases Disposed in 2019⁸

	All Ca	ases	All Cases that Began — in Bail Court		
Total Cases	220,548	100%	99,661	100%	
Cases Disposed before Trial Date	196,166	88.9%	88,713	89.0%	
Cases Disposed at Trial, without Trial (guilty plea or charges withdrawn)	16,029	7.3%	7,453	7.5%	
Cases Disposed Following a Trial	8,353	3.8%	3,495	3.5%	
Average number of appearances	8.0		10.0		

Note when looking at the table above, the "Cases that began in Bail Court" are those that involve an offender in custody, at least for part of the court process. Each such offender will appear in court an average of ten times, two of which are for bail hearings.

The significant reduction in prisoner transportation volumes has reduced the risks associated with prisoner transportation and court security (e.g., risks of accidents, escape attempts, incidents between prisoners, self-harm, contraband, etc.). These risks remain whenever a prisoner is transported. The COVID-19 experience indicates that many of the court appearances that occurred before COVID-19 could have been virtual appearances, and Table 6 indicates most could be virtual appearances in the future. However, interviewees and workshop participants indicated that even when possible pre-COVID-19, video appearances were rarely implemented, mainly due to resistance from crown, defense and/or the judiciary. Additionally, workshop participants indicated that prisoners were often transported to courthouses primarily to meet with defence counsel and/or community agencies, with purely administrative hearings scheduled to accommodate.

These stakeholders will have learned from the COVID-19 experience, and seemingly many will be more receptive to holding virtual hearings in the future. Workshop participants indicated there may now be a better understanding of the risks related to prisoner transportation and prisoner appearance in courtrooms, and a better appreciation for the potential of virtual appearances. At the same time, there is a certain level of video fatigue emerging out of the pandemic experience and this may be reenforced by the sub-standard or make-shift facilities that have been used over the past year. The video experience must be improved or there will be a tendency to revert back to in-person appearances.

⁸https://www.ontariocourts.ca/ocj/files/stats/bail/2019/2019-Bail-Offence.pdf

Analysis

Estimated Impacts of Virtual Hearings on Prisoner Transportation

It can be expected that prisoner transportation volumes will increase in some way after COVID-19. The volume during COVID-19 has largely been transfers from police detention facilities to correctional institutions. This volume is estimated to be 20% to 35% of pre-COVID-19 prisoner transportation volumes, based on prisoner transportation statistics during the pandemic (the low number based on the OPP data, the higher percentage based on the survey of MPSs and the more recent Ottawa data), and on the case data (Table 6) which suggests each case has an average of 10 appearances. Only one of these appearances could precede the initial transfer to a correctional institution, although some would not make that trip, having been released after the first hearing. These trips will continue post-pandemic, regardless of the extent-of virtual hearings.

Many trials will continue to be in person, requiring the transport of prisoners. However, trial dates are only set in 11% of cases (based on 2019 data, Table 6), and two-thirds of these involve a guilty plea or withdrawn charges, many of which could presumably be handled virtually as many decisions to plead guilty or withdraw charges are made before the trial date. Actual trials only occur in about 3.5% of cases.

However, the majority of trips in the past were related to remand hearings, pre-trial and administrative hearings, sometimes to accommodate meetings at the courthouses, according to stakeholders and workshop participants. The intent of the Justice Video Strategy is to be able to accommodate 90% of the pre-trial hearings, and to accommodate meetings between prisoners and their counsel, the agencies involved in preparing pre-trial release plans and even family and friend visitations.

There are reports on the impact of the use of video in other locations. In the Ninth Judicial District of Minneapolis a review found that the savings on prisoner transportation alone were enough to fund the implementation of the video system, and that all court stakeholders ⁹also saved time. Similarly, a review of the impact of video appearances in England identified both savings on prisoner transport and stakeholder time. ¹⁰ A study of the Justice Video Network in Ontario showed the OPP saved 294,000 km of employee travel as a result of video hearings. ¹¹

Through the jurisdictional scan, it was found that Quebec has now mandated that pre-trial appearances will be by video demonstrating that such a strategy can be implemented. Ontario does not seem ready to take this position, preferring to leave more discretion to the judiciary. Change management initiatives to encourage the continued use of virtual hearings whenever possible will be essential to minimize the surge in prisoner transportation requirements that may occur post-COVID-

Babcock, Emily and Johansen, Kate (2011) "Remote Justice? Expanding the Use of Interactive Video Teleconference in Minnesota Criminal Proceedings," William Mitchell Law Review: Vol. 37: Iss. 2, Article 17.

Available at: http://open.mitchellhamline.edu/wmlr/vol37/iss2/17

¹⁰ Slessor, James, Goodwin, Tim and Feggetter, Emma, Accenture Consulting, "Rewriting the Rulebook"

¹¹ https://www.nbs.net/articles/bringing-courtrooms-online-for-speedier-justice

19. These initiatives should be aimed at all courthouse stakeholders, the judiciary, crowns, defense attorneys, administrators and police services.

Additionally, feedback received from the OAPSB survey indicated that Ontario's new bail policy is also having an effect on the number of persons being transported for court purposes and is expected to continue to have an impact.

Prisoner transportation volumes in 2022 are therefore estimated to range from 35% to 60% of pre-COVID-19 volumes, made up of:

- 20% to 35% of trips that are from police stations to correctional institutions which will remain, as discussed above:
- 5% to 15% of trips that will relate to trial dates. This a conservative estimate as the 2019 case data indicates trials only occur in 3.5% of cases and only 11% of cases have a trial date at all (even if guilty pleas and withdrawals need to made in person). The high estimate will leave considerable room for a potential surge as courts re-open and delayed trials are held.; and,
- 10% to allow for pre-trial hearings that could not be accommodated by video, given the ongoing JVS implementation plan.

Once the implementation of new video capacity is completed through the JVS, and the backlog of trials is resolved, the prisoner transportation volumes should decrease to 30% to 55% of pre-pandemic levels. This would be made up of:

- the 20% to 35% of trips that are from police stations to correctional institutions;
- 5% to 10% of trips that will relate to trial dates once the pent-up demand is satisfied and allowing that some guilty pleas and charge withdrawals may occur virtually, and
- 5% to 10% to allow for the pre-trial hearings that are not expected to be accommodated by the
 Justice Video Strategy (which set 90% of pre-trial appearances as a target), and will still not be
 accommodated by changing expectations as a result of the COVID-19 experience.

However, costs will not reduce as much as volumes do. Stakeholders noted that COVID-19 prevention protocols have added steps to transportation (e.g., disinfection) and can require more trips given that prisoners have to be physically distanced (e.g., each in their own compartment). The reduction in prisoner volumes has not resulted in a corresponding reduction in the trips required, partly due to reduced vehicle capacity with social distancing requirements, and partly because a trip must occur to transport a single prisoner – using the same staff resource that might have carried 10 prisoners before. The cost largely relates to the driver (and co-driver), not to the type of vehicle involved.

But there will be reductions. The SOLGEN May 2020 COVID-related survey found that 18 out of 29 police services (including OPP) who responded had reduced the number of staff assigned to prisoner transportation. The survey found that the number of officers and staff assigned to court security had decreased by roughly 40% overall. The OPP OTP have retained all their permanent staff but

significantly reduced part-time staff hours. This resulted in a 24% reduction in the cost of transporting adult prisoners, far less than the reduction in prisoner volumes because all full-time staff have been retained, but certainly an indication that costs may be reduced when prisoner volume declines. MPS report they have most frequently reassigned transport and sometimes court security staff to supervising virtual court appearances from police headquarters.

There were some runs, including flights, that currently involve individual prisoners. They can be eliminated if the trip is eliminated. Many prisoners are now transported on loops that follow a general route pattern. The loops cannot be eliminated as long as there is at least one prisoner to transport, however the loops could be combined in some cases if volume diminishes significantly, reducing the number of loops and therefore the costs of operating them. The introduction of software as discussed in another section will assist in redesigning the loops to meet changing demand levels.

In the transportation business, costs are generally considered linear, e.g., directly related to volumes. There can be situations where the costs are not linear, such as decreases in the number of trips while the geographical service area remains the same and circumstances where the level of service has to be maintained while the ridership declines. These factors are present in this situation, which will result in the savings being less than the decline in ridership. For example, the City of Ottawa found that the average number of passengers per trip declined from 4.3 in 2019 to 3.1 in December of 2020 and as low as 2 in July when only 11% of prisoner volumes were carried. However, experience working in the transportation industry, the experience of the OPP OTP (which reduced costs 24% without laying off any staff) and the MPSs (which reassigned many staff to other duties) during COVID-19 and common sense suggests there will be cost reductions of at least half the amount that ridership declines. As a consequence, there is an expectation costs will be reduced by at least 20% to 30% in the short-term (when volumes are down by45% to 70%) and 20% to 40% in the medium and long term when full video facilities are in place (and prisoner volumes are down 55% to 70%).

Estimated Impacts of Virtual Hearings on Court Security

Participants in the workshops indicated courthouse security requirements have not decreased as dramatically as prisoner transportation requirements have during the pandemic. Workshop participants and survey responses indicated the costs of providing basic security at courthouses are similar to what they were before the pandemic, with the exception of prisoner movement in most cases.

Similar to prisoner transportation, the opportunity for savings once courthouses re-open largely relate to the handling of prisoners within the courthouses. Historically most prisoners in a courthouse have been there for pre-trial hearings, and the expansion of virtual hearings would reduce the number of prisoners within the courthouse. It is not anticipated cost reductions will reach the 40% level as indicated in the May 2020 survey by virtue of at least some prisoners needing to be in the courthouses once they re-open.

Prisoner management can involve meeting the prisoners when they arrive at a courthouse, transporting them to holding cells, supervising them while in the cells, arranging for their meals,

transporting them to and from courtrooms when required and supervising them while in the courtroom, and returning them to the transport vehicles at the end of the day. These costs are a major demand on court security staff, second only to entranceway screening and may take from 20% to 40% of court security staffing.

Reduced volumes have already resulted in lower staffing levels, and can be expected to continue to some extent. In larger courthouses the number of supervisory officers will decline and in other locations where a prisoner is required for a trial but there are none to be supervised while the trial is underway, staffing can be reduced. Lower volumes in smaller courthouses may potentially eliminate the need for prisoner management altogether on some hearing dates. It is estimated that the costs of court security should decline:

- 5% to 10% in the short term, based on estimated reduced volumes identified above, and a reduction in the 20% to 40% of costs related to prisoner management and
- 10% to 15% in the longer term, as prisoner volumes reduce further due to the elimination of the trial backlog and the continued improvement of video facilities.

Prisoner Impacts of Virtual Hearings

There is also an expectation that prisoner impacts have declined as a result of more extensive use of virtual hearings. If attending a hearing in person, prisoners may be awakened early, may spend extensive time in an uncomfortable prisoner transportation vehicle, may spend hours in a courthouse lockup and then return quite late to the correctional institution. These conditions can be particularly difficult for prisoners with mental health issues. When prisoners are released as a result of a hearing, there are advantages to being released from the correctional institution, where they can retrieve their personal items (wallets, belts, phones, etc.) and they can receive assistance from a discharge planning officer, rather than at a courthouse where the personal items and services are not available.

Maximizing Use of Virtual Hearings in the Future

Most stakeholders, whether by interview, survey or workshop saw the use of video appearances and reduction in prisoner transportation requirements as beneficial and argued it should be maintained as much as possible as courts open and the "new normal" is established.

There is a danger that as COVID-related restrictions diminish, the court system will shift back to its former model of operation, particularly if the infrastructure required to support virtual appearances remains inadequate. The province does have a process underway to expand the capacity of courthouses and correctional institutions to conduct effective virtual hearings, and to accommodate the meetings between prisoners, and their defence counsel and supportive agencies. However, these changes will not all be in place by the time COVID-19 restrictions ease. Furthermore, there is no coordinated plan for police services to accommodate virtual hearings from their detention facilities. Most have accommodated the virtual appearances to the extent necessary, but often with temporary arrangements that impact other aspects of police operations. Police services will need to make

permanent changes in their facilities in order to accommodate an adequate standard of bail hearings by prisoners in their care.

Stakeholders, by interview, survey or workshop indicated that continuing to use virtual hearings whenever possible, and adequate, will require:

- The Court system developing an understanding that in the "new normal", pre-trial appearances
 will be virtual by video whenever possible, but by audio when necessary to prevent long trips
 or flights, particularly in the north.
- The province needs to continue its programs to improve video capacity at courthouses and at
 correctional institutions. This also means ensuring that all significant projects to expand,
 relocate or otherwise modify courthouses and correctional institutions include adequate video
 facilities. It means ensuring defence counsel and support agencies can access prisoners by video.
- Police services will need to expand the video capacity at police station lockups. The province will
 need to adopt policies that encourage these improvements, potentially including funding.
- Courthouse stakeholders will need to accept the imperfections, even inadequacies of existing virtual capacities as modernization is addressed. The province will need to perform effective change management while this transition is ongoing.
- Capacity is not only about technology. Video appearances from an institution or police detention
 facility require someone to monitor the process to ensure the security of the facility, equipment,
 and the offender. The survey and workshops indicate that many police services have redeployed
 staff that would normally provide prisoner transportation and/or court security services to this
 role. This is more challenging for smaller services or those that use the OPP OTP as there is less
 opportunity to reassign staff and more of a problem providing supervision in correctional
 institutions and sometimes at courthouses which leads to pulling officers off of front-line
 services.

Recommendation

- 1) SOLGEN should work with all justice stakeholders (justices, crowns, defense counsel, court administrators, police services) to ensure the "new normal" that emerges after COVID-19 minimizes the transport of prisoners, and maximizes the use of virtual appearances for pre-trial hearings. This will require:
 - Establishing a standard of practice for using virtual hearings for pre-trial hearings that do not have extenuating circumstances.
 - Continuing to install video capacity in correctional institutions and courthouses with a view to
 accommodating both the hearings themselves and communications between prisoners and their
 counsel and relevant support agencies.
 - Encouraging police services to upgrade their detention facilities to incorporate the capacity for virtual bail hearings.

• Improving access to virtual weekend and statutory holiday (WASH) courts throughout the province to eliminate the need to transport prisoners before a First Court Hearing.

Implementation Plan

SOLGEN will have to execute an effective Change Management Plan over the next year to year and a half in order to minimize the requirements of transporting prisoners to court for pre-trial appearances. While the scope of such a plan is beyond the mandate of this review, it will need to include:

- Work with all court stakeholders to review their experience in the past year, identify what went well and what problems or issues emerged with virtual appearances.
- Develop a plan to address the issues, and address them as quickly as possible. The plan may have short- and long-term elements, including the identification of "work around" solutions employed in the past year, evaluation of those means, and identifying new work arounds, or previously established best practices to deal with the issues.
- Publish the findings and best practices and encourage their use in the future. Ensure the risks related to prisoner transportation and prisoner appearances are identified and presented.
- Work with the senior judiciary to determine their expectations and encourage them to encourage other judges throughout the province to minimize the need for in-person appearances other than required for a trial.
- Work to overcome technical issues, such as internet access in the north, conducting pilots with a variety of satellite providers.

Efficiency Estimate:

	Rationale and Assumptions	Estimated Savings
• Short-term	Prisoner transportation volumes return to 35% to 60% of pre-COVID-19 levels. (made up of trips from police stations to correctional institutions (20% to 35%), trial dates (5% to 15% including deferred trials), and other pre-trial hearings that cannot be carried out by video (10%))	 20% to 30% reduction of prisoner transportation costs (some trips eliminated; some loops consolidated). \$16M to \$24M reduction 5% to 10% reduction of court security costs (reduced prisoner management costs) \$6M to \$13M reduction.
• -Medium Term	 Prisoner transportation volumes decrease to 30% to 55% of pre-COVID-19 levels with elimination of trial backlog and improved video facilities, (made up of trips from police stations to correctional institutions (20% to 35%), trial dates (5% to 10%), and other pre- trial hearings that cannot be carried out by video (5% to 10%)). 	 20% to 40% of prisoner transportation costs. (some trips eliminated; some loops consolidated) \$16M to \$32M reduction 10% to 15% of Court Security costs (reduced prisoner management costs) \$13M to \$20M reduction.
Long Term	• Same	Same

4.2 Use of Special Constables

Current Situation

The survey results and workshop discussions confirm that most MPSs use special constables for prisoner transportation (Table 7). About half of MPSs who responded to the survey also use sworn officers at least on occasion to perform transport covered by the CPST TP Program. Workshop participants indicate this may occur due to: timing (no special constable available), the risk assessment (e.g., armed presence necessary), irregular requirements inconsistent with prisoner transport unit schedules, or occasional requirements at smaller services. There is no involvement of contract personnel in prisoner transportation other than the contracts with OPP OTP.

Table 7: Type of Personnel Used for PT	F by MPSs
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Prisoner transportation Tasks (% of MPS that use category for each task)	Sworn Officers	Special Constables	Contractor (OPP OTP)	Not applicable
From police station to correctional institution	69%	93%	10%	0%
From police station to court	79%	93%	3%	0%
From correctional institution to court	48%	86%	14%	14%
From court to correctional institution	55%	93%	14%	7%

About half of OPP detachments (Table 8) also use special constables for prisoner transport¹². Most OPP detachment respondents and certain MPS respondents with an OPP OTP MOU, indicated that OPP OTP handles most of their prisoner transport, but that they still have to use their own personnel under some circumstances. Workshop participants indicated this may be because the OPP OTP cannot handle the prisoner (higher risk or requirement outside court order) or the requirement does not meet the OPP OTP program schedule, usually a requirement on weekends. The OPP detachments are more likely to use sworn officers than MPS because they are generally smaller, have lower transportation needs, or rely on the OPP OTP for the majority of prisoner transports. They use sworn officers for specialized occasional needs.

Table 8: Types of Personnel Used for PT by OPP Detachments

Prisoner Transportation Tasks (% of OPP detachments that use category for each task)	Sworn Officers	Special Constables	Contract Personnel	Other Civilians	Not applicable
From detachment to correctional institution	91%	57%	4%	0%	0%
From detachment to court	94%	51%	4%	0%	0%
From correctional institution to court	66%	58%	6%	0%	11%
From court to correctional institution	70%	55%	6%	0%	15%

All MPSs use special constables for court security as indicated in Table 9, and most have them perform nearly all functions within the courthouse. For example, Toronto, with the largest Courthouse security operation, is staffed entirely by special constables as a routine, with sworn officers included when a risk assessment requires it. However, most services do have sworn police officers present to respond to security calls and alarms and supervise the work of special constables or contractors. Eleven MPSs indicated they have officers in courthouses performing administrative duties who are not included in the Court Security costs. Eighteen MPSs indicated they do not have such officers.

A few MPS survey respondents indicated that although it is incumbent on sworn officers to respond to emergencies, on-duty special constables are often involved in crisis response as well. Stakeholders

¹² A few respondents noted that sworn officers are involved only to transport youth offenders.

mentioned retired sworn officers are hired part-time to provide additional security, and cadets can also be mobilized for court security. Discussions during the workshops revealed that court security arrangements can vary significantly between court locations within a given jurisdiction (e.g., special constables only in the main courthouse, but sworn officer assigned to POA court).

Table 9:	Type of Staff Th	nat Perform Court Securit	v Tasks for MPSs
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Court security tasks performed at the courthouse(s) (% of MPS who use each staff category)	Special Constables	Sworn Officers	Contract Personnel	Other Civilians	Not applicable
Prisoner movement with the courthouse	100%	48%	3%	0%	0%
Security in the courtroom	100%	59%	3%	0%	0%
Prisoner feeding	97%	31%	3%	0%	0%
Managing in-custody facilities	97%	55%	3%	0%	0%
General visibility in common areas	93%	62%	17%	0%	0%
Security at access points	83%	52%	28%	0%	7%
Respond to alarms and other calls	76%	79%	10%	3%	0%
Facility perimeter security	66%	41%	28%	3%	10%
COVID-19 responsibilities (e.g., health screening)	38%	31%	52%	24%	10%

OPP detachments use special constables to a lesser extent than MPS as shown in Table 10. In the majority of OPP detachments, sworn officers conduct prisoner movement, safety in the courtrooms, and general visibility in common areas. This is especially true in smaller communities and part-time courthouses. Some OPP officers play a dual role at smaller courthouses, providing administration support and being available to respond to security duties as required. Among OPP detachments who do court security and responded to the survey, 40% indicated they have such officers conducting administrative duties at the courthouses, but these expenditures are not covered in the costs submitted for reimbursement under the CSPT TP Program.

Table 10: Type of Staff That Perform Court Security Tasks for OPP

Court security tasks performed at the courthouse(s) (% of detachments who use each category)	Special Constables	Sworn Officers	Contract Personnel	Other Civilians	Not applicable
Prisoner movement within the courthouse	48%	73%	0%	0%	8%
Safety and security in the courtroom	45%	88%	5%	0%	0%
Prisoner feeding	45%	58%	8%	20%	10%
Manage in-custody facilities	43%	53%	5%	8%	20%
General visibility in common areas	43%	78%	8%	5%	5%
Facility perimeter security	35%	58%	3%	0%	25%
Respond to alarms and other calls	33%	78%	3%	0%	13%
Security at access points	30%	45%	8%	5%	33%
COVID-19 responsibilities (e.g., health screening)	13%	30%	20%	10%	40%

Special constables working within the OPP OTP do not formally assist with court security. However, there are instances in which the police service providing security in the courthouse assists in bringing the prisoner from the truck to the courthouse cells. In some cases, the transporting officers or special constables experience downtime between the last drop off and the first pick-up.

Drivers for Change

In the majority of cases, survey respondents indicate that armed presence is needed only in high-risk cases and that the use of special constables is appropriate and sufficient, especially if the vehicles and equipment are adequate. However, 45% of MPS and 26% of OPP detachments who responded to the survey and do prisoner transportation indicated that armed presence is necessary for this service. On the other hand, Toronto, the largest MPS, uses special constables exclusively for prisoner transportation. The OPP OTP also uses special constables exclusively for transportation. There are very few mid-sized to larger services that use sworn officers exclusively.

The Jurisdictional Review indicates that the other jurisdictions surveyed generally use personnel other than sworn police officers to conduct both prisoner transportation and court security. The name of the position varies, but these staff generally receive specific training focused on the court security and/or prisoner transportation areas, are often not armed (although in one case they are), and are generally paid less than sworn police officers.

Among smaller services there is more use of sworn police officers, generally because the need varies from day to day (e.g., courts move from town to town, they are open for limited periods, prisoner attendance is intermittent). This makes it more difficult to hire special constables and deploy them on a full-time basis unless additional tasks can be assigned. This is a particular challenge for Indigenous services which rely on the OPP to appoint special constables and we understand that the OPP appointments are for limited tasks (tasks can be varied by appointment based on needs).

Many smaller municipalities (and some mid-sized), as well as many OPP Detachments rely on the OPP OTP to handle prisoner transport. When the OTP cannot transport prisoners, these services must pull their sworn police officers off regular duties in order to carry out the prisoner transport. The same situation emerges when smaller services and detachments must provide court security on an occasional basis. They are required to pull sworn police officers off regular duties. First Nations police services also noted this as a problem.

The OPP OTP is a unique service that provides the economies of scale to justify use of special constables, but a few survey respondents and workshop participants spoke about instances where the OPP OTP will not accommodate the transport, and the local police service must carry out the transport, usually using sworn police officers withdrawn from front-line duty.

The OPP OTP Standard Operating Conditions (SOC) indicate the OPP OTP may refuse to transport:

- An offender exhibiting self-harming behaviour;
- An offender exhibiting/indicating a medical problem without appropriate authorization from a medical practitioner;
- An offender testing positive on an institutional body scan without appropriate authorization from a medical practitioner;
- An offender confirmed to be more than five months pregnant;
- An offender who is not ambulatory;
- An offender on a suicide watch;
- An offender in an insecure location and there is no armed officer present.

A decision on whether to transport in these cases can be made by the Senior Offender Transport Officer. The SOCs also indicate that when a police service of jurisdiction determines there is a threat related to a high-risk offender (e.g., potential for assisted escape or hijacking), the OTP will not carry the prisoner. In addition, the OPP OTP will only transport prisoners pursuant to a court order. Where court orders indicate prisoners will be taken to a particular place (e.g., a custodial institution) the OTP will not take the prisoner to any other place, even to a hospital or medical facility if the prisoner is thought to have a medical issue. Diverting from the court order requires clearance.

If the OPP refuses to transport for any of these reasons, the police service of jurisdiction is then required to provide the transport, and this usually occurs using a sworn police officer and a squad car. As a consequence of the comments from MPSs the OPP OTP has indicated that it is reviewing its practices in such refusals and eliminating the refusals whenever possible.

Analysis

There is some opportunity to expand the use of special constables in Ontario.

The evidence indicates that the use of special constables for court security and prisoner transportation is a best practice. The survey identified that all mid-sized to large forces in the province use special constables for both court security and prisoner transportation. The OPP OTP uses special constables for prisoner transportation as well and the jurisdictional review found that generally, personnel other than sworn police officers are used to conduct both prisoner transportation and court security.

We know from the survey that there are a number of MPS using sworn officers exclusively for court security and/or prisoner transportation. It was found that the difference in cost between a sworn officer and a special constable, including benefits, is generally in the \$30,000 to \$40,000 range

annually.¹³ Based on the survey data, there are at least two MPS that would be candidates for expanding the use of special constables.

Expanding the use of special constables in smaller services or detachments would require some approach to allow sharing the special constable resource among services. The best approach would seem to be to attach the court security, and where appropriate prisoner transportation mandate, to an entity that could work with the courts, so the same special constable(s) could travel with the court as hearings are arranged to provide court security at each location. Where the logistics are appropriate (e.g., the court is based in a location with a correctional institution), the special constables moving to the rotating court locations could also facilitate the prisoner transportation.

This kind of arrangement would likely require the transfer of responsibility from local police services to some common entity, whether by agreement with the services or through a provincial action. Options to achieve this are discussed in later sections of this report.

Recommendations

- 2) The MPS that use full-time sworn police officers rather than special constables for prisoner transportation and/or court security should convert to use of special constables.
- 3) In 2024 Implement \$40,000 CSTP PT grant reductions per FTE for police services that only use sworn police officers for prisoner transportation or courthouse entrance screening (should not apply to police services who use a limited number of sworn officers as well as special constables).
- 4) The OPP OTP continue to reduce its "refusals" to transport prisoners whenever possible.

Implementation Plan

Point out the alternatives to the MPSs still using sworn officers exclusively and invite them to contact other MPSs which use special constables more extensively. This implementation process can be combined with that for contracting of courthouse entrance screening (discussed in the next section), and the savings are additive.

¹³ An article "The Civilianization of Police in Canada" reported at https://www.publicsafety.gc.ca/cnt/rsrcs/pblctns/2015-r042/index-en.aspx#a10-1 provides an example of the replacement of sworn officers with civilians as Court Service Officers. Court services were provided by seven members: one sergeant at an annual salary of \$132,429, two constables at annual salaries of \$121,859, two special civilian constables at annual salaries \$105,076, and two part-time special constables at annual salaries of \$41,046. This amounted to \$400,410 in salaries and benefits. After an analysis of salaries and benefits, court security became the responsibility of one special constable at an annual salary of \$53,538, and six part-time special constables at annual salaries totalling \$123,138. This amounted to \$176,676, amounting to overall savings of \$223,734. The article notes that resources saved were deployed elsewhere within the police service rather than resulting in a net reduction to the budget.

Note that sworn officers cannot be replaced with special constables in smaller forces, without implementing the structural change addressed later in this report.

Efficiency Estimate

	Rationale and Assumptions	Estimated Savings
Short-term	 Replace 1-4 sworn police officers with special constables with a saving of \$30-40,000 per position Assumes two MPS currently using sworn officers will convert to best practice 	• \$30K to \$160K
Medium Term	 Replace 4-8 sworn police officers with special constables with a saving of \$30-40,000 per position Assumes MPSs currently using sworn officers will convert to best practice, and potential for some conversions based on cooperation between services 	• \$120K to \$320K
• Long Term	 Replace 4-15 sworn police officers with special constables with a saving of \$30-40,000 per position Assumes all MPSs involved and some regional entities involved in prisoner transportation as well as court security 	• \$240K to \$600

4.3 The Use of Contractors for Court Security

Current Situation

As part of the CSPT TP Program review, MPSs and OPP were asked to identify how they staffed various court security activities. Breakdowns of the mix of staff for securing access points, conducting facility perimeter security and undertaking COVID-19 screening activities were requested.

According to the survey results, 19 MPS have special constables screening at access points, nine of which also have sworn police officers involved. Ten OPP detachments have special constables (with or without sworn police officers) carrying out screening, and another ten have sworn police officers doing the screening.

Screening is usually only conducted at the major courthouse in each location, although in Toronto, with 13 courthouses, screening is done by special constables and there is screening equipment at all courthouses. Some OPP detachments use sworn police officers because they secure a courthouse that does not sit every day. Many police services indicate they have sworn police officers in the courthouses performing other duties, ranging from providing visible presence, courtroom security, or court administrative duties, resources that may be available if an incident at the screening station occurs.

The survey results indicate there is some contracting out for security at access points, facility perimeters and for the conduct of COVID-19 screening. During the workshops, a few police services did describe their use of contract personnel to oversee access points. The percentage of MPS and OPP locations that are using contract personnel for these functions are highlighted in the table below.

Table 11: Type of Staff That Perform Court Security Tasks for MPS and OPP

Court security tasks performed at the courthouse(s) [% of MPS who use each staff category]		ecial tables		orn cers	-	tract onnel		ier ians		ot cable
	MPS	OPP	MPS	OPP	MPS	OPP	MPS	OPP	MPS	OPP
Security at access points	83%	30%	52%	45%	28%	8%	0%	5%	7%	33%
Facility perimeter security	66%	35%	41%	58%	28%	3%	3%	0%	10%	25%
COVID-19 responsibilities (e.g., health screening)	38%	13%	31%	30%	52%	20%	24%	10%	10%	40%

During the workshops, a few MPS representatives identified there are substantial cost savings available from contracting service delivery in the area of court security, particularly in perimeter security, screening and alarm monitoring.

Drivers for Change

Workshop attendees indicated that by contracting out access point and perimeter security activities, significant cost savings have been achieved, and they were satisfied with contractors' performance and the resulting security level. In those cases, contractors and court security police staff work in close collaboration (e.g., a sworn police officer is also in the area near the screening, or sworn police officers are available to respond; and two special constables also monitor screening during peak times at one location).

Another police service explained they have recently gone to tender to hire contractors to operate X-ray and magnetometers at the courthouse. The contracting measure is intended to generate significant savings, but the respondent wondered whether the level of service will be comparable to that of experienced special constables already familiar with the community, and whether sharing responsibilities with a private third-party will be effective.

There was concern that contractors may be ineffective e.g., inadequately trained, or unresponsive to direction from the police service. There was also concern that some high risk but very low frequency incidents have required an armed presence at or near the entrance when screening personnel are confronted with armed members of the public.

Other police services and court stakeholders seem to share the same concerns when considering involvement of the private sector in court security. The concern appears to focus on the learning involved in the change process, and the concern that a competitive procurement process will not select competent contractors. Toronto, who uses special constables exclusively for court security, has conducted regular audits on court security, but no exercise has recommended the use of contractors.

However, the data collected during the study indicates that contractors have successfully been used to conduct screening at courthouse entrances, secure courthouses in the evening and for monitoring cameras and alarms. At the moment the province has engaged contractors to conduct COVID-related health screening (that have been responsive to direction), and Ottawa Police Service and the Waterloo Regional Police Service use contractors successfully.

Ottawa found the introduction of contractors to conduct screening saved 70% of the cost, or \$700,000 compared to having 10 special constables conduct the work. This relates in part to the lower all-in hourly cost of staff, and partly to more flexibility in the assignment and recruiting of staff. Ottawa engaged a contractor who was also providing building security services in the evening, which ensured at least some staff had familiarity with the building and its operating circumstances. Ottawa also required the contractor to provide staff who had a minimum level of specified training as determined by the MPS. However, Ottawa also kept a sworn police officer who supervises the screening process, and provides the armed presence required in the event of incidents.

Similarly, the Waterloo Regional Police Service has registered a 4.5 FTE reduction and annual savings equal to \$358,000 as a result of contracting private security for screening as opposed to using special constables in their courthouse.

Analysis

The evidence indicates expanded use of contractors to conduct screening at courthouse single points of entry can reduce the costs for police services of jurisdiction and provide adequate levels of security if properly implemented. It can also reduce the cost of introducing screening at new locations, which may make it easier to expand screening to new areas in response to stakeholder concerns. Contracting is most likely to be successful if RFPs require a specified level of staff training as determined by a MPS, and an MPS does not eliminate the presence of sworn police officers where they exist now, presumably on the basis of a risk assessment.

The concerns raised that some high risk but very low frequency incidents have required an armed presence is a factor independent of whether special constables or contract staff conduct the screening, as neither are armed. If a risk assessment indicates an armed presence is necessary, it will be required under either scenario. In some cases, it will be determined that other armed officers in the courthouse can cover the requirements, and again, that determination would be independent of whether special constables or contractors carry out the screening.

Based on survey findings, we estimate that there are 20 courthouses that could change from having special constables conduct screening, to having contractors conduct the screening. About half of these will be smaller than Ottawa and Waterloo, some will be constrained by collective agreements and/or negative attitudes towards contracting and some may keep more sworn police officers involved than Ottawa and Waterloo (although both retained some). As a consequence, our analysis conservatively assumes savings will be \$200,000 per location on average, despite the much higher savings that have occurred in Ottawa and Waterloo. The \$200,000 per location estimate is very conservative. The estimate is based on calculating less than half the average of what was achieved in Ottawa and Waterloo.

The review did consider the potential to contract out court security and/or prisoner transportation province-wide as a whole, to organizations such as the Commissionaires or GardaWorld. There would likely be savings in doing so, however there is concern that it would remove the control and direction of staff too far from the court stakeholders. With the high aversion to risk of court stakeholders and the need to maintain an armed presence in many courthouses we do not recommend this approach at the present time. However, it is something that a particular police department may choose to pursue in the future, and with the right relationship between the court stakeholders, the police service and the contractor, it could be a workable solution.

Recommendation

5) Encourage police services using special constables (currently 83% of MPS and 30% of OPP locations) to conduct screening at courthouse entrances through contracting the screening operations. The contract should require the training of contract staff and specifications of responsibilities to respond to direction from the MPS (or OPP) courthouse security personnel. The screening area should retain an armed sworn police officer presence when warranted by risk assessments.

Implementation Plan

There is no structural change required to implement this recommendation. The existing *Police*Services Act does allow for the police service of jurisdiction to determine how it will provide court security and if it chooses to use contract staff, they have the special authority the act confers on court security staff generally. The police service of jurisdiction would remain accountable for court security.

The Ministry should start the process by facilitating information exchanges between police services and support police services that are considering the approach. A zoom presentation by Ottawa and Waterloo for example, could help identify best practices and assist other police services to initiate the process. It would also be useful to prepare a "best practices" document to assist police services to manage the approach, particularly when they are required to use municipal procurement processes. The process would be useful to police services expected to implement new screening processes as well as those contemplating converting existing screening processes to contracted staffing.

In a second phase, perhaps starting in 2024, the CSPT TP Program could be adapted to provide financial incentives to contract screening in particular. This could involve reducing the approved expenditures or the actual CSPT TP Program payments of any police service that continues to screen without at least tendering for screening activities (if tenders suggest no savings, implementation would not be required) to assume contracting is employed at all full-time courthouses, or it could simply reduce the payment by \$200,000 (based on the saving estimate above). These funds could be used to support the expansion of screening equipment to new locations, as discussed in the next section "Improving Security in Courthouses".

Efficiency Estimate

	Rationale and Assumptions	Estimated Savings
• Short-term	• The forecast assumes at least 2 to 5 courthouses could switch to contractor screening in the short-term, recognizing that it is underway in at least one. To be conservative, the forecast assumes, reducing costs by \$200,000 at each location	• \$400 K to 1 million
Medium Term	The medium-term estimate would assume 5 to 20 courthouses (total) would switch. The lower estimate assumes MPSs other than Toronto convert the higher	• \$1 to 4 million

	Rationale and Assumptions	Estimated Savings
3* THE	estimate assumes courthouses in Toronto are involved	
Long Term	Same	• \$1 to \$4M

4.4 Improving Security in Courthouses

Current Situation

Current legislation states that police service boards and the OPP Commissioner are responsible to determine the level of security required for court activities. In doing this, police services should follow the risk assessment protocols set by the province. There are guidelines for conducting the risk assessments as outlined in the Provincial Adequacy Standards (LE-014A). The Court Security Tool is used to identify security needs in each individual courthouse for which the police service of jurisdiction is responsible. This assessment covers critical incidents, the nature of cases, personnel and procedures, emergency planning and physical assessment.

Each courthouse has a Court Security Committee through which the judiciary, crown, defence counsel and court administrators discuss security requirements with police service responsible to provide security. Most MPS and OPP detachments who answered the survey participate in regular formal meetings with partners regarding court security, through Court Security Committees or working groups, Local Courts Management Advisory Committee, Criminal Court Management Committee, and Bench and Bar meetings. According to survey results, the frequency of contact varies (i.e., 'regular', biweekly, quarterly, bi-annually, annually). The majority of MPS survey respondents (86%) and most OPP detachment respondents (67%) report that collaboration with partners on court security is working well.

Infrastructure Issues

Some survey and workshop respondents described technology or infrastructure upgrades to courthouses that have been valuable (e.g., creating a single-point of entry, installation of new screening equipment, adding surveillance cameras, opening of new courthouse, etc.). The province of Ontario continues to upgrade or replace courthouses, addressing security issues as part of the process. Survey respondents who operated out of new courthouses, or who reported that infrastructure and equipment improvements had been made, said they did not reduce their court security staff as a result, but had greater confidence in their ability to address security risks.

Through the survey and focus groups, other services report that infrastructure issues remain and, sometimes, a lack of adequate security equipment hinders court security. This includes challenges due to the number, design, age or characteristics of courthouse buildings. Examples of these challenges were noted as: shared buildings and cohabitation with multiple services, prisoner circulation in public spaces, lack of space, multiple points of entry, elevators, or inadequate cell blocks. Several courthouses

are located in heritage buildings, which can complicate retrofit or maintenance projects, although there have been examples where issues were overcome. Equipment issues include lack of screening hardware, no adequate camera system, defective alarms, no prisoner box for in-custody matters, and so on.

Among MPS who responded to the survey and do court security, less than half (46%) indicated there is screening equipment in operation at the courthouses they secure. This percentage is lower for OPP detachments where 16% of survey respondents indicated they have screening equipment in operation at courthouse access points. Courthouses with screening detectors tend to be larger facilities with higher risk trials and the largest numbers of people entering. The courthouses with deficiencies tend to be smaller and/or not used full-time.

These issues impact the risk assessment, and thus the number of staff (namely sworn officers) that have to be deployed to secure courthouses. For instance, armed presence may be required because a location has multiple points of access. The lack of screening equipment can impact the risk of weapons being brought into the courthouses, or the ability to screen incoming packages.

Additionally, crowns sitting in small or even temporary facilities with audiences that may be related to the accused indicate they would feel more comfortable if there was some screening of the attendees, who are usually seated behind the crown's back. Security outside the courthouse can also be a concern (e.g., immediate vicinity, and parking spaces).

Relationships

Through the survey and workshops, police services explained that the relationship with the judiciary, crown and defense counsel regarding court security can be challenging. There are varying expectations and demands from the Judiciary with respect to how court security is provided. Some want armed officers in their Courtrooms – some do not, some want prisoners unshackled, causing increased security risks for the police services to manage and navigate, while others do not.

However, the most common issue raised by police services relates to court stakeholders' high and increasing expectations for court security, which can put a strain on resources. Court security expectations and requests have increased over time. Of MPS and OPP survey respondents who indicated they had made changes to court security duties in the last three years, most described increasing their staffing levels. Smaller police services have to accommodate additional requests by pulling staff from the front-lines or going into overtime. About half of OPP survey respondents (52%) find it challenging to deliver court security with their level of staffing, with needs exceeding their capacity. Some respondents specify that they do not have the resources to meet demands from the judiciary, or to accommodate late court hours. A few small and medium sized police services indicated they had to refuse requests to conduct additional court security activities (e.g., opening of a new court location, staffing new equipment) because of lack of personnel.

Request for Standards

Both workshop participants and courthouse stakeholders also identify lack of consistent standards for court security as an issue. On the one hand, this makes it difficult for police services to "push back" against court security asks that are not aligned with the risk assessment, police service responsibilities or level of resourcing. On the other hand, there are no standards that court administration, the judiciary, counsel or Crown can rely on to formulate security requirements in courthouses and courtrooms.

As a result of no standard, security requirements do vary significantly between courthouses. A significant number of factors influence these differences:

- The nature of proceedings in the courthouse, e.g., criminal courts, youth courts, family courts, or POA courts (traffic ticket courts).
- The layout of the courthouse building, which may or may not have a single point of entry for the
 public, separate entrances for prisoners, and the judiciary, a requirement for judges to traverse
 public spaces, and a requirement for prisoners to traverse public areas, etc. The occasional use
 of public facilities in small communities, such as arenas or Legion halls can be limiting.
- Particular risks, such as defendants likely to be targets of attack or defendants likely to attack
 others, or the potential intervention of third parties to disrupt activities or attempt to free a
 prisoner.

These differences make it very difficult to set a standard for all courthouses, or even all courthouses that fit into a certain category. Renovations or reconstruction of courthouses can produce important benefits that can reduce the costs of providing adequate security, but they are costly and while some are always underway, they cannot all be accomplished at once. Moreover, standards and expectations do change over time. Any meaningful standard would have to apply to the facility as well. Setting a standard that required large capital expenditures by the province or large operating expenditures by police services would be problematic.

However, court stakeholders do require some means to ensure their reasonable requests are met. The ability of the judiciary to cancel a court hearing is an approach. An alternative would be to have an appeal body that court stakeholders could ask to issue orders that a police service provide additional security services. However, that would be difficult in a context where court security is largely a municipal responsibility, and while "anything is possible", there have been very few incidents which would justify higher security standards.

Financial incentives would be possible, perhaps recognizing the full cost of new security measures implemented by a police service as a first charge against the CSPT TP Program. However, this would have the impact of having other municipalities pay for improved security in a particular location. Without some provincial funding of these incentives, there would be strong resistance.

Recommendations

- 6) Screening at entrances to courthouses should continue to be expanded as risk assessments identify requirements.
- Police services should remain responsible for establishing security levels (and determining when and where screening will be added) unless
 - The province accepts responsibility for the cost of increasing security levels.
 - CSPT costs drop below \$125M so the full cost is funded by the province.
 - Funds are available for transfer from CSPT TP Program payments reduced as a result of a decision to contract screening.

Efficiency Estimate

There are no cost savings associated with this recommendation. Additional estimated resources are provided.

	Rationale and Assumptions	Estimated Cost
Short-term	The forecast assumes at least 1 to 2 courthouses could implement screening. The forecast assumes, increased costs of \$400,000 at each location	• \$400K to \$800K
Medium Term	The forecast assumes at least to 4 courthouses could implement screening	• \$800K to \$1.6 million
Long Term	The forecast assumes at least 3 to 6 courthouses could implement screening	• \$1.2 to \$2.4M

4.5 Scheduling Prisoner Transportation

Current Situation

Prisoner transportation is a very complex system. The police may initiate a transportation requirement by arresting someone who isn't subsequently released. The courts may establish a requirement by scheduling a hearing, and then by deciding to release, or not release a prisoner. Occasionally a requirement may result from the police need to take fingerprints or the need for a medical clearance after a prisoner shows symptoms resulting from an emerging medical condition or a conflict situation.

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The OPP OTP tracks prisoner transportation requirements on a physical board at each of its five offices, then manually transfers the information to a daily board for each transportation loop, then creates manual sheets that drivers (and co-drivers) can use to determine who they are to pick up, where, and when. Although each vehicle has a regular "loop" they service, some stops may be skipped or others added depending upon the circumstances. The driver or co-driver also records information they have concerning how the trip went, and future commitments or appearances that prisoners are to make. This information is transferred to the future requirements board. This process occurs at all nine of the OPP OTP locations.

Drivers for Change

The OPP OTP prisoner transportation scheduling process is manual and inefficient. There is a low tolerance for errors in this process, so it may require multiple calls or emails to confirm information with various police departments, courts and to inform correctional institutions which prisoners are to be prepared at what time on which day. The management of the operation consumes 11% of the FTEs of the OTP. This includes the staff carrying out all these administrative tasks, as well as other management and supervisory staff.

Analysis

This process could be improved through the use of a software system that would collect information from police services, court administrators and prisoner transportation providers, and distribute information to correctional institutions, determine the most effective routes for the available vehicles to meet the needs the coming day, print schedules for drivers, and allow drivers to record information they receive. Ideally the system would allow input from cellphones (an app) and computers, from any of the stakeholders involved (police services, court administrators, correctional institutions, drivers or co-drivers and transportation managers), recording the source and time of the input. It would design the routes for each vehicle using algorithms like that used for para-transit scheduling, considering the various limitations on vehicle capacity, the categories of prisoners, etc. If tied to a GPS system (e.g., cell phones of co-drivers and/or vehicles) it would provide some visibility of progress and allow confirmation of anticipated arrival times. It could also provide confirmation to each police station, courthouse or correctional institution of the expected schedule, allowing them to confirm all requirements will be met. Emails could be sent daily or more frequently to seek the confirmation by stakeholders.

It is uncertain what the cost would be to implement such a software system and further investigation and/or a procurement process would be required. It would also be important to build the system taking into account any changes to operating regimes that are adopted or planned. The savings could be significant, not just in terms of the transportation costs but perhaps also the related costs in court administration, correctional institutions and police services. There is also the potential savings from

automated route planning. Route planning software packages promise savings of 10% to 50%¹⁴. One implementation is credited with reducing the staff time required for route planning by 66% and another saw a 12% reduction in driver cost and a capacity increase of 14%.¹⁵ The savings would be less in this application as many of the current loops have been run for some years. But with reduced volumes and particular stops to be included or excluded based on day to day needs, there should be some savings.

It may also be useful to include in the system some capabilities related to court administration and court security. The court security system is pretty routine in most courthouses, but more variable in smaller and remote communities where courts only sit periodically. Some assistance in scheduling those courts may be helpful and could contribute to the scheduling of prisoner transportation and court security staff. Court administration is largely automated, and a link between that system and the new prisoner transportation system could ensure consistency in results and allow one-time input of data related to planned hearings.

Within the OPP OTP there are five administrative assistants and seven officers involved at least part-time in the route planning process, about 6% of the total staffing (and at least 6% of total costs). Reducing the need to collect, retain and process information on each prisoner trip, confirm the information (the impact of mistakes is large enough to require steps to reduce them) – all by hand – would clearly reduce the administration required. Within larger police services there are similar groups performing this work. There may also be some savings on the drivers and co-drivers if the rote optimization aspect helps reduce travel requirements or the number of loops to be run. To be conservative, we have estimated the potential cost savings at 1% to 4% of transportation costs for both the lower administrative costs and route optimization savings, although it is likely savings will be greater.

Recommendation

8) The Ministry could pursue the potential to integrate a software initiative with court administration and court security requirements. Implementing a new software solution should reduce costs, but it would take some time, and the potential savings would need to be more precisely identified.

Implementation Plan

As a first step, SOLGEN should conduct a market review to determine the availability of software that would automate and co-ordinate prisoner transportation. Options that would be usable by all participants across the province, and those that might support a large individual operation (Toronto,

¹⁴ https://www.paragonrouting.com/en-us/blog/post/is-route-optimization-worth-the-money/, https://www.aptean.com/solutions/tms/fleet-savings-calculator/, https://medium.com/@CircuitApp/using-route-optimization-to-cut-delivery-costs-8c90e2a7c8ea, https://blog.routific.com/what-is-route-optimization, https://optimoroute.com/, https://optimoroute.com/what-is-route-optimization/

¹⁵ https://optimoroute.com/what-is-route-optimization/#examples

OPP OTP, a Northern entity) should be considered. Any potential assistance with court administration should be noted.

Based on the outcome of the market review, the Ministry should identify the scope of a potential software solution, in particular identifying how it may relate to software used in the administration of the courts and the correctional institutions.

The Ministry should then conduct a competitive process to select a software vendor (unless it is determined to extend an existing system).

A pilot implementation could be arranged with the OPP Offender Transportation Program (OTP), or with one of the large MPS, such as Toronto.

Once the pilot demonstrates the value and works out ensures the design is optimal, extend the implementation to other providers.

Efficiency Estimate

	Rationale and Assumptions	Estimated Savings		
• Short-term	Market Survey and scope definition	• N/A		
Medium Term	 Software selection and trial implementation 	• N/A		
Long Term	Full implementation	• 1% to 4% of prisoner transportation costs (\$650K to \$2M)		

4.6 Indigenous Services

First Nations police services participated in the review. They expressed a strong concern that they are currently only funded for "front-line" policing, of which court security and prisoner transportation are excluded. However, they indicate they are required to provide both services related to persons they arrest, and support trials in the communities they serve. They argued they should be eligible for the CSPT TP Program just like any other police service, so they could provide the services without taking officers off of the front-line.

We were unable to identify any description of the services they are funded to provide, and only limited description of services they are not to provide – which did not include prisoner transport or court security. First Nations police services are also funded for 100% of their costs by the federal and provincial governments, unlike the police services in other communities where the municipality is responsible for most costs.

While of interest, these matters do not indicate whether the Indigenous services receive adequate funding for the responsibilities they have. The agreements under which they are funded are up for

renewal within the next few years. It would be a good time to review the range of services they provide and ensure there is adequate funding for those services.

Indigenous services also indicated that they can only use special constables for limited purposes as they are appointed by the OPP and can only perform the duties identified in their appointment. However, the OPP did indicate during this review that special constables can be appointed to conduct a range of activities, depending upon the description provided by the detachment – or the Indigenous service – when they seek the appointment. Based on that clarification, the Indigenous services may wish to explore wider use of special constables that would make the appointment of special constables worthwhile in a wider range of circumstances.

Recommendation

9) That the Ministry ensure that the appropriate funding levels for prisoner transportation and court security are specifically and clearly addressed in the next round of funding discussions with First Nations police services.

Implementation Plan

The court security and prisoner transportation requirements be considered during discussions related to future funding of First Nations Police Services.

Efficiency Estimate:

No specific cost reductions are related to these recommendations.

5.0 Program Delivery Structural Change

The review identified two areas where savings cannot be achieved without structural change:

- Through the focus groups and interviews, participants agreed there are opportunities for
 efficiencies in better coordination of prisoner transportation between services. Duplication of
 effort in prisoner transportation occurs at large correctional facilities where multiple police
 services, the OPP and perhaps the OPP OTP have to pick-up and drop-off prisoners. Where
 jurisdictions overlap, it is not uncommon to have several prisoner transport vehicles from
 different entities operating at the same institutions at the same time.
- As noted earlier there are opportunities to replace sworn officers with special constables in the smaller MPSs and OPP detachments that cannot be achieved without gaining economies of scale in providing security and possible prisoner transportation to traveling courts.

The key finding from the Jurisdictional Review is that none of the other jurisdictions make the police service of jurisdiction responsible for prisoner transportation or court security, except in particular circumstances. Responsibility is generally assumed by an agency independent of the police, typically a Sherriff's Office or other government agency. A frequent recommendation for improvement from workshop participants was also the transfer the responsibility for prisoner transportation from police services to another entity.

5.1 Duplication in Prisoner Transportation

Current Situation

With so many police services involved in prisoner transportation, and the OPP involved in two distinct ways, there is significant duplication of service within the prisoner transportation network. For example, at the Elgin-Middlesex Detention Centre, six different municipal police services pick-up or drop off prisoners, along with one OPP detachment. The OPP Offender Transport Program also goes to the same detention centre.

The table below provides examples of these multiple occurrences.

Table 12: Police Services at Major Correctional Facilities

Facility	Prisoner Capacity	MPS	OPP detachments	ОРР ОТР	Total organizations
Central East Correction Center	1184	3	3	1	7
Central North Correction Centre	1184	3	3	1	7
Maplehurst Correctional Complex	1055	5	0	1	6
Elgin-Middlesex Detention Center	450	6	1	1	8
Hamilton- Wentworth Detention Centre	560	2	0	1	3 .

There are instances where the various services are heading in different directions after leaving the correctional centre, however in many cases they are heading in the same direction, and in a few cases, they are actually going to the same court facility (mostly in Toronto).

The OPP OTP has indicated it can clearly identify duplication of effort and costs could be reduced by combining forces, but it cannot quantify the potential savings, and can't implement such a concept given its current mandate.

Additionally, there are many sworn police officers conducting both prisoner transportation and court security in smaller communities, and smaller services (or OPP detachments) as discussed earlier. In the larger services, there are economies of scale to accommodate hiring special constables to conduct the prisoner transportation and/or court security as the case may be. However, where courts travel and sit in individual courthouses less than full-time, the police service responsible to provide security often has to pull sworn officers from their front-line duties to perform the tasks. This is both a use of more expensive resources than required and a serious inconvenience when the sworn officers are required for patrol or other duties.

Analysis

The *Police Services Act* (and its likely successor) allow police services to purchase services from a third party. The third party could be another police service, or a new entity¹⁶ established by a group of police services to transport prisoners and/or provide court security services on their behalf. The entities could be established by agreement between all the services involved, or by agreements between the entity and each of the services individually. In many ways the MOUs between municipalities and the OPP OTP are examples of how this could work.

Such agencies would be in a position to eliminate duplication between transportation routes, implement new practices such as the use of special constables to support mobile courts and the use of contractors to conduct screening at court entrances. They would have the scale to improve services and perform them as efficiently as possible, which isn't the case with smaller police services and OPP detachments.

One large opportunity would relate to prisoner transportation in the Greater Toronto Area (GTA), or even the wider area within the Greenbelt. It would offer the opportunity to overcome the duplication in prisoner transportation and would be a good home for an IT system that would co-ordinate prisoner transportation in the most efficient fashion possible. It is unlikely to achieve additional savings on the court security side, although it may be easier to contract some of the court screening activities if the responsibility was transferred to a new entity. It may be appropriate to have a number of entities focused around each of the institutions, or to have one that would handle all prisoner transport inside the Greenbelt.

Another major opportunity would be to group smaller MPSs and/or OPP detachments that share a court that travels between locations. There are eight judicial districts in Ontario and most of them have at least some courts that do not sit regularly. It may be useful to work with the judicial districts to identify the municipalities or detachments that would have to co-operate to hire special constables to serve the mobile courts. This would provide one approach to engaging the special constables needed to transport prisoners to court and provide court security without pulling sworn officers out of front-line policing services. Although one could argue that the sworn police officers would be retained so there would not be any savings, it would delay the time when a new position is needed, and many OPP detachments already allocate many portions of an FTE to various municipalities, so savings would accrue. Allocating the court security and perhaps prisoner transportation requirements to a new entity would allow the services to provide more consistent services to their communities. Such entities might be based on the judicial districts.

¹⁶ "Entity" is a general term referring to an organization that has a mandate to carry out certain activities. The legal form of the entity would need to be established after further consideration and consultation with the stakeholders, but it could be a new corporate entity, or it could be a responsibility accepted by an existing entity on behalf of others.

The major drawback of this approach is the reliance on voluntary participation and the requirement for co-operation and continued involvement of each of the participating police services. As history with municipal amalgamation and shared services in Ontario suggests, this level of involvement and participation can be difficult to achieve, and would likely require financial incentives, perhaps treating the entities like the OPP OTP in terms of funding. This would suggest reallocating some of the CSPT TP Program funds to each of the entities.

Similar to the approach used in Alberta and B.C. special constables can be assigned to work full-time with the court. Then the special constables would travel from location to location with the rest of the court party and provide the court security required. Depending upon the local circumstances, they may also be able to assist with, or conduct, the prisoner transportation. Given the allocation of responsible for both activities to the police service of jurisdiction, this could not occur with the current structure.

The potential savings would depend upon the extent of participation in the entity, and its mandate. Largely the entities would provide an opportunity to gain the savings discussed under the sections on special constables, eliminating duplication, and using technology.

The creation of regional court security and prisoner transportation entities would have two major advantages:

- 1. The ability to eliminate duplication in prisoner transportation by having one party plan and carry out all the prisoner transportation related to the region.
- 2. The ability to provide special constables to provide basic court security for traveling courts.

Recommendation

- 10) That the Ministry promote the development of regional entities among police services responsible for prisoner transportation and court security.
- 11) That regional entities have a mandate to eliminate duplication in prisoner transportation, focus on the use of special constables and contract perimeter security, alarm monitoring and entranceway screening.
- 12) That regional entities would use sworn police officers from the local police services when required to accommodate risk assessment conclusions. Requirements for full-time sworn police officers (e.g., as part of entranceway screening) could result in the secondment of the staff, while temporary requirements would be met by assigning staff to the duties as required.
- 13) That the province fund regional entity operations fully, as it does with the OPP OTP. The \$125M cap on the CSPT TP Program should be reduced by the amount of funding activities with the region concerned, for the activities transferred to the entity.

Implementation Plan

The province should identify a group of MPS/OPP detachments that provide security for a mobile court operation that shows some support for the regional co-operative entity and provide them some support to review the opportunity and come up with a plan to support the court, with or without

prisoner transportation as the circumstances suggest. It is essential that this first implementation be successful to encourage others to follow the same approach.

Once the first regional entity is operational, the province should address duplicating it in other jurisdictions. It should also support a process to create a regional entity with a prime focus on prisoner transportation. The scale of the operation would need to be determined, e.g., a focus on an institution or on the Greater GTA, or even the area inside the Greenbelt as a whole.

Efficiency Estimate

Benefits from the use of special constables are included in the high-end estimates in that section above. The potential returns from reducing duplications in transportation are identified here.

	Rationale and Assumptions	Estimated Savings		
Short-term	ort-term • Not Operational			
Medium Term	Not Operational	• N/A		
• Long Term	High estimate assumes at least Greater GTA entity rationalizes transportation in the highest traffic area and Northern Strategy implemented with reduced transportation needs and coordination of FN and OPP trips	3% to 6% of transportation costs (\$2M to \$2.9M)		

5.2 Northern Strategy

Current Situation

Northern Ontario experiences many challenges that are less significant in the more populated areas of the province. There are several large cities in the north, along with many smaller remote and fly-in communities. Some of the remote and fly-in communities are Indigenous and there are significant Indigenous populations in some of the large cities. First Nations police services serve most of the Indigenous communities, the OPP provides police services to many of the other smaller and remote communities, and municipal police services serve the major population areas. Correctional facilities are located in the large cities, and the smaller, remote and fly-in communities have smaller police stations, usually with some form of detention facility, but generally not a facility that is suitable for holding prisoners for extended periods.

The north has many traveling courts that spend short periods in communities resulting in demands on local police services and the disruption of their regular policing resources.

The north also faces some unique challenges related to prisoner transportation. Before COVID-19, an arrest in a remote community often resulted in an extended trip by cruiser, or by airplane, depending on the location, to one of the large cities where the detainee would attend court for their bail hearing. If the detainee was released, they may be released without transportation back to their community. If remanded, the detainee would be placed in custody at the correctional facility. During COVID-19 there has been more effort to have the bail hearing occur in the remote community, before the prisoner is transported. However, the unreliability or absence of internet connections has resulted in many appearances by audio, rather than video. There were also circumstances where the police service was unable to arrange a virtual hearing, and the prisoner was transported to a large city even before a hearing could occur, both because of the 24-hour holding limit for police cells, and the inadequacies of cells at remote police stations.

When a trial is held, it is usually back in the community where the charge was laid. If the prisoner has been denied bail, they must be transported back to that community by the local police service – generally a two-way trip out from the community and then back. If the prisoner has been released after a hearing in the city, they may have no resources and be unable to return to their community for the trial. When the court flies in for the trial, the local police service must assign staff to provide security at the trial, which is generally not in a dedicated courthouse, but may be in an arena, community meeting hall or other facility.

Analysis

Based on the understanding of current circumstances in the north provided by interviewees, focus group participants and IPCO, there are unique challenges given the remote and fly-in communities, the extensive use of traveling courts, the long travel distances both for prisoners and court stakeholders, and the number of First Nations communities.

A Northern Justice Strategy could lead to the development of a common prisoner transportation network in the north, and the development of a court security capability that would travel with the courts, both allowing the use of lower cost special constables, and better respond to needs.

It may also be useful to respond to other needs in the north, particularly the need to transport prisoners extensive distances. This could involve improving some detention facilities in northern communities and/or developing correctional rehabilitation facilities, similar to the healing lodges developed in other provinces. This could allow some prisoners to be detained in the north pending a hearing or a trial. Such an approach would have to be developed with involvement from the OPP, Indigenous police services in the area, and the MPS serving the cities in the area.

It would also need to examine the connectivity issues in the north and identify options to ensure virtual hearings are feasible from as many police stations as possible.

The strategy could also look at establishing a WASH court that would be available by video and/or audio for hearings from these remote communities (if the province does not initiate a province-wide

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facility). This could eliminate the trips from remote communities to cities that occur simply because no court could be reached.

Some of these steps may be reasonably easy to implement, others might require some development. A solution could also be based on expanding an existing service, for example the OPP OTP in Northern Ontario, or it could involve establishing a new entity with more Indigenous participation. Such agencies might operate on a regional basis. For example, part of a Northern Justice Strategy could be the creation of such an entity. The OPP OTU in the North currently serves a number of OPP detachments. The Indigenous services that operate in the north carry out similar programs, although the OPP remains the police service of jurisdiction. The municipal police services in the north might also be useful participants and they generally handle security in the fulltime courthouses, and use many of the same correction institutions as the more remote communities. One key benefit would be to reduce the need for police services to divert front-line officers to provide court security and/or prisoner transportation services. A strategy would need to develop staff appropriate to respond to the needs of Indigenous communities.

Development of a regional entity in Northern Ontario is a key cost reduction and service improvement opportunity and would need to advance from the development of a Northern Justice Strategy.

Recommendations

- 14) That the Ministry initiate the development of a Northern Justice Strategy.
- 15) That the needs of Indigenous Communities and First Nations Police Services be considered in the resolution of issues related to Northern Ontario.

Implementation Plan

SOLGEN would need to discuss the potential with key justice stakeholders in the north, including the court stakeholders, the MPS, OPP and First Nations police services and community leaders. It would be useful to establish a working group with key stakeholders and identify some resources to support the process.

The study process would involve a consultation process, both to identify all the issues to be addressed, and to identify appropriate approaches to resolving the issues.

Efficiency Estimate

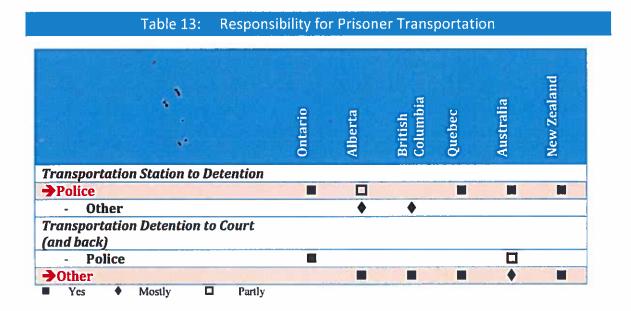
Savings are available from eliminating duplication in transportation and expanding the use of special constables. Both of these items were identified earlier, and the high estimates can only be achieved if regional entities, such as a Northern Ontario CSPT entity is formed.

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5.3 Independent Agency

Current Situation

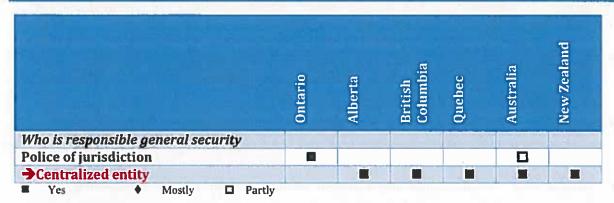
The tables below provide a summary of the approach to court security and prisoner transportation in other jurisdictions. Full details on information collected from the jurisdictional review can be found in Appendix 3. The first table shows the responsibility for prisoner transportation while the second shows the responsibility for court security.



As the table indicates, police are frequently responsible for prisoner transportation from the police station to a court or correctional facility. With increasing use of video for bail hearings, this usually means to a correctional institution. In BC, the RCMP transports some prisoners in remote areas, but is compensated by the Sherriff's office. For the more frequent transportation requirements between the courthouse and the detention centre, a central agency is responsible. The state authority is responsible in Australia, except in remote areas where police services generally provide the service.

Court security is generally the responsibility of an entity independent of the police (Table 14). Usually, a Sherriff's Office or other government entity. Some jurisdictions (Australia and BC) make local police services in remote areas responsible for court security.

Table 14: Responsibility for Court Security



Interviewees from other jurisdictions raised a number of advantages associated with the use of centralized agencies:

- Some suggest it is more consistent with even-handed justice.
- If a justice entity is responsible, this resolves conflict of interests with police, particularly on court security issues.
- Allows consistent security standards as one entity administers all courthouses.
- Resolves the trade-off of capital and operating costs between different entities.
- Provides greater flexibility in the movement of staff to different Courts.
- Resolves fairness issues:
 - Municipalities with courthouses do not subsidize those without them.
 - Municipalities with access to a centralized unit (OPP OTP) do not have advantages over other municipalities that fund prisoner transport.
 - Municipalities in the north or with long transportation requirements do not suffer relative to those with short transportation requirements.
 - Municipalities with inefficient courthouses from a court security point of view are not disadvantaged based on where provincial funds are invested.

The key finding from the Jurisdictional Review is that none of the other jurisdictions make the police service of jurisdiction responsible for prisoner transportation or court security, except in particular circumstances, although the BC Sherriff's office does purchase services from police services when this is the most economic way to meet the need.

Provincial CSPT Entity

Founded upon the feedback received from representatives of central agencies in other jurisdictions reviewed, and the alignment of those findings to the issues identified in court security and prisoner transportation processes identified throughout this report, the Ministry could consider creating a

single entity with responsibility for CSPT throughout the province. This approach would be consistent with that in other jurisdictions, including all the Canadian jurisdictions examined. It would be able to achieve all the operational efficiencies discussed, including:

- Using special constables or the equivalent, for all CSPT activities where an armed presence is not necessary. The province could also create two categories of staffing, with one armed to provide the armed presence where that is considered necessary.
- Contracting entranceway screening, much as the province has contracted COVID-19 screening, and learning from the experience of police services that have contracted some courthouse security services to date.
- Tying security provision to traveling courts, eliminating the impact on front-line policing,
- Co-ordinating court security with courthouse operations, so the province can provide the level of security it determines is required (through risk assessments) and ensure consistency of approach across the province.
- Providing an alignment of interests between those responsible for capital improvements of courthouses and those responsible for security operations.
- Giving the province the incentive to minimize prisoner transportation to reduce risks and costs.

Recommendation

- 16) If the development of regional entities does not achieve substantial progress within four years, the province should establish a province-wide entity with responsibility for court security and prisoner transportation. Consideration should be given to creating a new agency or having the OPP carry out the role, depending upon whether the entity would report to SOLGEN or the Attorney General. Key elements of the plan, whether part of the OPP or part of a new entity, would include:
 - Having local MPS and OPP detachments remain responsible for transferring prisoners in their
 custody (e.g., from the police station to a correctional institution or a courthouse). The provincial
 agency could agree to conduct such transfers where the one-way travel distance is more than 50
 km (far enough to require a significant resource diversion, unlikely to cover transportation within a
 municipality, and likely to capture those municipalities currently benefiting from OPP OTP service);
 - Having two categories of staff, an armed category and an unarmed category;
 - Most staff would be in the unarmed category, but the armed members would be used where a fulltime armed presence is required as part of a court security plan;
 - Reliance on the police service of jurisdiction to support high risk operations when required;
 - Contracting entrance screening and extending it as required by risk assessments

Implementation Plan

The province will need to conduct an examination of the alternatives (a "Sherriff" operation, or the assignment of the role to the OPP) in detail. The review would need to consider:

- The reporting relationship. A Sherriff option would report to the Attorney General and an OPP option would report to SOLGEN.
- The additional infrastructure required, under each option.
- The labour relations implications of each option.
- The costs and other financial implications of each option, taking into account the evolution of the justice system post COVID-19.
- · The availability of armed officers when required.
- The transition process, and particularly the extent to which staff currently conducting court security and prisoner transportation would be transferred, or would have the option to transfer to the new entity.

There will need to be a transition plan and transition date established, with extensive consultation with the MPSs and OPP carrying out the role now.

Efficiency Estimate

Many of the benefits of this approach are not financial, however it is important to note total provincial costs could be reduced. Leaving the police service of jurisdiction responsible for the initial transport from the police station to either a courthouse or correctional institution would have them responsible for carrying a little over half the future volume of prisoners as discussed in the section on *Estimated Impacts of Virtual Hearings on Prisoner Transport*. They would be among the less economical of trips as the number transported on each trip would vary and the timing would be somewhat unpredictable. This approach would therefore leave municipalities with about 20% to 35% of pre-COVID-19 prisoner transportation volumes, or about 55% of planned prisoner transportation volumes. While this is a significant cost, it compares to the 30% of combined court security and prisoner transportation costs that police services (and their municipalities) currently bear. It would not be their only cost as they would also be responsible for the costs of converting police holding areas to accommodate virtual hearings.

	Rationale and Assumptions	Estimated Savings
Short-term	Not Operational	• N/A
Medium Term	Not Operational	• N/A
Long Term	 Full implementation, results in the municipalities taking responsibility for the first trip from the police station to a courthouse or correctional institution, 20% to 35% of pre-COVID transits 	About 60% of forecast prisoner transportation costs would be left with municipalities as they would carry about 55% of expected trips, with slightly higher costs per trip.

6.0 Alignment to Transfer Payment Policy

6.1 Context

In June 2019, the Ontario Internal Audit Division of the Treasury Board Secretariat published its review of transfer payments managed by SOLGEN, including the CSPT TP Program. It measured compliance with the Transfer Payment Accountability Directive (TPAD) and the relevant grant agreements.

Overall, the audit found that SOLGEN's public safety grant programs were for the most part compliant with the Transfer Payment Accountability Directive (TPAD) and respective transfer payment agreements; however, to ensure that programs are delivering results and operating in an efficient and effective manner, the audit recommended that SOLGEN:

- examine a renewed funding model and or granting structure for public safety grants;
- establish program-level outcomes and performance measures for all grant programs so that performance can be assessed;
- review the level of monitoring required by recipients to make certain it is proportional to risk and recipient capacity;
- implement timely corrective action when recipients are not meeting transfer payment agreement requirements; and,
- complete risk assessments on all grant activities and recipients to ensure a risk-based approach is being used.

The CSPT TP Program has the largest portion of funding compared to other transfer payment programs managed by the Public Safety Division at SOLGEN. In particular, the audit found the rationale for funding municipalities that provide court security or prisoner transportation services to be lacking. It noted that TPAD activities should be focused on outcomes and the achievement of associated public policy objectives, arguing that the programs reviewed are funding core policing activities. It also notes that the CSPT TP Program originated as part of the 2008 negotiations between the province and municipalities. Thus, SOLGEN implemented a cabinet approved program to upload certain municipal costs to the province.

The Jurisdictional Review, as reported in Appendix 3, indicates that all other jurisdictions reviewed make responsibility for court security and prisoner transportation a provincial or, in some cases, national responsibility. In no other jurisdiction is court security and prisoner transportation a municipal responsibility (beyond special considerations for remote communities), at least beyond the initial transfer of prisoners from the police station. This relates to the corresponding provincial or national responsibility for justice, and the clear connection between court security and the transfer of

prisoners to and from the courthouse with the administration of justice. This is within the SOLGEN's priority area.

6.2 Managing Cost Effectiveness and Efficiency

Court security and prisoner transportation cannot be segregated into separate dimensions of police service, nor separate dimensions of the outcomes of the justice ecosystem. The CSPT TP Program funding model has been established as a support subsidy. Based on the document review, it was found that the program currently does not have documented goals or outcomes.

The current Transfer Payment Agreements for the CSPT TP Program indicate:

"The Province implemented the Court Security and Prisoner Transportation (CSPT) Program (the "Program") in 2012 to assist municipalities in **offsetting** their costs of providing CSPT services in their jurisdictions."

This study did not review the need or relevance of the CSPT TP Program, nor the justification for SOLGEN to be intervening and funding court security and prisoner transportation activities through the formal agreement with municipalities. The Ministry does however have public sector accountability to ensure CSPT TP Program funds are used as intended. This includes demonstration of how resources were used in the realization of outputs and outcomes, and whether the extent of resource utilization was reasonable for the level of outputs and outcomes observed.

Recent research conducted by Public Safety Canada entitled, "Measuring the performance of Police: The Perspective of the Public," ¹⁷ found that there are a number of dimensions of police work that can be used when setting up a framework to measure the performance of police. ¹⁸ There is not one single performance measure that can assess all of the dimensions of police work at the same time; neither is there one perfect measure that can assess a single dimension of police work (Gallagher et al, 2001). The measuring instrument needs to be chosen depending on the dimension that needs to be measured.

In the case of the CSPT TP Program, there is a concern that the grant program does not adequately encourage or reward financial efficiency and cost reduction. The Public Safety Canada report found that an efficiency dimension of performance relates indirectly to police work in that the public expects the police to do their work in an efficient and economically sustainable manner. Just as in any other public or private organization, waste of resources within police departments is usually met with public disapproval.

¹⁷ Public Safety Canada, Research Division, Measuring the Performance of the Police: The Perspective of the Public, Research Report: 2015-R024

¹⁸ Kiedrowski, J., Petrunik, M., Macdonald, T., Melchers, R. (2013). "Canadian Police Board Views on the Use of Police Performance Metrics" Ottawa: Public safety Canada, # PS14-12/2013E. 53 pages.

The measurement of efficient police performance receives the least amount of attention because it is not seen as a primary output of police work. Further, the measurements are not straightforward because it can be complicated to set benchmarks for what constitutes efficient spending. For example, large police jurisdictions could be spending more in all areas of police work because they deal with larger or more complex problems. Similarly, one jurisdiction may have to transport prisoners longer distances and/or have a different risk level, requiring different service levels. One approach to measure police performance in this area is to look into the innovative approaches that police take to spending: new economical ways to utilize officers, use of technology, innovative scheduling methods, etc.¹⁹

In this sense, the CSPT TP Program can initially focus on performance indicators targeted towards resource utilization. This can provide insight to what and how resources are being used and possible other contextual factors that affect the resources being used.

Through the document and data review completed for this study, the performance indicators identified below may be considered by the CSPT TP Program as a start to its formal performance measurement strategy. The current CSPT TP Program transfer payment agreement stipulates that recipients only need to provide annual financial reports. Further work will be required to define an outcome pathway, in collaboration with municipal stakeholders, that will allow SOLGEN to track program outcomes.

An initial perspective of efficiency would be largely concerned with how inputs are being used and converted into outputs, and the extent to which outputs have been optimized in relation to resources used to produce them (i.e., the extent to which the minimum number of resources have been used (contextualized of course).

It is possible that an operational efficiency perspective may actually suit information needs of the Ministry. The following table presents options for measuring operational efficiency and economy.

¹⁹ Public Safety Canada, Research Division, Measuring the Performance of the Police: The Perspective of the Public, Research Report: 2015-R024, page 15.

Table 15: Performance Indicators for Implementation Efficiency

Output Indicator	Source	Rationale	Methodology
Quantitative: # of FTEs assigned to court services and transit services broken out by CS and PT and by: Sworn police officers Special constable versus all other police officer ranks Contract staff versus all other police officer ranks Other civilians	MPSs and OPP Annual Report for the CSPT TP Program (new instrument to accompany the Template for Annual Financial reporting) Statistics Canada Annual Police Administration Survey	 The use of special constables for court services and transit services has been shown to reduce cost (at least when scale warrants) and the use of contractors for courthouse entrance screening has been shown to reduce costs. The Ministry can track changes over time in the proportion of special constables and contractors being engaged to perform court security and transit services with the expectation that proportions will increase (target set by the Program in future). Police services are providing the special constable data to Statistics Canada so the additional burden to collect information will be minimal. 	 The question should be worded to align with the Annual Police Administration Survey conducted by Statistics Canada Permanent special constable personnel question (#4 in the 2019 survey), particularly in the way FTEs are measured so comparisons can be made. The Ministry can consider a number of possible analysis scenarios: Comparisons across MPSs in Ontario. Comparisons nationally to Statistics Canada data in order to understand trends in the use of special constables (tested first as many provinces do not employ the same model as Ontario).
Quantitative:	MPS and OPP Annual Report for	While recognizing a number of external influencers to video and audio appearances, MPSs and	Analyze trends in proportion of first appearance by video and audio.

Output Indicator	Source	Rationale	Methodology
%(proportion) of first appearances conducted by video from the police station. Broken down by: Video Audio	CSPT TP Program (new instrument) Or Ontario Court of Justice Criminal Court Statistics if available	OPP should attempt to maintain reduced levels of in-person first appearances (i.e., all first appearances from a police station as influenced by COVID-19). The Ministry will be able to track the rate at which video appearances are increasing or decreasing, possibly an early indicator that environments are regressing towards pre-COVID-19 levels. The Ministry could then trigger an increase in change management intervention or conduct additional investigation to understand the change in activity. In future, as the video strategy is rolled out, targets can be set.	Compare trend in proportion of first appearance by video and audio to trend in cost of transportation e.g., % increase in first appearance by video and audio versus assumed % decrease in transportation cost.
Quantitative: # of prisoners transported	MPSs and OPP Annual Report for CSPT TP Program (new instrument) Ontario Court of Justice Criminal Court Statistics	 While this indicator is not perfect (e.g., not accounting for multiple prisoners transported at the same time), it can provide the Ministry with some insight to operational efficiency (relationships between resources and outputs). 	Program output index: gross annual prisoner transportation costs + annual number of prisoners Analyze relationship between # of prisoners transported and number of cases received and pending in court. Expectation that there should be some correlation between the two variables. As cases go down (particularly major crimes, the number of inperson appearances would also go down, decreasing

Output Indicator	Source	Rationale	Methodology
	(Offence Based Statistics)	The court security and prisoner transportation costs are already provided in the current annual financial reports and can be broken out by PT and CS Offence Based Statistics are already broken down by region. Alignment can be determined by (court) or comparisons made within a region.	the number of prisoners transported). Initial bivariate analysis should be completed to ensure the validity of this indicator. Potential to compare decreasing costs with decreasing numbers reported for average appearances to disposition (this is the average of all appearances from the first to last court appearance). Assessment likely required against offence type. A breakdown by ground versus air will be required for service in the north. Context and environment for activities where prisoners are mainly transported by air will need to be considered and balanced.
Quantitative: Annual ground kilometers travelled for all prisoner transportation conducted	MPS and OPP Annual Report for CSPT (new instrument)	OPP OTP already collects this data. Assume that longer distance equates to greater cost but this indicator can contribute to validate or disprove assumptions.	 Program output index: gross annual prisoner transportation costs + annual prisoner transportation kilometres travelled Possibility to compare MPS with similar environments in order to promote consistency in delivery (if best practices are found). Will need to factor differing cost environments across the province (e.g., cost of gas per litre). Breakdown by ground versus air will be required for service in the north. Will need to factor in proportion of ground versus air in cost breakdowns.
Qualitative: Identification of annual budget efficiencies proposed in relation to	MPS and OPP Annual Report for CSPT TP Program (new instrument)	 Municipal Police Service Boards approve and publish MPS operational budgets which typically detail cost saving 	 Analysis of efficiencies implemented to identify best practice for potential dissemination to other MPS or OPP for consideration.

Output Indicator	Source	Rationale	Methodology
court security and inmate transportation.		measures proposed by MPSs. The Ministry could request a summary of cost-saving measures being implemented by a MPS in relation to court security and prisoner transportation on an annual basis. This would set an expectation that the continuous review for efficiencies is expected.	Requires coding of qualitative data for the identification of consistent or innovative activities.
Qualitative: Identification of rationale for increased costs	MPS and OPP Annual Report for CSPT TP Program (new instrument)	An alternative approach to providing incentives for cost reductions might be to require municipalities to justify their expenditure level as expenditures rise under the new normal. The justification could require an explanation of why the approach taken is the lowest cost available, and/or a certification that the approach follows "best practices" (such as use of special constables, for prisoner transport and most court security and use of contractors for screening at entrances, monitoring alarm systems and any WASH patrolling).	Analysis of reasons for increased costs to understand changing environment and determine if there are supports available to mitigate. Requires coding of qualitative data for the identification of common issues or regional problems.

Recommendation

17) SOLGEN should formally develop a Performance Measurement Framework (PMF) for the CSPT TP Program collaboratively with program recipients and stakeholders. The PMF must define objectives and expected results (outcomes). In order to meet the requirements of the Transfer Payment Policy, at minimum, the PMF must focus on outputs and/or intermediate outcomes for activities in order to determine how success will be evaluated. The PMF needs to define expected short, medium and long-term outcomes. Subsequent to the results definition, the Ministry should implement a systematic collection of performance data, which would make it possible to link the funding to the achievement of results, measure progress to targets, further pursue analysis of certain issues and to make changes to the program as required.

6.3 Options to Maintain Necessary Financial Accountability

A Risk-Based Approach is Best

Risk-based assessment approaches in policing have a long-standing history as best practices in the published literature. A study in the National Institute of Justice Research Preview²⁰ identifies that a risk assessment should be an integral part of a comprehensive survey of courtroom security and the transportation of prisoners to determine security vulnerabilities and equipment and training needs.

In Ontario, the current Policing Standards Manual's section on Court Security includes a Court Security Tool to identify security needs in each individual courthouse for which the police service of jurisdiction is responsible. This assessment covers critical incidents, the nature of cases, personnel and procedures, emergency planning and physical assessment.

The 2019 Ontario Internal Audit Division audit also found that SOLGEN should use a risk-based approach to review the activities of grant recipients.

Opportunities for the Ministry

- Police services could be required to submit the risk assessments conducted for court security
 and activities in place today (as the baseline), and then again whenever it changes. The
 Ministry could then undertake a qualitative assessment of annual costs versus risk.
- To date, SOLGEN has not assigned a risk rating to CSPT transfer payment recipients in receipt
 of less than \$500K. As well, it does not appear to have audited or reviewed the funded
 activities of any of the grant recipients. It should be noted that about half of recipients

²⁰ National Institute of Justice Research Preview, Court Security and the Transportation of Prisoners, June 1997.

surveyed did report that they had been audited or reviewed since 2015, but those audits or reviews were conducted internally by the police service, or by the municipalities that provide the majority of police funding. A risk assessment should be completed by the Ministry for all grant recipients and a risk-based review or audit test of 10% of applications (randomly selected, with higher probability of selection for higher risk recipients and materiality) should be conducted annually. Possible criteria for review could be:

- Annual financial and performance reporting received on time.
- Expenses reported meet program guidelines.
- Meeting service standards for payment.
- Financial reports are being signed by a person with an adequate level of authority.
- Funding agreements are being signed by the appropriate delegate.
- Select audits of eligible activities (as identified in the master TP agreement).

Transfer Payment Delivery

The CSPT TP Program is paid based on expenditures incurred two years earlier. Therefore, in 2021 recipients will be paid based on their expenditures in 2019. As a result, a municipality that reduces expenditures (as most will in 2021 due to COVID-19 if not as a result of implementing cost reduction measures in 2021) will not receive any reduction in its grant, at least not until 2023. At that time, their grant will be reduced by 70% of the cost reduction, which could be seen as a disincentive to reduce costs. Some stakeholders also pointed out that increasing expenditures, perhaps to meet a request from courthouse stakeholders for new security activities, will not be covered by any increase in grant payments until 2023 either. That means the entire cost of new expenditures is born by the police service (or municipality) for the first two years, which is a clear disincentive to increasing expenditures.

This could be resolved by allowing some kind of "amendment" process before the final payment. Applicants could be allowed to submit an amendment if their activities changed over the course of the year in such a manner as to increase or decrease expenditures by more than, say, 10% of their base year (two year ago) expenditures. Their share of the grant would then be adjusted on the final payment to take into account the change. The process would have to include an amendment to the following year's grant to recognize the change, and similarly going forward. The process would add significant complexity both to the recipients and to the SOLGEN grant administration. It is very likely recipients would report increases in expenditures (and enhance their grant eligibility) but not decreases, so the effect would be to reduce the impact of new expenditures, but it would not encourage cost savings. It would likely also raise concern among municipalities that received a reduced allocation (the \$125M being a fixed amount) in order to accommodate a higher payment to another municipality.

COVID-19 changes will significantly alter actual expenditures in calendar year 2020 and presumably the effect on expenditures will continue into 2021. This is a period where substantial cost reductions could have been achievable, but many police services have followed the federal

government's encouragement to keep people on salary as much as possible, reassigning staff, and reducing part-time hours when feasible. The "new normal" that will emerge in 2021 and 2022 is an area where encouragement to cut expenditures, or minimize the growth in expenditures (assuming they dropped in 2021) could be effective.

The two-year delay in implementing the grant will reduce the impact, but also make it easier to introduce changes. Although police services may reassign their staff to activities like monitoring video appearances from police stations, many of these activities will not qualify as CSPT TP Program expenditures, even when they are substitutes for qualifying expenditures. The result could be a very substantial decrease in qualifying expenditures, even when staffing levels do not decrease substantially.

One way to make the grant provide immediate support to improved security measures that increase costs (e.g., adding screening) would be to convert the grant to a fixed percentage of actual expenditures. This could occur in 2023 when the "post-COVID-19" world has emerged. As indicated in the financial analysis, this percentage could be as much as 100% if the use of virtual hearings is retained for most hearings, however this does not align with SOLGEN priorities, as it does run a risk of expanding expenditures beyond \$125M. It would also be difficult to reward cost reduction, unless a "bonus" beyond actual costs was provided to police services that identified specific cost reduction initiatives they had implemented.

When the grant was initially designed, stakeholders considered a range of alternative ways to allocate funds – by population, by numbers of prisoners transported or number of courthouses, etc. All these options have flaws and all stakeholders, municipalities, police services and representatives of the Ministries involved selected the approach based on actual expenditures instead.

Recommendation

18) A change in the approach to allocating funding under the CSPT TP Program is not recommended at this time, except as outlined in the other recommendations to incent cost reductions.

7.0 Summary of Financial Implications

The tables below summarize the forecast financial impacts that may occur due to the expansion of virtual hearings and the other changes recommended in this report. All tables assume 2% average inflation per year. The CPI for Ontario went up 2.1% in 2019, .7% in 2020 (influenced by COVID-19). Some collective agreements call for more than 2%, however the recently lower inflation rate is likely to constrain future agreements. The other assumptions are as discussed in the earlier sections.

The table below shows the costs of court security and prisoner transportation in the next three years assuming pre-COVID-19 conditions, and all costs inflating by 2% per year.

Table 16: Future CSPT Costs With No Changes								
	Pre-COVID-19 (000s)	2022 (000s)	2023 (000s)	2024 (000s)				
MPS (2019)	165,274	175,390	178,898	182,476				
OPP Detachments (2019)	7,583	8,047	8,208	8,372				
OPP OTP (2020) Adult	17,267	17,965	18,324	18,691				
OPP OTP (2020) Youth	6,690	6,960	7,099	7,241				
Total Costs	196,814	208,362	212,530	216,780				
Costs will be carried by:								
Municipalities	47,857	58,437	62,106	65,848				
SOLGEN	142,267	142,965	143,324	143,691				
MCCSS	6,690	6,960	7,099	7,241				

Assuming inflation is the prime driver of program costs, the provincial share of total costs will increase modestly, comparing the 2024 projection to pre-COVID-19 levels:

- 1.0% for SOLGEN; and,
- About 8% for MCCSS over the implementation period.

On the other hand, municipalities will see a 37.6% increase as they are responsible for most costs increases due to the SOLGEN contribution limit of \$125M towards the CSPT TP Program.

Phase 1 implementation of the recommendations related to efficiency and effectiveness will have the following effects – as discussed in each of the short-term opportunities described in relevant sections earlier.

Table 17: Phase 1 Implementation

	Court	Security	Prisoner Ti	ransportation
	Low Impact (000s)	High Impact (000s)	Low Impact (000s)	High Impact (000s)
Base Cost	128,406	128,406	79,956	79,956
Effect of Virtual Appearances	(6,420)	(12,841)	(15,991)	(23,987)
Special Constables	(30)	(160)		
Use of Contractors	(400)	(1,000)		
Expanded Screening	400	800		
Net Cost	121,956	115,205	63,965	55,969
Costs will be carried by:				
Municipalities	- 30,111	21,529	10,870	7,199
SOLGEN	91,845	93,677	47,527	43,899
MCCSS	- ,		5,568	4,872

The major impact will be the effect of the expansion of virtual hearings, relative to 2019. With the current funding approach, the major cost reductions would benefit the municipalities, potentially reducing their costs to or below 2019 levels.

Phase 2 implementation of the recommendations related to efficiency and effectiveness will have the following effects – as discussed in each of the medium-term opportunities described in relevant sections earlier.

Table 18: Phase 2 Implementation

	Court S	Security	Prisoner Tr	ansportation	
	Low Impact (000s)	High Impact (000s)	Low Impact (000s)	High Impact (000s)	
Base Cost	130,974	130,974	81,555	81,555	
Effect of Virtual Appearances Special Constables	(13,097)	(19,646)	(16,311)	(32,622)	
Use of Contractors	(120)	(160)		(40)	
Expanded Screening	800	1,600			
Net Cost	117,557	108,768	65,244	48,893	
Costs will be carried by:					
Municipalities	27,107	13,304	10,355	4,116	
SOLGEN	90,449	95,464	49,210	40,521	
MCCSS	0	0	5,679	4,256	

In Phase 2, continued expansion of virtual hearings and some additional economies related to staffing may reduce the costs of both municipalities and SOLGEN depending primarily upon the extent to which the volume of prisoner transportation declines, and costs decrease with them.

Phase 3 implementation of the recommendations related to efficiency and effectiveness will have the following effects – as discussed in each of the long-term opportunities and the structural changes described in relevant sections earlier.

Table 19: Phase 3 Implementation

	Court S	Security	Prisoner Tra	Transportation		
	Low Impact (000s)	High Impact (000s)	Low Impact (000s)	High Impact (000s)		
Base Cost	133,594	133,594	83,186。	_ 83,186		
Effect of Virtual Appearances	(13,359)	(20,039)	(16,637)	(33,275)		
Special Constables	(120)	(160)	(120)	(320)		
Use of Contractors	(1,000)	(4,000)				
Expanded Screening	1,200	2,400				
Scheduling Software			(664)	(1,988)		
Reduced Duplication			(1,973)	(2,856)		
Net Cost	120,314	111,795	63,792	44,752		
With Regional E	ntities costs wil	l be carried by:				
Municipalities	28,6734	13,795	10,486	3,801		
SOLGEN	91,580	98,000	47,753	37,055		
MCCSS	0	0	5,553	3,896		
With Province-v	 vide Entity costs	s will be				
Municipalities	•		38,275	26,851		
SOLGEN	120,314	111,795	19.964	14,005		
MCCSS			5,553	3,896		

The net costs for SOLGEN under the various options would be as follows:

Table 20:	Not	Costs to	/ I N -
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	Pre- COVID-19	Short Term	Medium Term	Long Term /Entities	Long Term/ Provincial	
No Change	142,267	142,965	143,324	143,691		
Low Impact		139,372	139,659	139,333	140,278	
High Impact		137,575	135,986	135,055	125,800	

The net costs to municipalities would be as follows:

Table 21: Net Costs to Municipalities

	Pre- COVID-19	Short Term	Medium Term	Long Term /Entities	Long Term/ Provincial
No Change	47,857	56,546	62,106	65,848	
Low Impact		40,891	37,462	39,220	38,275
High Impact	-	28,727	17,420	17,596	26,851

Without any change in policy, direction, or prisoner volumes due to COVID-19, SOLGEN costs will remain essentially static. The \$125M contribution to the CSPT TP Program will remain constant, and the only impact would be inflation on the OPP OTP costs. On the other hand, municipal costs will continue to rise going from \$47.9M to \$65.8M as municipalities take on almost the full burden of increasing costs.

Recognizing the impact of virtual appearances and the potential cost reduction opportunities identified, provincial costs are forecast to be \$3.5M to \$5M lower in 2022, the short term. With the fixed \$125M SOLGEN contribution, municipal costs could reduce by \$7M to \$19M by 2022, rather than increasing by \$9M. However, the reduced municipal cost for court security and prisoner transportation does not consider the increased costs municipalities will bear due to the need to create virtual capacity at police station cells and to supervise virtual hearings.

In the medium term (2023), SOLGEN costs could go down by another \$2.5M, while municipal costs could decrease by another \$3M to \$11M depending upon whether the low impact or high impact changes occur. Again, there is no consideration of the increased costs municipalities will bear to accommodate virtual hearings.

In the long term, SOLGEN costs would be \$3M to \$7M lower than they were pre-COVID-19 in the long run if regional entities were created to reduce the costs of CS and PT. There is some risk in having those entities created successfully, which could result in some further spending to provide the incentives to form the entities, but these expenditures would not be large. Municipal costs would remain more or less the same as they were in the medium term, with the additional economies off-setting the effects of inflation.

If the province chooses to take responsibility for CS and PT (other than the first transfer from a police station to a correctional institution), provincial costs could be \$3.5M to \$13M lower than under the regional entity option, or \$6M to \$20M lower than they were pre-COVID-19. Municipalities would see their costs \$5M to \$18M lower than the \$47.8M cost pre-COVID-19. Note that municipalities would also have the cost of accommodating virtual hearings at police stations. This approach would also provide the province more control of costs and security levels so it would be better able to influence whether the low or high impact scenarios become true.

8.0 Summary of Recommendations

As recommendations were elaborated in connection with the detailed rationales and evidence presented throughout the report, a summary of all recommendations is presented here.

- 1) SOLGEN should work with all justice stakeholders (justices, crowns, defense counsel, court administrators, police services) to ensure the "new normal" that emerges after COVID-19 minimizes the transport of prisoners, and maximizes the use of virtual appearances for pre-trial hearings. This will require:
 - Establishing a standard of practice for using virtual hearings for pre-trial hearings that do not have extenuating circumstances.
 - Continuing to install video capacity in correctional institutions and courthouses with a view to accommodating both the hearings themselves and communications between prisoners and their counsel and relevant support agencies.
 - Encouraging police services to upgrade their detention facilities to incorporate the capacity for virtual bail hearings.
 - Improving access to virtual weekend and statutory holiday (WASH) courts throughout the province to eliminate the need to transport prisoners before a First Court Hearing.
- The MPS that use full-time sworn police officers rather than special constables for prisoner transportation and/or court security should convert to use of special constables.
- 3) In 2024 Implement \$40,000 CSTP PT grant reductions per FTE for police services that only use sworn police officers for prisoner transportation or courthouse entrance screening (should not apply to police services who use a limited number of sworn officers as well as special constables).
- 4) The OPP OTP continue to reduce its "refusals" to transport prisoners whenever possible.
- 5) Encourage police services using special constables (currently 83% of MPSs and 30% of OPP) to conduct screening at courthouse entrances through contracting the screening operations. The contract should require the training of contract staff and specifications of responsibilities to respond to direction from the MPS (or OPP) courthouse security personnel. The screening area should retain an armed sworn police officer presence when warranted by risk assessments.
- 6) Screening at entrances to courthouses should continue to be expanded as risk assessments identify requirements.
- 7) Police services should remain responsible for establishing security levels (and determining when and where screening will be added) unless
 - The province accepts responsibility for the cost of increasing security levels.
 - Court security and prisoner transportation costs drop below \$125M so the full cost is funded by the province.
 - Funds are available for transfer from CSPT TP Program payments reduced as a result of a decision to contract screening.

- 8) The Ministry could pursue the potential to integrate a software initiative with court administration and court security requirements. Implementing a new software solution should reduce costs, but it would take some time, and the potential savings would need to be more precisely identified.
- 9) That the Ministry ensure that the appropriate funding levels for prisoner transportation and court security are specifically and clearly addressed in the next round of funding discussions with First Nations police services.
- 10) That the Ministry promote the development of regional entities among police services responsible for prisoner transportation and court security.
- 11) That regional entities have a mandate to eliminate duplication in prisoner transportation, focus on the use of special constables and contract permitter security, alarm monitoring and entranceway screening.
- 12) That regional entities would use sworn police officers from the local police services when required to accommodate risk assessment conclusions. Requirements for full-time sworn police officers (e.g., as part of entranceway screening) could result in the secondment of the staff, while temporary requirements would be met by assigning staff to the duties as required.
- 13) That the province fund regional entity operations fully, as it does with the OPP OTP. The \$125M cap on the CSPT TP Program should be reduced by the amount of funding activities with the region concerned, for the activities transferred to the entity.
- 14) That the Ministry initiate the development of a Northern Justice Strategy.
- 15) That the needs of Indigenous Communities and First Nations Police Services be considered in the resolution of issues related to Northern Ontario.
- 16) If the development of regional entities does not achieve substantial progress within four years, the province should establish a province-wide entity with responsibility for court security and prisoner transportation. Consideration should be given to creating a new agency or having the OPP carry out the role depending upon whether the entity would report to SOLGEN or the Attorney General. Key elements of the plan, whether part of the OPP or part of a new entity, would include:
 - Having local MPS and OPP detachments remain responsible for transferring prisoners in their custody (e.g., from the police station to a correctional institution or a courthouse). The provincial agency could agree to conduct such transfers where the one-way travel distance is more than 50 km (far enough to require a significant resource diversion, unlikely to cover transportation within a municipality, and likely to capture those municipalities currently benefiting from OPP OTP service);
 - Having two categories of staff, an armed category and an unarmed category;
 - Most staff would be in the unarmed category, but the armed members would be used where a
 full-time armed presence is required as part of a court security plan;
 - Reliance on the police service of jurisdiction to support high risk operations when required;

- Contracting entrance screening and extending it as required by risk assessments
- 17) SOLGEN should formally develop a Performance Measurement Framework (PMF) for the CSPT TP Program collaboratively with program recipients and stakeholders. The PMF must define objectives and expected results (outcomes). In order to meet the requirements of the Transfer Payment Policy, at minimum, the PMF must focus on outputs and/or intermediate outcomes for activities in order to determine how success will be evaluated. The PMF needs to define expected short, medium and long-term outcomes. Subsequent to the results definition, the Ministry should implement a systematic collection of performance data, which would make it possible to link the funding to the achievement of results, measure progress to targets, further pursue analysis of certain issues and to make changes to the program as required.
- 18) A change in the approach to allocating funding under the CSPT TP Program is not recommended at this time, except as outlined in the other recommendations to incent cost reductions.

Appendix 1: List of Stakeholder Interviews

Stakeholder or Partner
1. Association of Municipalities of Ontario (AMO)
2. Institutional Services
3. Public Safety Division
4. SOLGEN Finance
5. Indigenous Justice Division
6. Municipal POA Courts
7. Ontario Association of Chiefs of Police
8. Ontario Association of Police Services Boards
9. OPP – OTP
10. OPP – Finance
11. Ministry of Children, Community, and Social Services
12. Indigenous Police Chiefs of Ontario (IPCO)
13. Criminal Law Division
14. Multiple via Survey
16. Judiciary
17. Court Services Division
18. Ontario Video Strategy/ Justice Video Strategy
19. Owen Sound Police Services

Appendix 2: List of Workshops Participants

Group	Date	Participants
Indigenous Police Chiefs of Ontario (IPCO)	December 7, 2020	 Wikwemikong Tribal Police Service Treaty 3 Police Nishnawbe Aski Police Service (NAPS) Treaty 3 Police
"Big 10" Municipalities	December 10, 2020	 Halton Regional Police Halton Regional Police Peel Regional Police Ottawa Police Service London Police Service York Regional Police Niagara Regional Police Durham Regional Police Waterloo Regional Police Windsor Police Service Hamilton Police Service
Toronto Police	December 9, 2020	
Small/Medium size Police Services	December 14, 2020	 South Simcoe Police Service Chatham-Kent Police Service Kawartha Lakes Police Service Brockville Police Service Brockville Police Service Peterborough Police Service Thunder Bay Police Service Gananoque Police Service Woodstock Police Service Cornwall Police Service Cornwall Police Service
OPP Detachments	December 15, 2020	1.Bancroft 2.Orillia 3.Upper Ottawa 4.Quinte West 5.Lennox and Addington 6.Offender Transportation Program 7.West Parry Sound 8.South Bruce

Appendix 3: Jurisdictional Comparator Review Report

This jurisdictional comparative study was conducted to support the review of the Ontario Ministry of the Solicitor General's Court Security and Inmate Transportation Program. The following sections provide an overview of the information gathered through the analysis of various jurisdictions in Canada and abroad. The objective of the jurisdictional review was to understand how other jurisdictions financially support and operationalize prison transportation and court security functions. Comments in this section are generally as expressed by the interviewee and have not been tested or confirmed. The details of each jurisdiction are presented followed by summary comparison tables.

1. Alberta

Contacts: Deputy Chief Marcia Gonder and Superintendent Aaron Coon

General Information

In Alberta, the Alberta Sheriff has the mandate to provide court security in all court buildings and is responsible for the transportation of all offenders pre- and post-sentencing. Sheriffs are governed by the Alberta Peace Officer Act and the organization carries out a number of roles beyond court security and prisoner transportation.

The organization is currently comprised of five Divisions:

- Courts and Prisoner Transport;
- Communications:
- Surveillance;
- Highway Patrol; and,
- Fish and Wildlife.

There are approximately 1,150 sworn peace officers – 424 of those assigned to Courts and Prisoner Transport. The all-in cost for a Sheriff is approximately \$110K (compared to about \$160K for an RCMP constable). The province is divided into two operational divisions – North and South. Recently, the Courts and Prisoner Transport sections have been more clearly divided to recognize the different business lines associated with their functions. Most Sheriffs are armed although about 10 Sheriffs operate under a different classification and only carry pepper spray and handcuffs.

There have been a number of reviews since 2003 that redefined the service delivery model. The Alberta Sheriff assumed more responsibilities over the years from the Royal Canadian Mounted Police (RCMP) in prisoner transport and they moved away from an integrated Traffic Unit with the RCMP to create a stand-alone unit.

The Alberta Sheriff has recently delineated Court Security and Prisoner Transport to better meet the needs of their clients. They have also recognized that Court needs are different than Law Enforcement needs and there is a requirement to continue building out their service delivery model to recognize varying conditions that are mainly focused on supporting 24x7 needs of law enforcement.

Funding is provided by the Provincial Government under the Solicitor General and the Alberta Sheriff do not receive funds from the police services they serve.

Court Security

The Alberta Sheriff is responsible to provide Court Security which includes perimeter, buildings, courtrooms and holding facilities. Its mandate also includes smaller circuit court temporary locations, although these locations are not a legislated responsibility. Although not legislated, it falls under the Sheriff's Mandate.

The Court Security model has been in place for many years and not many changes have taken place. With the introduction of magnetometers and screening checkpoints in certain Court buildings, the Alberta Sheriff has contracted "The Commissionaires" to perform these security functions.

In larger Courts, a dedicated unit of Sheriffs is present to provide overall security including perimeter security, building security and courtroom security. Sheriffs also are responsible for any holding facilities located in a Court Building. In smaller courthouses, Sheriffs are brought in to cover when there is Court in session. In remote areas, the prisoner transport Sheriff will also act as Court Security.

All newly hired Sheriffs attend a 15-week induction training program. This program would be comparable to other policing programs, with the exception of the duration and learning regarding policing roles. Sherriff's will receive additional training before being assigned to roles other than CS and PT.

Staff are deployed throughout the province at Base court locations and provide security services to the regional circuit courts when open.

- Base Court (provincially) Total of 21 location (including Edmonton/Calgary)
- Circuit Courts (provincially) Total of 52

The interview respondent noted that the model works well. The judiciary is demanding and their expectations often impact the effective deployment of resources.

Court Security Staffing: 424 full time employees in total consisting of:

- Perimeter Sheriff (SST1): These Sheriffs are unarmed and only provide support to contracted Commissionaires; screening the general public entering the Courthouse. They only utilize these Sheriffs in major centres where they see a significant volume of public entering.
- Jury Officers (SST1): These officers are not 'peace officers' and only provide support to the
 Judiciary during jury trials. They remain with the jury throughout the process, from selection
 to trial, this is to ensure the integrity of the jury trial processes.
- Communications Officer (SST1): these members are civilian and provide dispatch services and logistics planning for prisoner transport. All stakeholders requesting prisoner transportation services submit their requests directly to these officers to have offenders moved.
- Intelligence Officers (SST3): these members are Peace Officers but work with the Communications Officer on screening prisoner transport requests for intel and security for the Sheriffs conducting the service.
- Judicial Security Officer (SST3): These officers provide close security protection to the senior levels of Judiciary. This includes driving and escorting these members of the Judiciary while working in their roles (not outside of business hours). These Sheriffs are not in uniform (but still armed) and provide covert security to these key stakeholders.
- Sheriff (SST3): These are armed Sheriffs who are assigned to courtroom security, cellblock security and to facilitate prisoner transportation services. This is the primary group of Sheriffs assigned to program areas and provide the majority of the service delivery to stakeholders. (Approximately 360-370 uniformed members).
- Sheriff Sergeant (SST4): These are uniformed supervisors that work in operations and oversee the unit staffing. This includes day to day operations, time management for staff and are primary point of contacts for stakeholders.

Note: other Sheriffs performing other tasks have different training and compensation levels, consistent with the requirements of their tasks.

Prisoner Transport

The Alberta Sheriff has a provincial centralized hub call centre that coordinates all prisoner transports across the province. They have set regular routes that are established in order to maximize the ability to pick up prisoners from all pickup points. "It operates like UPS except it's for prisoners". Their longest run is approximately 1,200km. They will share the run between the North and South Divisions. The split is approximately 50/50 for urban short vs long runs. They are responsible to transport all prisoners pre-sentence during their regular hours of operation Monday to Friday. The police of jurisdiction is responsible for all prisoner transportation during off hours. Municipal Police Services are not compensated by the province for any resulting prisoner transportation costs.

Sheriffs also have the mandate to transport prisoners between five Federal and 11 Provincial correctional institutions. They utilize large capacity prisoner buses to facilitate transports. This mitigates costing and the need for large amounts of staff to provide services.

Sheriffs have gradually been assuming more prisoner transportation responsibilities across the province, including functions previously performed by the RCMP.

There have been some negotiations with Municipal Police Services (Edmonton and Calgary) to extend more than the "basic" service currently being provided and to design a service delivery that better meets the needs of police services (e.g., 7 X 24). The approximately \$1.5 million in additional costs incurred by the Sheriffs to expand services would potentially be funded by municipal police services requesting this enhancement.

Sheriffs do approximately 50,000 prisoner transports per year; on average 220 per day. Its capacity has dropped by 50% since COVID 19 due to restrictions being imposed from Health and Safety on transport vehicles and the reduction in the number of prisoners requiring transport because of enhanced release procedures by Police.

Some Sheriffs are assigned to fixed transportation which includes fixed scheduled runs to the following stakeholders:

- Provincial Corrections;
- Federal Corrections;
- RCMP (province wide); and,
- Municipal police, basic services (Monday-Friday) with a potential for future cost paid service (this has only been discussed, not implemented).

These Sheriffs also provide support to Out of Province Escort teams and travel across the country to return offenders being held in other jurisdictions.

They are currently working to build Prisoner Transportation section to be functioning 7 days a week, as the current service offering of Monday-Friday (0700-1700), has been insufficient for their policing partners.

One benefit mentioned by the interview respondent is that having Alberta Sheriffs provide these services, from a costing perspective and as a policing mandate, allows Police Officers the ability to focus on their primary responsibility.

Technology has also played an important role in reducing in person court appearances by using video conference. COVID-19 has helped with the acceptance of this technology and they hope to capitalize on it.

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2. British Columbia

Contacts:

Chief Paul Corrado – BC Sheriff, Superintendent Dave Attfield – BC RCMP, and Superintendent Lisa Byrne – Vancouver Police Department.

General Information

In British Columbia (BC), the BC Sheriffs have a strong presence across the province and have significant responsibilities in providing Court Security during regular hours of operation, staffing permitted. They also have a responsibility to transport prisoners during regular hours of operation (5 days a week). The RCMP has a large presence in BC and they are involved in the transport of prisoners within their jurisdictions (7,500 members, 132 detachments, 121 cell blocks). The municipal police services (MPS), such as Vancouver, also have a role in transporting prisoners, particularly on weekends. The RCMP and MPS are generally compensated when they assist.

Court Security

The British Columbia Sheriff Service is responsible for Court Security for the province of BC. It is an organization within the Ministry of the Attorney General of BC and part of the Court Services Branch.

The BC Sheriff Service responsibility is legislated under the BC Sheriff Act and Police Act. Sheriffs in BC have the authority to enforce provincial and federal statutes within their mandate. They are also appointed under the BC Public Service Act.

Historically, Sheriffs performed a variety of duties such as jailhouse manager, tax collector, government agent, formed Posses and even gold commissioner.

In 1974, the Sheriff's Office in British Columbia was restructured and merged into a single department known as the British Columbia Sheriff Service and reported to the Attorney General.

In the spring of 2019, Sheriffs were given further responsibility to act in exigent circumstances to intervene in life-threatening situations they encounter in the course of their duties.

All Sheriffs are sworn peace officers in the province of BC. They are formally trained through the BC Sheriffs Academy at the Justice Institute of BC. The Service does employ civilian Jury Guards and their role is restricted to providing comforts to the Jury. Jury Guards are neither peace officers nor are they trained in the same stream as Deputy Sheriffs. Jury Guards only receive in-house training.

Some of the tasks Deputy Sheriffs perform include court security (armed/not armed), search gate, prisoner and jury management, witness protection, arrest and detention.

Interviewee respondents note that one advantage to the training is that it is the same throughout the province for all Sheriffs. A Sheriffs Operating Manual provides operational guidance and outlines operational procedures that are to be followed consistently throughout the province.

One disadvantage noted by interviewees is the use of jury guards. The Service is no longer actively seeking to employ civilian jury guards. Jury guards are not peace officers and do not have the same authority as sworn Sheriffs; thus, jury guards cannot respond in the same manner as Sheriffs in some circumstances.

Funding for the BC Sheriff Service is provided by the provincial government.

The RCMP and municipal police services are required to support BC Sheriffs in providing remote location court security due to shortages of personnel within the Sheriffs. RCMP and municipal police services do not receive funding for remote location support. Police services also assist in providing security for high-risk trials and participate in risk assessments.

Prisoner Transport

The BC Sheriffs are largely responsible for transporting prisoners to and from police stations, courts and detention facilities. However, they currently only operate during Court hours, which excludes evenings and weekends. The transportation gap is fulfilled by the police service of jurisdiction – either the RCMP or the municipal police. RCMP and municipal forces are eligible to receive funding from the BC Sheriff when required to transport prisoners. The co-location of the central Courts and Vancouver Police Department (VPD) holding cells in Vancouver is ideal and significantly reduces prisoner transportation needs.

There has been a push to introduce video remand in order to reduce the number of prisoners requiring transportation. The advent of COVID-19 has significantly increased video remands and it is the BC Sheriffs plan to continue with this practice post COVID-19. Police services have been impacted with infrastructure and staffing challenges to accommodate video from police cells. They have not received provincial funding to move video technology forward, although Sheriff costs for prisoner transportation have declined.

Police in BC are required to hold prisoners in their cell blocks upon remand when there are capacity issues in the detention centres. They receive provincial funding under the "Keeper of Prisoner Program" when required to hold prisoners. The funding available does not cover all real costs due to limited funding in the province. For example, in 2019, the Vancouver Police recovered 78% of their costs from the province. Police services would like to see 24 X 7 services by the Sheriffs due to increased risk and liability associated with keeping prisoners longer in their cells.

Interview respondents pointed out that distance travelled between facilities can be an issue for the transport of prisoners in more remote locations. When the Sherriff is transporting prisoners long distances, two sheriffs may be involved and local police services are required to hold prisoners in their cells during prisoner runs that require hand offs, which can cause additional working pressures and risk for police services.

The general consensus across all interviewees is that BC Sheriffs should receive the required funding to operate their services 24 X 7 resulting in a more effective and efficient model.

3. Quebec

Contacts:

Dave Castegan – Directeur général adjoint à la sécurité de l'État – Ministère de la sécurité publique (Court Security)

Jimmy Potvin – Directeur général adjoint des affaires policières – Ministère de la sécurité publique (Prisoner Transport)

General Information

In Québec, Court Security and Prisoner Transportation fall under the mandate of the Ministry of Public Safety. There are two distinct sub ministries responsible for each program. Court Security has always been performed by Special Constables who work for the Ministry. As a result of a significant project focused on the modernization of their Courts, there has been a shift in the responsibility associated with the transport of prisoners. Previously, Corrections had the sole responsibility of transporting all prisoners. Since the modernization project, and with the advent of COVID-19, police services are now responsible to transport any prisoner to an institution (or a court if a live appearance is required for some reason). Corrections maintains the responsibility of transporting prisoners requiring appearances for trial.

Court Security

Court Security in Québec is a shared responsibility between two Ministries (Justice and Public Security). There are over 100 court locations across the province including 48 main Court buildings and approximately 52 part time courts including fly in locations. The infrastructure is the responsibility of the Ministry of Justice and all other dynamic security requirements fall under the Ministry of Public Safety's mandate. Interviewees note that this division of responsibility doesn't always work well. It mainly depends on the relationships that exist. There have been instances where the Ministry of Justice doesn't always take into consideration all downstream costs and operational impacts resulting from changes or decisions made relating to infrastructure. There is a view that both should fall under the responsibility of one Ministry though there is no opinion as to which one.

Special Constables, who are fully armed, hired and trained by the Ministry, are responsible to provide court security from the sidewalks in. They have powers of search and arrest and are renumerated at same rate as police officers due to collective agreements in place.

Court buildings that operate on a regular basis have dedicated special constables assigned. Judges who are required to attend remote part-time court sites are assigned Special Constables who travel with them to the sites and are responsible for security. Of late, Indigenous community police services have taken over the responsibility of providing security to part time courts in their jurisdiction which has been supported by the Ministry and has helped reduce their costs.

There are Liaison officers from police services (MPS and QPP) at Courts which helps the relationship between the Ministry and police services and acts as a point of contact with respect to Intelligence and information gathering.

The Ministry has a complement of trained investigators to conduct investigations of criminal incidents occurring in court buildings. However, if they are complex then the police of jurisdiction will assume responsibility. They have officers assigned to Intelligence who work with corrections and police services, Jury surveillance officers (courtrooms – hotels) to ensure the integrity of juries, officers assigned to monitor courtrooms as required by some Judges and officers assigned to the protection of some Judges (based on risk assessment).

All Court Cell Block security is the responsibility of Corrections.

Private Security companies are hired throughout the province to provide additional security functions and various court building and remote part time courts. These functions include screening, security camera monitoring, parking lot gate security and staffing at security checkpoints to operate x-ray units.

The model has been in place for more than 20 years and there have been no recent changes, however they are moving towards the use of "Government Security Officers" to replace private security being used to augment security at various sites. The Ministry wants better control of recruiting, training and staffing as opposed to using a number of private contractors.

Prisoner Transport

In recent years, the province of Quebec has undertaken a significant modernization project which spans into 2023 valued at \$675 million, including the introduction and expansion of video conferencing. One of Quebec's goals is to reduce the need to transport prisoners and use technology to make Court appearances more effective and efficient. With the advent of COVID-19, their plans for video conferencing have advanced to the point that all Bail and Remand Appearances are now mandated to take place over video – either from the police station or the detention facility. The initial plan was to operate the program only over weekends, but they are now moving towards operating 7 days a week.

Prior to the modernization project, all prisoner movements, other than initial Bail Hearings where the accused was still in police custody, were made by Corrections. All prisoner movements pretrial are now the responsibility of the police service of jurisdiction. When combined with the requirement that all bail and remand hearings be virtual, this essentially means police are responsible for prisoner transportation from the police holding cells to the detention facility. If the police service is not equipped to move prisoners, the Sûreté du Québec will assume that function. Corrections have the mandate to transport prisoners required for trial from the institution.

The number of transports required have reduced dramatically with COVID-19, resulting in lower workload for Corrections but an increase in tasks for police, to accommodate video appearances from police cells and the new responsibility to transport prisoners to the correctional institution.

Police have been asked to track their costs associated with the acquisition of technology, infrastructure changes and increased costs associated with prisoner transportation. There are no

current plans to fund local police services, however, a new funding arrangement may result in future years.

4. Australia / Queensland

Contact:

Andrew Ballantyne , Superintendent Custodial Delivery Command – Queensland Corrective Services

General Information

Australia (pop 25M) is comprised of six states and three territories, one of which is Queensland (pop 5.2M). The Australian Federal Police has the role of investigating federal crime and protecting the national security of the Commonwealth of Australia. Each state or territory has their own police service responsible for investigating crimes and maintaining public safety within their respective jurisdictions. In addition, each state and territory has their own Corrective Services entity responsible for the supervision and rehabilitation of offenders in correctional services. In Queensland, the 5,000 Custodial Corrections Officers (CSO) are mandated to provide court security for defendants in their largest centres of Brisbane Courts Complex's and Townsville Courts, transport prisoners between correctional centres across the state, and are mandated to provide security in all correctional facilities centres in the state.

Court Security

Queensland Corrective Services (QCS) have the mandate of providing Court security for defendants in court buildings located in Brisbane and Townsville which are their largest court locations in the state. Building security for these courts is provided by State Government Security i.e., the entry and exit screening. There are 131 designated local court locations (not all full time), 38 District Courts and 11 Supreme Court locations.

In the past, police had the responsibility for security of defendants in courts. However, changes were made approximately 30 years ago. The bulk of all trials take place in the Brisbane Supreme and District Courts and some in Townsville and Cairns including serious offences. Minor offences can be dealt with at other court locations throughout the state. Queensland Police Service (QPS) are responsible for providing security at all other court locations (approximately 70) in the state and do not receive specific funding for this activity as this is included in their responsibilities. They also have state protective security officers assigned to those Courts.

All Court Security Officers (CSO's) receive the same training regardless of the role they are assigned (Courts, Correctional Centres and Escort and Security Branch). Extra compensation by way of shift premium is provided to those CSO's working shift work, however CSO's working Court Security only work Monday to Friday.

Prisoner Transport

In general, Corrections staff move prisoners from correctional facilities to court once remanded into custody by the Courts across the state. Police transport prisoners to Court from police

holding facilities. There are several remote locations where police transport prisoners from Correctional Facilities to Police holding facilities (Watch houses) to attend court e.g., Toowoomba, Roma. This is based on geography and stems from practice and history.

Some CSO's are armed for transports based on risk assessments in accordance with approved policy.

When a person is arrested by police, a charge is laid and if there is a requirement to hold them in custody they appear before a judge in person or by video. If remanded into custody, they return to the police watchhouse and are put on a list to be picked up by Queensland Corrections when a spot has been secured in a correctional facility. Currently the correctional facilities are operating at an average of 160% capacity therefore a prisoner can be on a list waiting in a police cell for over seven days before being picked up for transport to the correctional centre.

QCS move about 30,000 prisoner per year. There is high use of video conferencing for remand prisoners by Corrections – up to 70% is done by video across all Correctional centres.

QCS have recently gone through a review and are amidst reform. Both QCS and QPS are currently reviewing reception, transport, and escort of, and security of, prisoners.

QPS would like to see prisoners transferred into jail sooner. Currently Corrections are not resourced to deal with front end services performed at watchhouses. Queensland Correctional Facilities are operating at approx. 160% of capacity – placing strain on the system and housing prisoners is problematic.

An extension to a facility has been completed and a new facility is being built which should assist with capacity issues.

QCS and the Justice sector are also working to assess the value of incarcerating certain offenders for certain offences. Is it effective to put a first time impaired driver in jail – are they a threat to society as an example.

5. New Zealand

Contact: Deputy Commissioner Jevon McSkimming, New Zealand National Police

General Information

The New Zealand Police Service (NZPS) has approximately 15,000 employees and has the policing mandate for the entire country. Police in New Zealand are not armed. Court security does not fall under the jurisdiction of the police. It is handled by the Minister of Justice. However, police are responsible for all prosecutions therefore have some presence in court buildings. NZPS are responsible for all prisoner transport up until the sentencing phase of the judicial process. Prisoners are held in police cells for short durations and when remanded by the Court they are held in Correctional facilities.

Court Security

Responsibility for court security is legislated under the Court Securities Act and the Minister of Justice is responsible to ensure Courts are secure and provides required funding. A combination of civilians (Court Security Officers) and private contractors are present in the courts for security purposes. One stated advantage of using non police resources is associated to the impartiality of the Court process given that police are the ones responsible for prosecuting offenders.

New Zealand Police have a physical presence in the court buildings for the main purpose of prosecuting offenders and to maintain the security of offenders. If a police response is required, those on duty will respond, but additional resources may be called in. There are no security checkpoint requirements present in accessing any of the 326 court buildings across the country. A risk-based approach is used if a particular court appearance or trial requires higher security and additional resources will be assigned if deemed necessary.

There are approximately 300 police stations across the country and most of them are in proximity of the court buildings. However, the closure or merging of police facilities has outpaced consolidation of Court buildings.

Prisoner Transport

The New Zealand Police is responsible for all pre-sentencing prisoner transportation in the country and operations are funded by the general revenue provided by the Ministry of Justice.

There has been a concerted effort to reduce the number of Court appearances required by an offender. The strategy involves reducing the number of arrests requiring detention (e.g., identification confirmation, releasing at a police station or an officer phone checking fingerprints to avoid need to arrest) and the use of video remand. Both strategies are geared towards reducing the number of prisoners requiring transport. There is a cultural shift that has been required and resistance is often felt depending on the individual Judge hearing a case. The advent of COVID-19 has helped with the culture change but they have a long way to go towards achieving their goals. The practice of offenders appearing in person has been in place for centuries and shifting to a culture of remote appearance has been challenging.

There is a pool of approximately 300-400 "Duly Authorized Officers" (equivalent of Special Constables) who are tasked with prisoner transport and guarding prisoners in police and court cells. The prisoner transport program is governed centrally but the officers are deployed geographically and report to Area or District Commanders depending on the size of the jurisdiction. Because of geography, the longest transport they have might be two hours. They also have fly in communities. There is centralized (national) policy and direction. Resource deployment, supervision and operations are grounded at the local level.

The focus of the NZPS is on reducing Court Appearances – they are looking at "disrupting the custody pipeline". They have seen a 30% reduction of appearances specifically attributed to better managing offender identification and providing front line officers smart phone technology to

capture and view video and fingerprints. Their focus is also on maximizing the use of digital evidence in Court.

They also use a risk management approach and will have police officers support transports or court appearances when required. The model they use to transport when required works well according to interviewees.

6. United Kingdom

Contact: On Line Research

Organization/Agency Responsible

England/Wales: The Lord Chancellor or Secretary of State for Justice (role combined in 2007) is under a duty to ensure that there is an efficient and effective system to support the carrying out of the business of the Senior Courts, the Court of Protection, the county courts, the family courts, and magistrates' courts, and that appropriate services are provided for those courts.

Northern Ireland: The Ministry of Justice, Lord Chief Justice's Office, and the Courts and Tribunals Services are responsible for the safe operation of court rooms.

Scotland: Estates, Health and Safety, Fire and Security Committee under the Scottish Courts and Tribunals Service which is a public agency responsible for the administration of Scottish Courts.

Legislation

Courts Act 2003

The Lord Chancellor, in accordance with the Courts Act 2003, appoints and designates security officers for all courts in England and Wales, other than the UK Supreme Court. Security officers are required to comply with training requirements prescribed by secondary legislation. Once the Lord Chancellor designates an individual as a court security officer, they have specific powers that they may exercise in court buildings, for example, the power of search, seizure of weapons and other prohibited articles and of restraint and/or removal from a court.

Model

England and Wales: Court Security Officers employed by the Lord Chancellor/Secretary of State for Justice or a private "court officer" designated by the Lord Chancellor under section 51(1) of the Courts Act 2003 provides all court security functions.

Northern Ireland: Similar to the England and Wales

Scotland: Court security is the responsibility of the Scottish Police Force. Non-Warranted uniformed officers are provided, who have the power to hold persons in custody, remove persons from the premises, apprehend escapees, transfer persons from any court, prison, police station, or

mental institution to another, search any person in custody, and demand information with reasonable cause.

Staff

A court security officer is a person who is appointed by the Lord Chancellor under section 2(1) or provided under a contract made by virtue of section 2(4), and designated by the Lord Chancellor as a court security officer.

In the UK, private contractors also transport prisoners to and from 24 crown courts and 43 magistrates' courts. They cover many of the most high-profile courts in England and Wales, including the Royal Courts of Justice, the Central Criminal Court and Westminster Magistrates' Courts.

North Ireland: Private security contractors perform the role of jury keepers. A Private security contractor is responsible for the overall security of the courthouse. General court duties include calling defendants, witnesses and helping court ushers. Prison Service Prison Officers and Prison Custody Officers are responsible for the security of defendants in custody while in the holding area of the courthouse and the dock. Youth court security is provided by "security staff".

Court Police and Security Officers, known as a TurnKey, is a uniformed non-warranted officer of the Scottish Police Force. These Officers provide security (and transport) for courts within Scotland.

Funding

Limited information, however, it appears that funding is provided by the central governments through the ministry responsible for court operations.

COVID-19 /Other Concerns

Move towards more remote court appearances and other technologies available to reduce the need for in-court appearances. Some courts have installed plexiglass dividers and such to mitigate transmission risk.

Comparison Tables

General Information	Ontario	Alberta	British Columbia	Quebec	Queensland Australia	New Zealand
Population (millions)	14.75	4.42	5.1	8.57	5.11	5
Police	~	~	~	~	V	~
Sheriffs	X	~	~	×	×	×
Government Security	X	×	×	~	~	/
Corrections	V	~	~	~	V	~

Ontario	Alberta	British Columbia	Quebec	Australia	New Zealand
			,		
				•	
•					

Yes	•	Mostly	Partly

Prisoner Transportation	Ontario .	Alberta	British Columbia	Quebec	Australia	New Zealand
Responsibility legislated?		=				
Transportation Station to Court						
- Police						
- Other			•			
Transportation Station to Detention						
- Police						15
- Other		•	•			
Transportation Court to Detention						
- Police						
- Other		•	•			
Transportation Detention to Court						
- Police						
- Other					•	
Use Armed Police Officers				•		
Use Special Constables	•					
Use Sworn Peace Officers		•	•		•	
Payments to Police for Conducting PT.	•		•			
Pre COVID-19 use of video appearances						•
Impact of COVID-19 on increased use of video appearances		•		-		
Are changes being contemplated?	•			•		

■ Yes • Mostly	🗖 Partly
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Denise Holmes

From:

Sabrina VanGerven <svangerven@townofgrandvalley.ca>

Sent:

Thursday, January 20, 2022 1:28 PM

To:

deputyclerk@arran-elderslie.ca; minister.mecp@ontario.ca; Denise Holmes; Fred

Simpson; Jennifer Willoughby; Jessica Kennedy; Michelle Dunne; Mulmur Clerk; Nicole

Martin; Orangeville; Susan Stone; Tracy Atkinson

Subject:

Support resolution from Grand Valley

Good afternoon,

At the January 11, 2022 regular meeting, Council for the Town of Grand Valley passed the following motion:

2022-01-09

Moved by S Miles, Seconded by P Latam

BE IT RESOLVED THAT Council support the Multi-Municipal Turbine Working Group in their request for ongoing monitoring of operation of wind turbines with public reporting of the results of inspections and remedial actions ordered to address faults identified;

AND FURTHER directs staff to provide a copy of this resolution to the Ministry of Environment, Conservation and Parks, the Multi-Municipal Wind Turbine Working Group and all municipalities in Dufferin County.

CARRIED

If you have any questions or concerns, please do not hesitate to contact me.

Kind regards, Sabrina VanGerven



Sabrina VanGerven, CHRP
Deputy Clerk/Communications Coordinator
Town of Grand Valley | 5 Main Street North, Grand Valley, ON L9W 5S6
Tel: (519) 928-5652 | Fax: (519) 928-2275 | svangerven@townofgrandvalley.ca





For Immediate Release

January 24th, 2022 – Dufferin County –North Dufferin Agricultural Community Taskforce (NDACT) held a public meeting on Saturday January. 15th, 2022 with a virtual audience of over 300 concerned Ontarians in response to Strada Aggregate's proposal to quarry below the water table at their pit near Honeywood.

During the meeting, NDACT solicited input from the community and stakeholders on NDACT's proposed strategy with Strada Aggregates.

Key Components of NDACT's Approach:

Strada would be required to hire a Community Trusted Consultant and make them part of the Strada application development team.

NDACT will be this community's Communication conduit to Strada for the process duration. If the Community Trusted Consultant agrees with the science behind the application studies and should that science deem the application viable, NDACT is prepared not to challenge the application when it is filed.

As part of NDACT's agreement not to challenge the application, NDACT would require specific funding commitments from Strada to this community.

Strada has communicated that if the science is not solid, they will not continue with their quest. We expect them to keep their word. Should Strada still pursue an application for a quarry NDACT would fully engage in opposing such a quest.

So far the results of the survey are overwhelming in support of NDACT's approach. NDACT is encouraging you to participate in the survey: https://www.surveymonkey.com/r/5VB6B5Q

Strada's plans to quarry below the water table is reminiscent of the proposal put forth by the Highland's Company and a billion dollar hedge fund, during the Stop the Quarry campaign. NDACT and the community are well aware of the scientific facts and potential for water contamination.

NDACT will be requesting a meeting with Strada to discuss moving forward and as well, meeting with Provincial leaders, in order to ensure a safe future for Southern Ontario's water sources.

NDACT's mission is to preserve and protect the unique and non-renewable resources of North Dufferin County. The Headwaters that supply Water to millions of Southern Ontarians. Our exceptional Prime Agricultural Farmland and the environment. Our social economic and cultural characteristics that have been such an important and vibrant part of our community and its heritage for more than 150 years.

For further information or to arrange an interview with NDACT, please contact: Nanci Malek

bentertainment@rogers.com

Tel: 519-925-0591



7855 Sideroad 30 Alliston, ON L9R 1V1 P.: 705-434-5055

F.: 705-434-5051

January 25, 2022

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

sent via email: premier@ontario.ca

Re: Funding Support for Infrastructure Projects - Bridge/Culvert Replacements in **Rural Municipalities**

Dear Premier:

At the last regular Council meeting held January 12th, 2022, the following resolution was passed:

"RESOLVED that the Council of the Corporation of the Township of Adjala-Tosorontio supports the requests from the Township of Adelaide-Metcalfe, the Township of Lake of Bays, the Township of Amaranth and Northumberland County for the Federal and Provincial Government to provide more funding to rural municipalities to support infrastructure projects related to major bridge and culvert replacements.

AND FURTHER THAT this resolution be forwarded to the Premier of Ontario, Provincial Minister of Finance, Federal Finance Minister, AMO, and all Ontario municipalities."

Sincerely.

Díanne Gould-Brown

Dianne Gould-Brown, CMO Municipal Clerk

CC:

Hon. Peter Bethenfalvy, Ontario Minister of Finance Hon. Chrystia Freeland, Federal Minister of Finance chrystia.freeland@fin.gc.ca AMO

minister.fin@ontario.ca amo@amo.on.ca

All Ontario Municipalities

www.aditos.ca



Denise Holmes

From: Sent: ca.office (MECP) <ca.office@ontario.ca> Wednesday, January 26, 2022 11:44 AM

Subject:

Regulatory and Policy Proposals under the Conservation Authorities Act – Ministry of

the Environment, Conservation and Parks

Ministry of the Environment, Conservation and Parks Conservation and Source Protection Branch 14th Floor 40 St. Clair Ave. West Toronto ON M4V 1M2 Ministère de l'Environnement, de la Protection de la nature et des Parcs Direction de la protection de la nature et des sources 14° étage 40. avenue St. Clair Ouest

Toronto (Ontario) M4V 1M2



Our government is committed to ensuring that conservation authorities are focused on helping protect people and property from natural hazards, the conservation and management of conservation authority-owned lands, and their roles in drinking water source protection.

To implement recent changes made to the *Conservation Authorities Act* (CAA), three new regulations were filed on October 1, 2021 as part of the first phase of regulations. These regulations set out details of the new framework for programs and services that support the core mandate of conservation authorities and consolidated the 'conservation area' regulations.

Building on that progress and to support a smooth transition by conservation authorities to the new funding framework by January 1, 2024, the second phase of regulatory and policy proposals have been posted for consultation on the Environmental Registry of Ontario (notice number 019-4610). The government is making these proposals to improve overall governance, oversight, transparency, and accountability of conservation authority operations, and the proposals include municipal levy provisions, proposed budget process, and classes of programs and services for which conservation authorities can charge a fee.

The government is proposing regulations and a policy that would include:

- Details, through a Lieutenant Governor in Council regulation, governing the apportionment by conservation authorities of their capital costs and operating expenses to be paid by their participating municipalities through municipal levies, as well as related conservation authority budgetary matters, including requirements that conservation authorities distribute their draft and final budgets to relevant municipalities and make them publicly available – i.e. 'Municipal Levies regulation';
- Details, through a Minister's regulation, governing the methods available for CAs to determine costs specified municipalities may need to contribute for the authority's mandatory programs and services under the Clean Water Act, 2006, and the Lake Simcoe Protection Act, 2008 i.e. 'Determining Amounts Owed by Specified Municipalities regulation';
- Classes of programs and services, through a Minister's published list, in respect of which a conservation authority may charge a user fee i.e. 'Fee Classes Policy', and
- Requirements to increase transparency of authority operations.

The ministry will be hosting a webinar focused for municipalities and municipal associations, as well as general webinars, to provide an overview of the proposals and answer any technical questions you may have about the proposals. Please distribute this email to relevant municipal staff. These webinars will take place on the dates and times listed below:

- Municipalities Focused Webinar: February 8, 2022, 2:00 p.m. 3:30 p.m.
- Webinar Session 1: February 4, 2022, 10:00 a.m. 11:30 a.m.
- Webinar Session 2: February 10, 2022, 10:30 a.m. 12:00 p.m.

If you wish to attend a webinar, please register by emailing ca.office@ontario.ca with the subject line "CAA Phase 2 Webinars" and indicate your preferred session date. You will receive a reply to your email with information on how to join.

Thank you in advance for your input. You can reach the Conservation Authorities Office at ca.office@ontario.ca if you have any questions.

Sincerely,

Kirsten Corrigal
Director, Conservation and Source Protection Branch

Regulatory and policy proposals (Phase 2) under the Conservation Authorities Act

RO (Environmental

019-4610

legistry of Ontario)

iumber

ict

lotice type

Regulation

Conservation Authorities Act, R.S.O. 1990

osted by

Ministry of the Environment, Conservation and Parks

lotice stage

Proposal

roposal posted

January 26, 2022

comment period

January 26, 2022 - February 25, 2022 (30 days) Open

ast updated

January 26, 2022

There is no requirement to post this notice on the Environmental Registry of Ontario, but we want to hear your thoughts. Submit a comment and tell us what you think. Learn about the consultation process and types of notices on the registry (/page/consultation-process).

his consultation closes at 11:59 p.m.

n:

ebruary 25, 2022

Proposal summary

Ontario is making regulatory and policy proposals under the *Conservation Authorities Act* to improve conservation authority (CA) governance, oversight, transparency, and accountability. The proposals include regulations about municipal levies, the CA (conservation authority) budget process and a list of classes of programs and services for which CAs (Conservation authorities) can charge a fee.

Why consultation sn't required

This proposal is about municipal levy provisions, conservation authority (CA) budget processes, classes of programs and services that the Minister of the Environment, Conservation and Parks (Minister) would approve for CAS (Conservation authorities) to charge fees, and transparency of CA operations.

The proposal is predominantly financial and administrative in nature. The *Environmental Bill of Rights* does not require this notice to be posted on the Environmental Registry for consultations. However, we are voluntarily seeking feedback as the proposals are part of an overall approach to improve accountability and transparency of <u>CA (conservation authority)</u> operations while <u>CAs (Conservation authorities)</u> focus on their core mandate.

Feedback will help inform the appropriate direction and clarification required on the details of:

- the municipal levy
- the budget process
- the scope of the classes of programs and services that the Minister approves for <u>CAs (Conservation authorities</u>) to charge fees
- requirements to increase transparency of CA operations

²roposal details

Conservation authorities (CAs) play an important role in supporting our communities and ensuring the protection, conservation, and restoration of the environment for the benefit of present and future generations. We are committed to ensuring that CAs (Conservation authorities) are focused on their core mandate, including:

- helping protect people and property from the risk of natural hazards
- conserving and managing <u>CA (conservation authority</u>)-owned lands
- legislated roles in drinking water source protection

To implement recent changes made to the *Conservation Authorities Act*, three new regulations were filed that:

specify the mandatory programs and services that <u>CAs.(Conservation</u> authorities) must provide (<u>Ontario Regulation 686/21 (O. Reg. 686/21)</u> (<u>https://www.ontario.ca/laws/regulation/210686)</u>: Mandatory

<u>Programs and Services</u> (https://www.ontario.ca/laws/regulation/210686))

- set out requirements for transition plans and agreements for programs and services a municipality requests the <u>CA (conservation authority</u>) do on its behalf and programs and services a <u>CA (conservation authority</u>) decides to adopt to further the purposes of the <u>CAA (Conservation Authorities Act)</u> (<u>Ontario Regulation 687/21 (O. Reg. 687/21)</u> (https://www.ontario.ca/laws/regulation/210687): Transition Plans and Agreements for Programs and Services Under Section 21.1.2 of the Act (https://www.ontario.ca/laws/regulation/210687))
- consolidated the 'conservation area' regulations into one Minister's regulation which establishes rules of conduct in conservation areas (<u>Ontario Regulation 688/21 (O. Reg 688/21)</u>
 (<u>https://www.ontario.ca/laws/regulation/210688)</u>; Rules of Conduct in Conservation Areas (<u>https://www.ontario.ca/laws/regulation/210688</u>))

To ensure a smooth transition by <u>CAs (Conservation authorities)</u> to the new funding framework by January 1, 2024, we are proposing the next phase of regulatory and policy proposals that would include:

- 1. A 'Municipal Levies Regulation' that outlines details, through a Lieutenant Governor in Council regulation about:
 - the apportionment by <u>CAs (Conservation authorities</u>) of their capital costs and operating expenses to be paid by their participating municipalities through municipal levies
 - CA (conservation authority) budgetary matters, including requirements that CAs distribute their draft and final budgets to relevant municipalities and make them publicly available
- 2. A 'Determining Amounts Owed by Specified Municipalities Regulation' that outlines details, through a Minister's regulation, about the methods available to <u>CAs (Conservation authorities</u>) to determine costs specified municipalities may need to contribute for the <u>CA (conservation authority)</u>'s mandatory programs and services under the:
 - Clean Water Act, 2006
 - Lake Simcoe Protection Act, 2008
- 3. A 'Fee Classes Policy' that outlines classes of programs and services, through a Minister's published list, for which a <u>CA (conservation authority)</u> may charge a user fee

4. Complementary regulations to increase transparency of <u>CA</u> (conservation authority) operations

The overall proposed approach for these regulatory and policy proposals is to:

- build on what is already working between <u>CAs (Conservation authorities</u>) and municipalities
- build in flexibility where possible
- · avoid being overly prescriptive
- recognize differing circumstances at the local level for budget processes due to the range in participating municipalities across <u>CAs (Conservation</u> <u>authorities)</u> and varying revenue streams
- recognize that participating municipalities and <u>CAs (Conservation</u>
 authorities) have established local budget processes designed to meet
 the needs of their municipalities

The regulatory and policy proposals are described in the <u>Consultation Guide</u> (https://prod-environmental-registry.s3.amazonaws.com/2022-01/CAA%20Phase%202%20Regulatory%20and%20Policy%20Proposals%20Consultation%20Guide 0.pdf) and are summarized in the four sections that follow.

1. Proposed Municipal Levies Regulation

Current legislation, regulations and provincial policy provide direction to <u>CAs</u> (<u>Conservation authorities</u>) and municipalities on the municipal levies and the annual <u>CA (conservation authority)</u> budget process.

Under the *Conservation Authorities Act*, a <u>CA (conservation authority)</u> has the ability to levy the participating municipalities for its operating expenses and capital costs if those costs are not funded by other revenue sources.

The municipal levy provisions under the Act provide that <u>CAs.(Conservation</u> authorities) can:

- determine the amount of levy required for expenses/costs
- apportion an amount of the total to each participating municipality as prescribed in regulation

The levy under the Act is a debt due by the participating municipalities to the <u>CA (conservation authority)</u> and may be enforced by the <u>CA (conservation authority)</u> as such.

We are proposing that the new Municipal Levies Regulation would continue to apply long practiced municipal levy processes that are working well by:

- maintaining consistency with current budget and municipal levy processes
- using and adapting existing voting and apportionment methods and practices set out in current regulations or provincial policy
- leaving the details of the working relationship between <u>CAs</u>
 (<u>Conservation authorities</u>) and participating municipalities to develop, including coordinating and communicating their fiscal and budgetary timelines and expectations

This will ensure the effective and timely transition of <u>CA (conservation</u> authority) operations to the new funding framework. The proposals also include requirements that will increase transparency of the CA budget process.

The proposal includes proclaiming unproclaimed provisions in the *Conservation Authorities Act* (s. (section) 1 (definition of operating expenses), s. (section) 24, s. (section) 25, s. (section) 26, s. (section) 27, s. (section) 27.1) that provide CAs (Conservation authorities) with the authority to levy participating municipalities to recover capital costs and operating expenses and which outline the processes for a review of the apportionment of those costs, and which authorize CAs (Conservation authorities) to levy specified municipalities. Subsection 40(1) of the Act provides the Lieutenant Governor in Council with the regulatory authority to develop regulations that govern the apportionment of the CA (conservation authority) 'operating expenses' and 'capital costs' and CA (conservation authority) budgetary matters, including the process CAs (Conservation authorities) must follow when preparing a budget, the consultations that are required, as well as the rules and procedures governing budget meetings.

We are proposing that the regulation would:

incorporate the two existing levies regulations (*Q. Reg. (Ontario Regulation*) 139/96 "Municipal Levies regulation" and *Q. Reg. (Ontario Regulation*) 670/00 "Conservation Authority Levies regulation") and update as appropriate to the new legislative framework (e.g. (example) by clarifying and including terminology such as 'general levy,' and 'specia project levy,' and by removing 'matching,' and 'non-matching' levy references)

- incorporate the <u>CA (conservation authority</u>) budgetary processes
 (consultation, notification) as currently set out in regulation and
 provincial policy (e.g. (example) providing 30 days notice to participating
 municipalities of the <u>CA (conservation authority</u>) meeting to decide on
 the municipal levy component of the annual budget). Additionally
 require <u>CAs (Conservation authorities</u>) to publicly post the draft budget
 to their websites upon its circulation to participating and specified
 municipalities
- include the two existing voting methods (i.e. (that is) 'one member, one vote' and 'weighted vote,') as set out in current legislation and regulation and the three current methods of apportioning expenses/costs (i.e. (that is) modified current property value assessment, agreement of the CA (conservation authority) and participating municipalities, and as decided by the CA (conservation authority)), while adapting the appropriate use of the apportionment and voting methods to the new categories of programs and services
- as part of the consultation process on the budget with the participating municipalities, conservation authorities would be required to provide a summary of how the <u>CA (conservation authority)</u> considered opportunities for self-generated revenue to support the programs and services they provide
- require <u>CAs (Conservation authorities</u>) to provide a copy of the final approved <u>CA (conservation authority</u>) budget to the Minister and their participating and specified municipalities and make it available to the public by posting it on their website and by any other means the <u>CA</u> (conservation authority) considers advisable

More details on this regulatory proposal can be found in the <u>Consultation</u>

<u>Guide (https://prod-environmental-registry.s3.amazonaws.com/2022-01/CAA%20Phase%202%20Regulatory%20and%20Policy%20Proposals%20Ccnsultation%20Guide 0.pdf)</u>

2. Proposed Minister's Regulation for Determining Amounts Owed by Specified Municipalities

We are proposing to proclaim un-proclaimed provisions in the *Conservation Authorities Act* (<u>s. (section</u>) 27.2) that enable <u>CAs (Conservation authorities</u>) to levy 'specified municipalities' for the mandatory programs and services related

to responsibilities under the:

- Clean Water Act, 2006
- Lake Simcoe Protection Act, 2008.

A 'specified municipality' is a municipality designated by regulation for a source protection authority/area under the *Clean Water Act, 2006* or designated under a regulation of the *Lake Simcoe Protection Act, 2008* as a municipality in the Lake Simcoe Region Conservation Authority. However, a specified municipality is not a participating municipality of a <u>CA (conservation authority)</u> under the *Conservation Authorities Act*.

The *Conservation Authorities Act* provides the Minister with regulatory authority to govern the determination of amounts owed by any of the specifiec municipalities for the programs and services a <u>CA (conservation authority)</u> provides in respect of the *Clean Water Act, 2006* and the *Lake Simcoe Protection Act, 2008*.

We are proposing that the regulation would:

- clearly identify the 'specified municipalities' designated under the regulations made under the Clean Water Act, 2006 and the Lake Simcoe Protection Act, 2008;
- identify the methods available for <u>CAs (Conservation authorities</u>) to
 determine the costs the specified municipalities may need to contribute,
 including a process for engaging with the specified municipalities, in
 order to complement the process of consultation with participating
 municipalities. The proposed apportionment methods include:
 - the modified current property value assessment method for apportionment of the levy of participating and 'specified' municipalities under the Lake Simcoe Protection Act, 2008; and
 - all three apportionment methods (<u>i.e.</u> (<u>that is</u>), modified current property value assessment, agreement of the <u>CA</u> (<u>conservation</u> authority) and municipalities, and as decided by the <u>CA</u> (<u>conservation</u> authority)) for the levy of participating and 'specified' municipalities for programs and services provided by a <u>CA</u> (<u>conservation</u> authority) in respect of the *Clean Water Act*, 2006.)

More details on this regulatory proposal can be found in the Consultation

<u>Guide (https://prod-environmental-registry.s3.amazonaws.com/2022-01/CAA%20Phase%202%20Regulatory%20and%20Policy%20Proposals%20Cc</u>

nsultation%20Guide 0.pdf).

Note: there are currently no anticipated changes in the ongoing provincial funding provided to <u>CAs (Conservation authorities</u>) for the source water protection program under the <u>Clean Water Act</u>, <u>2006</u> and protection of Lake Simcoe under the <u>Lake Simcoe Protection Act</u>, <u>2008</u>

3. Proposal for Minister's published list of classes of programs and services for which a <u>CA</u> (conservation authority) may charge a fee.

We are proposing to proclaim un-proclaimed provisions in the *Conservation Authorities Act*(ss. (subsection) 21.2 (1) – (12)), which enables the Minister to:

- determine a list of 'classes of programs and services' for which a <u>CA</u>
 (conservation authority) may charge a fee
- publish this list
- distribute this list to each <u>CA (conservation authority)</u>

A <u>CA (conservation authority)</u> would be able to charge a fee for a program or service only if it is set out in the Minister's list of classes of programs and services.

The <u>CA (conservation authority)</u> members appointed by the participating municipalities would be responsible for determining:

- · the amount of the fee
- when it applies

Once the Minister's list is published, the *Conservation Authorities Act* would require the <u>CA (conservation authority)</u> to:

- update their current fee policy, including the user fee schedule which sets out the list of programs and services for which it charges a fee and the amount charged
- post the fee policy and schedule on their website
- set out a process for the periodic review and update of the fee policy,
 including rules for giving notice of the review
- determine the circumstances in which a person may request that the <u>CA</u>
 (<u>conservation authority</u>) reconsider a fee that was charged and the
 procedure applicable to the reconsideration request

The list of classes for the charging of fees captures user fees that are paid by a person or organization who requests a service that they specifically benefit from. This includes use of a public resource (e.g. (example) park access or facility rental) or the privilege to do something (e.g. (example) receive an approval through a permit or an approval to undertake a regulated activity).

We are proposing that for a <u>CA (conservation authority</u>) to charge a fee, the user pay principle must apply. The user pay principle applies when a program or service is delivered by a <u>CA (conservation authority</u>) to a requestor that is the primary beneficiary of the program or service. This contrasts with <u>CA</u> (<u>conservation authority</u>) programs and services that generate a public good or service where the municipal levy is the primary financing mechanism.

The following is a summary of the proposed classes of programs and services for which a <u>CA (conservation authority)</u> may charge a fee:

- All mandatory programs and services where the user pay principle is met.
- All Category 2 programs and services (i.e. (that is) programs and services
 a municipality requests the conservation authority to undertake
 pursuant to a MOU (memorandum of understanding) or agreement)
 where the user pay principle is met and provisions for the charging of
 fees are set out in the memorandum of understanding or service level
 agreement between the CA (conservation authority) and municipalities
 for these programs and services.
- All Category 3 programs and services (i.e. (that is) programs and services the authority decides to adopt to further the purposes of the Act) requiring a cost apportioning agreement where the user pay principle is appropriate and provisions for charging of fees are set out in the cost apportioning agreement between the CA (conservation authority) and participating municipalities for the program and service. However, there are exceptions related to where the cost apportioning agreement is to fund Category 3 park or non-passive recreational programs and services offered by CAs (Conservation authorities) on CA (conservation authority) owned or controlled land that are funded in part by the municipal levy (for example, for public access and use (rental) of authority land, facilities and services such as active recreation and equipment rentals) or community relations, information and education as well as product sales. A CA (conservation authority) would be able to charge a fee as appropriate in these cases.

 All Category 3 programs and services with no cost apportioning municipal agreement (i.e. (that is) no levy required), where the user pay principle is appropriate.

The Minister's list of classes of programs and services is not meant to capture fees for programs and services that are already enabled under other legislation (e.g. (example) North Bay-Mattawa Conservation Authority may charge a fee to administer on-site sewage systems approvals as prescribed in regulation in the Building Code Act, 1992).

4. Proposal for complementary regulations to increase transparency of <u>CA</u> (<u>conservation</u> <u>authority</u>) operations

Complementary regulations are proposed to increase transparency of <u>CA</u> (<u>conservation authority</u>) operations. Specifically, for the Minister's list of fee classes for category 3 programs and services where cost apportioning agreements are in place for a program or service, if the 'user pay principle is appropriate, we are also proposing to amend the Transition Plans and Agreements for Programs and Services under Section 21.1.2 of the Act' regulation (<u>O. Reg. (Qottario Regulation</u>) 687/21). The amendment would enable participating municipalities and <u>CAs (Conservation authorities)</u> to determine if user fees can be established for programs and services that a <u>CA (conservation authority</u>) determines are advisable which can then be included in the costapportioning agreements. Requiring <u>CAs (Conservation authorities</u>) and participating municipalities to include provisions in the cost apportioning agreements increases transparency with respect to the use of user fees.

We are also proposing through a Minister's regulation that <u>CAs (Conservation authorities</u>) be required to maintain a Governance section on their website tha must include <u>CA (conservation authority)</u> membership information, draft and final budgets, agreements between <u>CAs (Conservation authorities</u>) and municipalities for programs and services, meeting schedule, and could include other relevant governance documents, such as strategic plans. The <u>CA</u> (conservation authority) would be required to include a notice on their website when the <u>CA (conservation authority)</u> amends or enters into a new <u>MQU</u> (memorandum of understanding) or other agreement with municipalities and ensure the most up to date version of the agreements are available on the <u>CA</u> (conservation authority)'s website. The regulation would provide an exception

for agreements that relate to the authority participating in a procurement process or portions of agreements that contain commercially sensitive information.

More detail on this policy proposal can be found in the <u>consultation guide</u> (<u>https://prod-environmental-registry.s3.amazonaws.com/2022-01/CAA%20Phase%202%20Regulatory%20and%20Policy%20Proposals%20Consultation%20Guide 0.pdf)</u>.

Regulatory impact analysis

Given that the proposals are intended to largely reflect what is currently occurring and set out in current regulation and/or policy, we do not expect that the regulatory and policy proposals would result in any new costs for business. We expect that there will be some minor administrative costs for CAs (Conservation authorities) and municipalities based on the time needed for staff in the short-term to learn about and understand the proposed new regulatory and policy requirements, and for CAs (Conservation authorities) to maintain a Governance section of their website with up-to-date information, such as MOUs (memorandum of understandings), service level agreements or cost apportioning agreements between CAs (Conservation authorities) and municipalities for category 2 and 3 programs and services.

Supporting materials

Related files

CAA Phase 2 Regulatory and Policy Proposals Consultation
Guide (https://prod-environmentalregistry.s3.amazonaws.com/2022-01/CAA Phase 2 Regulatory
and Policy Proposals Consultation Guide 0.pdf)
pdf (Portable Document Format file) 315.36 KB

Related links

Conservation Authorities Act (https://www.ontario.ca/laws/statute/90c27)

More Homes, More Choice Act, 2019 (Bill 108)
(https://www.ola.org/en/legislative-business/bills/parliament42/session-1/bill-108)

<u>Made in Ontario Environment Plan (https://www.ontario.ca/page/made-in-ontario-environment-plan)</u>

<u>Consultation: Ontario Conservation Authorities</u>
(https://www.ontario.ca/page/consultation-ontario-conservation-authorities)

<u>Protect, Support and Recover from COVID-19 Act (Budget Measures),</u>
<u>2020 (Bill 22... (https://www.ola.org/en/legislative-business/bills/parliament-42/session-1/bill-229)</u>

Ontario Regulation 686/21 - Mandatory Programs and Services (https://www.ontario.ca/laws/regulation/r21686)

Ontario Regulation 687/21 - Transition Plans and Agreements for Programs and Se... (https://www.ontario.ca/laws/regulation/r21687)

<u>Ontario Regulation 688/21 - Rules of Conduct in Conservation Areas</u> (https://www.ontario.ca/laws/regulation/r21688)

Related ERO (Environmental Registry of Ontario) notices

Regulatory proposals (Phase 1) under the Conservation Authorities Act (/notice/019-2986)

Updating the Conservation Authorities Act (/notice/019-2646)

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

Let us know what you think of our proposal.

Have questions? Get in touch with the contact person below. Please include the ERO (Environmental Registry of Ontario) number for this notice in your email of letter to the contact.

Read our commenting and privacy policies. (/page/commenting-privacy)

Submit by mail

Maria Vavro

Conservation and Source Protection

Branch

40 St Clair Ave W

14th Flr

Toronto, ON

M4V 1M2

Canada

Connect with

Contact

Maria Vavro

& <u>705-313-1921</u>

maria.vavro@ontario.ca

Denise Holmes

From:

Municipal Programs (MMAH) < Municipal.Programs@ontario.ca>

Sent:

Tuesday, January 25, 2022 1:44 PM

To:

smolnar@tillsonburg.ca

Çc:

kpratt@tillsonburg.ca; rpullia@tillsonburg.ca; ssoloman@townofgrandvalley.ca; mtownsend@townofgrandvalley.ca; sbrown@orangeville.ca; ebrennan@orangeville.ca;

jhorner@mulmur.ca; tatkinson@mulmur.ca; Darren White; Denise Holmes; mayor@shelburne.ca; dmorrissey@shelburne.ca; mayor@forterie.on.ca;

tkuchyt@forterie.ca; mayor@ingersoll.ca; mgraves@ingersoll.ca;

eketchabaw@bayham.on.ca; tthayer@bayham.on.ca; dmennill@malahide.ca;

ABetteridge@malahide.ca; mfrench@town.aylmer.on.ca; agrozelle@town.aylmer.on.ca; smartyn@centralelgin.org; pshipway@centralelgin.org; mayorgjones@southwold.ca; cao@southwold.ca; bpurcell@duttondunwich.on.ca; dmcphail@westelgin.net;

treasurer@westelgin.net; gfinch@southhuron.ca; cao@southhuron.ca; gmcneil@acwtownship.ca; cao@acwtownship.ca; mitch@lakerangerealty.ca; mrwalden@huronkinloss.com; gglover@kincardine.ca; rbaumann@kincardine.ca;

cpeabody@brockton.ca; swatson@brockton.ca; mayor@westgrey.com; ljohnston@westgrey.com; spaterson@hanover.ca; btocheri@hanover.ca;

ernie.hardeman@pc.ola.org

Subject:

Letter from the Honourable Steve Clark, Minister of Municipal Affairs and Housing - File

(234-2021-5311 MMP Intake 3)

Attachments:

header.htm; Tillsonburg T Joint Project MMP Intake 3 Minister Letter.pdf

Please see attached letter from the Honourable Steve Clark, Minister of Municipal Affairs and Housing regarding your Intake 3 Municipal Modernization Program application(s).

Transfer Payment Agreements will follow in the coming days.

Regards,

Brenda Vloet Manager, Municipal Programs and Outreach Unit Ministry of Municipal Affairs and Housing 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° étage Toronto ON M7A 2J3 Tél.: 416 585-7000



234-2021-5311

January 25, 2022

Your Worship Mayor Stephen Molnar Town of Tillsonburg

Dear Mayor Molnar:

Thank you for your application to the third intake of the Municipal Modernization Program and for your commitment to delivering modern, efficient services that are financially sustainable.

Under the implementation project stream, I am pleased to inform you that the Ford government will provide funding of up to \$79,373 towards:

Town of Tillsonburg Joint Fire Service Modernization Program

The provincial funding is for up to 65% of total eligible costs to implement the project and complete a final report that forecasts annual savings and other efficiency outcomes by February 28, 2023.

In 2019, the Ford government launched the MMP to help small and rural municipalities modernize service delivery and identify new ways to be more efficient and effective. The impacts of the COVID-19 outbreak have made this work more important than ever. The projects approved for funding under the third intake of the Municipal Modernization Program will support municipalities' efforts to conduct service delivery reviews to find efficiencies or implement a range of projects, including developing online systems to improve the local process for approving residential and industrial developments to bring housing and employment-related development on stream faster, or setting up new shared services with neighbouring municipalities.

I understand how important this work will be to your community. To help you get started, an interim payment will be issued following execution of a transfer payment agreement. Ministry staff will forward instructions and a transfer payment agreement for each approved project in the coming days and will work with you to have it finalized. If you have questions, please contact your municipal advisor, or email municipal.programs@ontario.ca.

I would like to offer my congratulations on this funding approval and extend my best wishes as you work to improve service delivery and administrative efficiency in your municipality.

Sincerely,

Steve Clark Minister

Steve Blank

c. Kyle Pratt, Chief Administrative Officer

Renato Pullia, Interim Director of Finance/Treasurer

Ernie Hardeman, MPP, Oxford

Steve Soloman, Mayor, Town of Grand Valley

Meghan Townsend, CAO/Clerk/Treasurer, Town of Grand Valley

Sandy Brown, Mayor, Town of Orangeville

Ed Brennan, CAO, Town of Orangeville

Janet Horner, Mayor, Township of Mulmur

Tracey Atkinson, CAO/Planner, Township of Mulmur

Darren White, Mayor, Township of Melancthon

Denise Holmes, CAO/Clerk, Township of Melancthon

Wade Mills, Mayor, Town of Shelburne

Denyse Morrissey, CAO, Town of Shelburne

Wayne Redekop, Mayor, Town of Fort Erie

Tom Kuchyt, CAO, Town of Fort Erie

Ted Comiskey, Mayor, Town of Ingersoll

Michael Graves, CAO, Town of Ingersoll

Ed Ketchabaw, Mayor, Municipality of Bayham

Thomas Thayer, CAO/Clerk, Municipality of Bayham

Dave Mennill, Mayor, Township of Malahide

Adam Betteridge, CAO, Township of Malahide

Mary French, Mayor, Town of Aylmer

Andy Grozelle, CAO, Town of Aylmer

Sally Martyn, Mayor, Municipality of Central Elgin

Paul Shipway, CAO/Clerk, Municipality of Central Elgin

Grant Jones, Mayor, Township of Southwold

Lisa Higgs, CAO/Clerk, Township of Southwold

Bob Purcell, Mayor, Municipality of Dutton Dunwich

Heather Bouw, Clerk, Municipality of Dutton Dunwich

Duncan McPhail, Mayor, Municipality of West Elgin

Magda Badura, CAO/Treasurer, Municipality of West Elgin

George Finch, Mayor, Municipality of South Huron

Daniel Best, CAO, Municipality of South Huron

Glen McNeil, Mayor, Township of Ashfield-Colborne-Wawanosh

Mark Becker, CAO/Deputy Clerk, Township of Ashfield-Colborne-Wawanosh

Mitch Twolan, Mayor, Township of Huron-Kinloss

Mary Rose Walden, CAO, Township of Huron-Kinloss

Gerry Glover, Mayor, Municipality of Kincardine

Roxana Baumann, Acting CAO, Municipality of Kincardine

Chris Peabody, Mayor, Municipality of Brockton Sonya Watson, CAO, Municipality of Brockton Christine Robinson, Mayor, Municipality of West Grey Laura Johnston, CAO/Deputy Clerk, Municipality of West Grey Sue Paterson, Mayor, Town of Hanover Brian Tocheri, CAO/Clerk, Town of Hanover

Denise Holmes

From: Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA)

<minister.omafra@ontario.ca>

Sent: Tuesday, January 25, 2022 1:33 PM
To: Denise Holmes

Subject: Letter from the Honourable Ministers Lisa M. Thompson (OMAFRA) and Marie-Claude

Bibeau (AAFC)

Attachments: Letter from OMAFRA and AAFC.pdf

Please see the attached letter from the Honourable Ministers Lisa M. Thompson (OMAFRA) and Marie-Claude Bibeau (AAFC).

Confidentiality Warning: This email contains information intended only for the use of the individual named above. If you have received this email in error, please notify us by return email and destroy all copies of this message. Thank you.

Corporate Correspondence Unit Communications Branch Ontario Ministry of Agriculture, Food and Rural Affairs

Ô





January 25, 2022

Denise Holmes
CAO/Clerk
Township of Melancthon
dholmes@melancthontownship.ca

Dear Ms. Holmes:

Strengthening the agriculture and agri-food sector is critical to Canada's economic growth. In partnership, the Governments of Canada and Ontario are working to deliver the greatest benefits for farmers, food processors and Canadian families.

As part of these ongoing efforts, we would like to share with you that today we are boosting the per claim administration payment amount provided to municipalities through the Ontario Wildlife Damage Compensation Program (OWDCP).

We understand the important role OWDCP plays in supporting farmers by providing compensation when their livestock and/or poultry has been injured or killed by wildlife, and to beekeepers whose beehives, bee colonies and related equipment are damaged by wildlife.

Municipalities are valued partners in delivering the OWDCP, and we appreciate your commitment to administering this program. In recognition of the crucial role municipalities play, the payment amount provided to municipalities will increase to \$50 per application, from the previous \$30, for any application with an injury/kill date of February 1, 2022 onwards. This increase recognizes that municipalities' incremental costs of program delivery have increased because of changes made over the past few years to strengthen the program.

To ensure a smooth transition date, February 1, 2022, municipalities will be able to begin accessing the increased payment amount through OWDCP. This coming into force date will also ensure a smooth transition, as well as minimize any potential errors in payments or financial reporting.

This timely investment will help to sustain one of the business risk management supports that our livestock farmers count on to do the invaluable work that they do in supplying safe, high-quality food for the people of the province.







This initiative builds on other supports extended to the province's agricultural sector to protect its progress as we move forward during the COVID-19 pandemic.

We would like to recognize Mayor Kevin Holland, of the Township of Conmee, who has advocated for these improvements during meetings of the Association of Municipalities of Ontario (AMO).

Updated program guidelines are available at www.ontario.ca/predation. Should you have any questions, please contact wildlife.damage@ontario.ca.

Sincerely,

Marie-Claude Bibeau Federal Minister of Agriculture

Moshean.

and Agri-Food

Lisa M. Thompson Ontario Minister of Agriculture,

Food and Rural Affairs

Denise Holmes

From:

Sara Wicks <swicks@dufferincounty.ca>

Sent:

Wednesday, January 26, 2022 3:34 PM

To:

Sonya Pritchard; Susan Stone; Meghan Townsend; Nicole Martin;

dmorrissey@shelburne.ca; Denise Holmes; tatkinson (tatkinson@mulmur.ca); Mark Early

(mark.early@townofmono.com); Ed Brennan

Cc:

Scott Burns

Subject:

Regional EV Charging Station Study

Good afternoon.

Dufferin County has partnered with City of Guelph, the counties of Wellington, Grey, Perth, Huron and Bruce, and Nuclear Innovation Institute to undertake an electric vehicle charger feasibility study. The study will identify ideal locations for future level 2 and DC fast charger stations across the study area through input from residents and current EV drivers, municipalities, local distribution companies and modelling outputs.

With a high number of commuters and limited inter-municipal public transit, we are looking to accelerate the implementation of a regional EV charging infrastructure to encourage local EV adoption and to support and attract EV users visiting the region.

We are thrilled to be working with Danielle Weiss from Community Energy Association (CEA) for this study. CEA has developed several similar plans in western Canada (see the <u>Peaks to Prairies project</u>). The project team will be reaching out to the community soon to arrange opportunities to provide input to the plan.

No direct action is required from you at this point, simply to make you aware of this exciting project. I'll be happy to provide details and results as they become available.

Thanks.

Sara

Sara Wicks (she/her /why?) | Manager of Climate and Energy | Public Works Department County of Dufferin | 519.941.2816 x2624 | swicks@dufferincounty.ca | 30 Centre Street, Orangeville, ON L9W 2X1

Connect with Climate Action in Dufferin | Newsletter | Instagram | Facebook | Webpage

Join in Dufferin - Share your stories. Connect with your community. Have your say on new projects. <u>Sign Up and Speak Up!</u>

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TOWNSHIP OF EAST GARAFRAXA

065371 DUFFERIN COUNTY ROAD 3 • UNIT 2

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www.eastgarafraxa.ca

Chair Horner and Members
Community Development and Tourism Committee
County of Dufferin
W. & M. Edelbrock Centre
30 Centre Street
Orangeville, Ontario L9W 2X1

January 26, 2022

Attn: County of Dufferin Clerk and Mr. C. Joudry, Director of Development and Tourism

Sent only by email: clerk@dufferincounty.ca and cjoudry@dufferincounty.ca

Dear Madam/Sir:

Re: Item #5 Community Development & Tourism Committee Agenda January 27, 2022

Municipal Comprehensive Review — Draft Land Needs Analysis Report

This submission is being made on behalf of the Township of East Garafraxa as directed by Township Council.

The Township received the above noted report (Land Needs Analysis) late on Friday, January 21, 2022, together with the report to the Committee from the Director of Development and Tourism entitled "Municipal Comprehensive Review (MCR) Timelines. The Township Council, staff and consultants have only had the brief time since the release of the report to carry out a preliminary review of the material.

That limited review has identified what appear to be serious flaws in the assumptions and methodology on which the conclusions of the Land Needs Analysis are based. The Township has focused on the matters which affect East Garafraxa. However, given the significance of the concerns, it can be anticipated that similar issues may be applicable to other municipalities in the County as well.

The concerns related to East Garafraxa include the assumption that the rural settlement areas are serviced solely by private services when the community of Marsville, where the majority of future growth will be located is, and is being planned to continue to be, serviced by a municipal water system. The direct result of this incorrect assumption is the use of a low residential density assumption of 2.5 dwelling units per net hectare as a basis for the calculation of land need. This results in turn, in the conclusion that an additional 20 hectares of residential growth area is required for the Township.

To further complicate matters, there are other assumptions which are not clear, including how the report arrived at a shortfall of 49 units in the Township by 2051. Furthermore, it is not evident, at least from the initial review, how the analysis accounted for secondary units which are now permitted in accordance with the Planning Act or how the analysis handled any take up for rural severances. Further, the analysis related to employment land is also not transparent.

Based on this preliminary review, the Township has fundamental concerns with the Land Needs Analysis and its conclusions: Concerns which Township Council feel must be addressed before the study proceeds any further.

The timelines set out in the report from the Director of Development and Tourism to the Committee — a timeline which is being established apparently to support engagement and transparency - will instead in the opposite result. The expedited process does not allow for a through and comprehensive review by the local municipalities. It starts with the current report and asks the County Council to "accept" the report as a basis for the consultation process. The current report does not appear to be appropriate as the starting point for consultation. It appears to be inaccurate and flawed.

The Township therefore would request that the Committee not accept the report, but instead:

That the Director of Development and Tourism be directed to circulate the draft report to the local municipalities for review and comment including where requested a meeting or meetings with the consultant;

That the Director and consultant consider the comments received from the local municipalities and revise the report prior to resubmitting it to the Committee, together with an updated public and agency consultation schedule; and,

That the Director and consultant advise the Ministry of Municipal Affairs and Housing that because of the need for further review and analysis that the County will not be submitting the Conformity Amendment until later in 2022.

Thank you for your consideration of this submission.

Yours truly,

Susan M. Stone, AMCT, CAO/Clerk

Corporation of the

Township of East Garafraxa

Susannestone

c.c. Committee Members

Denise Holmes

From:

Eowyn Spencer <espencer@grandriver.ca>

Sent:

Friday, January 28, 2022 1:22 PM

To:

Denise Holmes

Subject:

Draft Inventory of Programs Services - O.Reg 687/21 under the Conservation

Authorities Act

Attachments:

GRCA Staff Report - GM-01-22-04 Draft Inventory of Programs and

Services_Requirement under O.Reg 687_21.pdf; 1. January 2022 - GRCA GM

Summary.pdf

Greetings Township of Melancthon Clerk's office:

Please be advised that at the regular meeting held on January 28, 2022, the GRCA General Membership passed the following motion:

THAT the Grand River Conservation Authority Draft Inventory of Programs and Services be approved; AND THAT the Draft Inventory of Program and Services be circulated to all participating municipalities; AND THAT the Inventory of Programs and Services be presented to the General Membership for approval at the February meeting.

Accordingly, GRCA Staff Report GM-01-22-06 Draft Inventory of Programs and Services and appendices are attached here as one file for your information. Upon final approval from the GRCA Board and in accordance with O.Reg 687/21 under the Conservation Authorities Act, the Inventory of Programs and Services will be posted on our website.

Should you have any comments on the inventory or questions regarding the requirement under O.Reg 687/21 to circulate this information to our participating municipalities, please reach out directly to <u>Samantha Lawson</u>.

Also attached with this email is our regularly distributed General Meeting Summary for January 28, 2022.

Kind regards,

Eowyn Spencer

Executive Assistant
Grand River Conservation Authority

400 Clyde Road, PO Box 729 Cambridge, ON N1R 5W6 Office: 519-621-2763 ext. 2240

Toll-free: 1-866-900-4722

Info #17

Grand River Conservation Authority

Report number: GM-01-22-04

Date: January 28, 2021

To: General Membership of the Grand River Conservation Authority

Subject: Draft Inventory of Programs and Services-Requirement under Ontario Regulation

687/21

Recommendation:

THAT the Grand River Conservation Authority Draft Inventory of Programs and Services be approved;

AND THAT the Draft Inventory of Program and Services be circulated to all participating municipalities;

AND THAT the Inventory of Programs and Services be presented to the General Membership for approval at the February meeting.

Summary:

As a requirement under *Ontario Regulation 687/21*, the Grand River Conservation Authority (GRCA) has completed a Transition Plan that outlines the process the conservation authority will go through to transition to the new funding/levy framework. A second requirement under this regulation is to develop an Inventory of Programs and Services based on the three categories identified in the Regulation. These categories include: (1) Mandatory, (2) Municipally requested, and (3) Other (Authority determines are advisable).

The regulation requires that the Inventory be submitted to the Ministry of the Environment, Conservation and Parks and circulated to all participating municipalities by February 28, 2022. The GRCA is also required to make the Inventory available to the public by posting it on the Authority's website (www.grandriver.ca).

At this time, the Phase 2 Regulations have not been released by the Province. This phase will include a review of the two current levies regulations (O. Reg. 670/00 "Conservation Authority Levies"; O. Reg. 139/96 "Municipal Levies") and Conservation Authority Fee Policy. It is anticipated that these updates to the regulations and policy will have an impact on the financial component of the Inventory.

Attached to this report are charts that provide information related to GRCA's Inventory of Programs and Services as required under Ontario Regulations 6871/21-Section 6 "Inventory of Programs and Services". This information includes estimates and assumptions related to costs, cost allocations and revenue distribution and is subject to change as cost figures are refined and further direction is provided via the release of Phase 2 regulations.

Preliminary analysis suggests that the programs and services can be delivered without a significant change in total municipal levy support required compared with the current levy funding model. In addition, GRCA has established a transition reserve that can be used to fund new costs associated with moving to the new levy funding model.

Report:

On October 4, 2021 the MECP released the Phase 1 regulations to implement amendments to the *Conservation Authorities Act*. Report GM-21-10-75: Conservation Authorities Act Amendments- Phase 1 Regulation and Timelines provides an overview of the Phase 1 Regulations and associated deliverables and timelines.

The following regulations were included in the Phase 1 release:

- Ontario Regulation 686/21: Mandatory Programs and Services
- Ontario Regulation 687/21: Transition Plans and Agreements for Programs and Services
- Ontario Regulation 688/21: Rules of Conduct in Conservation Areas.

Under *Ontario Regulation 687/21*: Transition Plans and Agreements for Programs and Services, the regulation requires each conservation authority to create a Transition Plan that outlines:

- the steps to develop an inventory of programs and services (categories 1-3)
- the process to enter into agreements with participating municipalities to fund category 2: Municipal programs and services.

The GRCA approved its Transition Plan through Resolution #21-189 on December 17, 2021 and the plan was submitted to the MECP, circulated to participating municipalities and posted on the Authority's website.

The next item required under the regulation is to develop an inventory of GRCA's programs and services. The inventory will list all the programs and services that the GRCA is providing as of February 28, 2022 and those that it intends to provide after that date. The inventory will include information about the sources of funding and categorize all programs and services based on the following:

- Category 1: Mandatory programs and services as identified in *Ontario Regulation* 686/21. These programs will be funded through municipal levy.
- Category 2: Municipal programs and services that are provided at the request of the municipality. These programs can be funded through government and other agency grants and/or municipal funding under a memorandum of understanding (MOU) or agreement with the municipality.
- Category 3: Other programs and services that an Authority (Board) determines are advisable. These programs can be funded through self-generated revenue, user fees, government and other agency grants, donations, etc. Any use of municipal funding will require an agreement and would be subject to cost apportioning.

The Inventory of Programs and Services (February 28, 2022) will be an evolving document as the GRCA moves through the transition period. It is anticipated that refinements will be incorporated as negotiations with municipalities proceed and further discussions evolve within program areas.

It is important to note the synergies achieved by having a staffing model that allows staff to perform tasks and duties that provide service across different program areas and different categories. For example, conservation area staff provide support to:

- the Water Control Structures-flood Control, Small Dams and Ice Management (a Category 1 program),
- Conservation Lands Management- Operations and Capital Maintenance (a Category 1 program) and
- Conservation Areas (a Category 3 program)

The following attached charts provide a draft of the GRCA's Inventory of Programs and Services and information required under *Ontario Regulation* 687/21 Section 6. For each chart, a brief description and comments are provided below.

Chart A: Programs and Services Inventory List - Categories, Descriptions, Category Rationale

Description:

Chart A provides an overview of the programs and services the GRCA currently offers. The list seeks to preserve the current financial reporting structure that is used for presenting the annual budget, financial updates to the board and internal financial management reports. This approach will help with comparability between historical financial information and information presented under the new regulations and this approach also facilitated generating cost estimates.

On Chart A each program and service has been categorized based on the criteria identified under the *Conservation Authorities Act* and supporting regulations. As required by regulation 687/21, Chart A explains why a program falls into category 1 by referencing applicable sections under *Ontario Regulation* 686/21 "Mandatory Programs and Services".

Comments:

- 1. Phase 2 regulations have not been released and are expected to provide direction on how to allocate administration and overhead costs.
- GRCA Corporate Services costs represent administration overhead costs and are shown separately in the inventory. These costs have not been allocated to program areas pending release of Phase 2 Regulations.
- 3. Some program/service may change between category 2 and 3 depending on discussions with municipalities
- 4. Deliverables identified under Ontario Regulation 686/21 have been incorporated into the assigned program/service inventory. The Transition Reserve will provide any additional funding requirements needed to support the development of these deliverables. These include:
 - a. Ice Management Plan
 - b. Operations Plan Natural Hazard Infrastructure
 - c. Asset Management Plan Natural Hazard Infrastructure
 - d. Conservation Area Strategy
 - e. Land Inventory
 - f. Watershed-based Resource Management Strategy
- 5. Land acquisitions and dispositions will continue to be funded through the land sale proceeds reserve.

Chart B: Inventory of Programs and Services - Costs and Funding Sources

Description:

Chart B provides an overview of costs and identifies percentage of revenue sources.

The Regulation requires that the average annual cost of each program and service be provided based on the average of the last five years; however, if there is another value that better describes the cost of the program that is permitted provided it is justified. The GRCA has included program and services costs from the draft #1 2022 budget. With the high level of growth in the watershed, and corresponding demand for GRCA programs and Services the 2022 budget provides a more accurate estimate of cost than a five year running average.

This chart includes a breakdown of the percentage of revenue that supports the programs and services costs. Revenue categories include municipal levy, municipal MOUs/agreements under new regulations, provincial and federal and other municipal funding, self-generated revenue-specific to the program revenue (i.e. user fees), self-generated revenue that has been allocated from other program area revenue (i.e. property rentals and hydro production) and reserves.

Comments:

- 1. Revenue percentage distributions will change as costs fluctuate.
- 2. Estimated percentages for Municipal MOUs/agreements may change as negotiations with municipalities are completed.
- 3. Costs identified will be refined over time and subject to change by 2024.
- 4. Surplus revenues from certain Category 3 programs and services will help to fund other Category 3 programs and services that would otherwise have a deficit.
- 5. Reserves are shown as a distinct revenue source. This highlights where reserves are used to fund programs as part of an overall deliberate strategy of drawing on reserves that were generated by setting aside funding from prior years and now accessing reserves as needed.
- The GRCF is a separate legal entity that provides funds to the GRCA through donations
 it receives. GRCA provides some services to assist with administrative operation of the
 Foundation and these costs are currently included in mandatory categories as
 applicable.
- 7. Hydro production costs include an amount that is allocated to reserves from annual program revenue which is consistent with GRCA's budget presentation.
- 8. The Source Water Protection Program is funded entirely by the province.

Chart C: Inventory of Programs and Services - Category 2: Details of Municipal Agreements

Description

Chart C is required to identify which municipality a program and service is provided for and when the agreement was entered into. This chart will be updated as category 2 agreements are negotiated with the participating municipalities.

Although the GRCA has negotiated MOUs with municipalities for a number of programs and services, these current agreements do not contain all the requirements identified in regulation and will be renegotiated.

Chart D: Inventory of Programs and Services - Category 3: Information Requirements.

Description

Chart D identifies the Category 3 programs and services and identifies whether the program/services have been financed through municipal levy, and what funding sources will be utilized to the support the program/service as of January 1, 2024.

Comments:

Environmental Education is expected to transition to a self-funding business model that
is not reliant on municipal levy and could include funding from fee revenue, donations
and other external funding sources. A program evaluation is currently underway and the
Transition Reserve may be used to help fund this program after 2023 until the program
has fully implemented a self-sustaining business model.

As identified in the GRCA Transition Plan and required under the regulations, regular progress reports on the Inventory of Programs and Services must be submitted to the MECP and posted to the GRCA's website. These reports will identify any challenges and changes that have resulted during negotiations with participating municipalities. It is anticipated as the GRCA moves through the transition period that programs and services costs will be refined and more accurate percentages of revenue allocation will be identified.

On February 25, 2022 an updated version of the Inventory of Programs and Services will be presented to the Board for approval. If approved, the Inventory will be submitted to MECP, circulated to participating municipalities and posted to the GRCA website to meet the regulatory timeline of February 28, 2022.

Financial Implications:

Based on the draft Inventory and corresponding financial requirements for category 1 and 2 programs and services, there does not appear to be a significant change in municipal support (levy plus municipal MOUs) required compared to the current levy funding model. Additionally, the GRCA has a Transition Reserve to assist with transition costs (such as administration, legal and consultant) and to provide supplemental funding to programs where minor gaps in funding exist or new regulatory deliverables are required.

Other Department Considerations:

Not applicable.

Submitted by:

Samantha Lawson
Chief Administrative Officer

CHART A

Programs & Services Inventory Listing - Category, Description, Rationale for Category

GRAND RIVER CONSERVATION AUTHORITY

Draft January 28th, 2022 to General Membership

	Programs &Services Inventory	Category 1-Mandatory 2-Municipal P&S 3-Other	Applicable Section of the Act	Description	Category 1 Programs & Services- Applicable Section under Regulation 686/21 'Mandatory Programs and Services'
1	Flood Forecasting & Warning (FFW)	1	21.1 (1) para 1. (i) P&S related to risk of natural hazards 21.1 (1) para 1. (iv) Services provided related to duties and functions under the Act. 21.1 (1) para 2. Other P&S not included in para 1.	 Maintain computerized FFW system. Operate 24 hour on call/duty officer system to respond to flooding events. Maintain Communications and Emergency Response systems. Collect and maintain data from streamflow gauges, rainfall gauges, and snow courses. 	Section 2 Flood forecasting and warning Section 12 (1)2, 12(1)3, 12(1)4
2	Water Control Structures-Flood Control, Small Dams & Ice Management	1	21.1 (1) para 1. (i) P&S related to risk of natural hazards - Flood Control Structures & Ice Management 21.1 (1) para 1. (ii) P&S related to management of lands owned by Authority- Small Dams	Flood Control Structures Operate and maintain 7 major flood control structures, 5 major dike systems. Perform dam safety reviews, inspections, monitoring, and capital maintenance and upgrade projects. Develop and implement public safety plans for structures. Small Dams Operate and maintain 22 small dams and surrounding lands. Ice Management Perform Ice Management Activities and respond to flooding from ice jams. NEW-Develop and Implement Operational Plan Natural Hazard Infrastructure by Dec 31, 2024	Section 1 (1) (3) Risk of flooding hazard Section 5 (1) (1) Water control infrastructure Section 5 (1) (2) Erosion control infrastructure Section 9 (2) (i), (ii), (iv) Conservation lands-required component Section 4 - Ice management

	Programs &Services Inventory	&Services 2-Municipal the Act		Description	Category 1 Programs & Services- Applicable Section under Regulation 686/21 'Mandatory Programs and Services'
				 NEW-Develop Asset Management Plan Natural Hazard Infrastructure by Dec 31, 2024 NEW - Develop Ice Management Plan by December 31, 2024 	
3	Floodplain Mapping	1	21.1 (1) para 1. (i) P&S related to risk of natural hazards	 Update and maintain flood line mapping. Develop natural hazards mapping. 	Section 1 (3) (1) (i) Collect information and map areas of natural hazards.
4	Resource Planning- Plan Input and Review, Permitting and Solicitor Enquiries	1	21.1 (1) para 1. (i) P&S related to risk of natural hazards	 Process permits related to development, alteration or other activities in regulated areas. Review official plans, secondary and community plans, zoning bylaws, development applications and other proposals (i.e. environmental assessments) Enforce applicable regulations. Develop and maintain policies and guidelines to manage natural hazards. Provide advisory services to the province and municipalities. 	Section 6 - comment on applications, proposals Section 7 - plan review, comments Section 8 - administering and enforcing the act
5	Resource Planning- Natural Heritage Management	2	21.1.1 P&S provided on behalf of a municipality under an MOU	 Provide services related to natural heritage for planning and other applications or projects. Provide services/assistance to identify, enhance, restore, rehabilitate, and protect natural heritage ecosystems in the watershed. Develop and maintain policies and guidelines to assist in management of natural heritage resources. 	Not applicable. See CHART C for information required to be provided under Regulation Section 6 Subsection (5).
6	Watershed Resources- Planning	1	21.1 (1) para 1. (i) P&S related to risk of natural hazards 21.1 (1) para 1. (iii) P&S related to duties as a source protection authority	 Operate monitoring stations. Maintain provincial ground monitoring network (PGWN). Maintain water budget to support sustainable water use in the watershed. Operate a drought response program. Analyze and report on water quality conditions in the Grand River. 	Section 3 - Drought or low water response. Section 5 (2) (1) - Develop Operational Plan Section 5 (2) (2) - Develop Asset Management Plan Section 5 (4)

STATE OF THE STATE	Programs &Services Inventory	Category 1-Mandatory 2-Municipal P&S 3-Other	Applicable Section of the Act	Description	Category 1 Programs & Services- Applicable Section under Regulation 686/21 'Mandatory Programs and Services'
			under the Clean Water Act. 21.1 (1) para 1. (2) Other P&S prescribed by regulations.	 Provide advice on water use permits to province. Report on emerging climate change impacts. NEW - Prepare Watershed-based Resource Management Strategy by Dec 31, 2024 	Update operational or asset management plans Section 12 (1) 1 Groundwater Monitoring Section 12 (1) 2 Stream Monitoring Section 12 (1) 3 Watershed-based Management Strategy Section 13 - Source Protection Authority under Clean Water Act
7	Watershed Resources- Subwatershed Planning	2	21.1.1 P&S provided on behalf of a municipality under an MOU	 Partner with municipalities to provide natural heritage input and review for subwatershed and other plans for streams and tributaries, which provide background on surface water, ground water, natural heritage ecosystems and recommend sustainable solutions to urban growth. 	Not applicable. See CHART C for information required to be provided under Regulation Section 6 Subsection (5).
8	Source Protection Planning	1	21.1 (1) para 1. (iii) P&S related to duties as a source protection authority under the Clean Water Act.	Deliver the provincial source protection planning program under the Clean Water Act 2006 for the Lake Erie Source Protection Region made up of four watersheds.	Section 13 - Source Protection Authority under Clean Water Act
9	Conservation Services- Rural Water Quality Program (RWQP)	2	21.1.1 P&S provided on behalf of a municipality under an MOU	 Coordinate the grant program delivered to private landowners to encourage adoption of agricultural and rural landowner best management practices and projects to improve and protect water quality, soil health and related initiatives (i.e. restore natural areas and private land tree planting). Deliver special program initiatives that study and/or provide awareness and education related to improving and protecting water quality and related initiatives. 	Not applicable. See CHART C for information required to be provided under Regulation Section 6 Subsection (5).

	Programs &Services Inventory	Category 1-Mandatory 2-Municipal P&S 3-Other	Applicable Section of the Act	Description	Category 1 Programs & Services- Applicable Section under Regulation 686/21 'Mandatory Programs and Services'	
10	Conservation Services - Community Events (Outreach)	3	21.1.2 P&S that the authority determines to provide within its area of jurisdiction to further the purpose of this Act.	 Co-ordinate community events e.g. children's water festivals Agricultural and landowner workshops to promote landowner environmental stewardship action. Co-ordinate GRCA volunteer activities to enable public participation in GRCA environmental activities. 	Not applicable. See CHART D for information required to be provided under Regulation Section 6 Subsection (6).	
11	Conservation Lands Management- Operating and Capital Maintenance costs related to authority owned lands including Trail Management, Land acquisitions and disposal, property taxes	1	21.1 (1) para 1. (ii) P&S related to conservation and management of lands owned by Authority.	 Maintain passive conservation areas. Maintain property integrity (i.e. encroachments) and security (unauthorized use) Develop and maintain trail network. Manage wetlands and floodplain lands. Capital and operational support services provided to maintain the built infrastructure on GRCA lands. Create and maintain Asset Management Plan for built infrastructure on GRCA lands. Dispose of lands declared surplus and plan for disposition of other surplus lands. Acquire environmentally significant conservation lands (greenspace management). NEW-Prepare a conservation area strategy NEW-Prepare a land inventory by Dec 31, 2024 	Section 9 (1) (1) prepare a conservation area strategy by Dec 31, 2024. Section 9 (1) (2) Conservation lands-required component-objectives Section 9 (1) (3) prepare land inventory by Dec 31, 2024	
12	Conservation Lands Management- Hazard Tree Management, Forestry Management- Operations	1	21.1 (1) para 1. (i) P&S related to risk of natural hazards 21.1 (1) para 1. (ii) P&S related to conservation and management of lands owned by Authority.	 Operate hazard tree management program on GRCA lands Deliver forest management, tree planting, woodlot thinning, selective harvesting, and naturalization projects on GRCA lands Maintain the Managed Forest Tax Incentive Program. Invasive Species Management. 	Section 1 (1) (4) Risk of hazardous lands Section 9 (1) (2) Conservation lands-required components	

	Programs &Services Inventory	Category 1-Mandatory 2-Municipal P&S 3-Other	Applicable Section of the Act	Description	Category 1 Programs & Services- Applicable Section under Regulation 686/21 'Mandatory Programs and Services'
13	Conservation Lands- Natural Heritage Management	1	21.1 (1) para 1. (ii) P&S related to conservation and management of lands owned by Authority.	Provide planning services/assistance to enhance, restore, rehabilitate, and protect aquatic and terrestrial ecosystems on GRCA owned lands.	Section 9 (2) (iv) Conservation lands-required components
14	Private Land Tree Planting & Nursery Operations	3	21.1.2 P&S that the authority determines to provide within its area of jurisdiction to further the purpose of this Act.	 Provide services to private and public landowners and community groups to engage in tree planting activities. Operate the Burford Nursery. 	Not applicable. See CHART D for information required to be provided under Regulation Section 6 Subsection (6).
15	Environmental Education	3	21.1.2 P&S that the authority determines to provide within its area of jurisdiction to further the purpose of this Act.	Deliver outdoor education sessions:	Not applicable. See CHART D for information required to be provided under Regulation Section 6 Subsection (6).
16	Property Rentals	3	P&S that the authority determines to provide within its area of jurisdiction to further the purpose of this Act.	 Rent 733 cottage lots at Belwood Lake and Conestogo Lake. Lease agricultural lands. Lease 8 residential units. Over 50 miscellaneous commercial agreements for use of GRCA lands. 	Not applicable. See CHART D for information required to be provided under Regulation Section 6 Subsection (6).
17	Hydro Production	3	P&S that the authority determines to provide within its area of jurisdiction to further the purpose of this Act.	Generate hydro from turbines at four dams (Shand, Connestogo, Guelph and Drimmie).	Not applicable. See CHART D for information required to be provided under Regulation Section 6 Subsection (6).

	Programs &Services Inventory	Category 1-Mandatory 2-Municipal P&5 3-Other	Applicable Section of the Act	Description	Category 1 Programs & Services- Applicable Section under Regulation 686/21 'Mandatory Programs and Services'
18	Conservation Areas	3	21.1.2 P&S that the authority determines to provide within its area of jurisdiction to further the purpose of this Act.	 Operate 11 active Conservation Areas (8 camping and 3 day-use only). Operate Luther Conservation Area Offer hunting on some GRCA Lands 	Not applicable. See CHART D for information required to be provided under Regulation Section 6 Subsection (6).
19	Communications- Mandatory	1	21.1 (1) para 1. (iv) Services provided related to duties and functions under the Act.	 Media Relations Public Relations and awareness building Website management Social media management Community engagement and public consultation Corporate brand management 	Regulations pending.
20	Communications- Non-mandatory programs	3	21.1.2 P&S that the authority determines to provide within its area of jurisdiction to further the purpose of this Act.	 Media Relations Public Relations and awareness building Website management Social media management 	Not applicable. See CHART D for information required to be provided under Regulation Section 6 Subsection (6).
21	Corporate Services- Mandatory	1	21.1 (1) para 1. (iv) Services provided related to duties and functions under the Act.	Provide the following administrative services that support mandatory program delivery: Office of the CAO Finance Human Resources/ Health & Safety Payroll Office Services Building Services Administrative expenses incurred: General membership Head office building Office supplies, postage, bank fees Head office communication system Insurance Audit Fees	Regulations pending.

	Programs &Services Inventory	Category 1-Mandatory 2-Municipal P&S 3-Other	Applicable Section of the Act	Description	Category 1 Programs & Services- Applicable Section under Regulation 686/21 'Mandatory Programs and Services'
22	Corporate Services- Non-Mandatory programs	3	21.1.2 P&S that the authority determines to provide within its area of jurisdiction to further the purpose of this Act.	 Consulting, legal, labour relations H&S Equipment, inspections, training Conservation Ontario Fees Corporate Professional Development Unallocated Motor Pool and Information Systems and Technology expenses Uninsured losses, damage to GRCA assets Allocate administrative services and expenses that are incremental to delivering non-mandatory programs: Finance Office supplies, postage, bank fees Head office communication system Insurance Audit Fees Consulting, legal, labour relations H&S Equipment, inspections, training Conservation Ontario Fees Corporate Professional Development General 	Not applicable. See CHART D for information required to be provided under Regulation Section 6 Subsection (6).

CHART B **P&S Inventory Listing - Costs & Funding Sources**GRAND RIVER CONSERVATION AUTHORITY *Draft January 10th, 2021 to P&S Inventory Staff Meeting*

Ref#	P&S Inventory Name	Catego ry	TOTAL EXPENSES (Source: draft 2022 Budget)	Municipal Levy	Municipal MOUs/ Agreements	Provincial / Federal / Other Municipal	Self- Generated- Program Revenue	Self- Generated- Other Revenue (note 1)	Reserves	Comment
1	Flood Forecasting & Warning (FFW)	1	\$1,033,000	82%		16%			2%	Provincial Section 39 Funding
2	Water Control Structures- Flood Control, Small Dams, Ice Management	1	\$3,457,700	70%		29%			1%	Provincial Section 39 Funding and WECI Funding
3	Floodplain Mapping	1	\$100,000	100%		TBD		-	TBD	Federal Funding available for special projects combined with use of reserves.
4	Resource Planning- Plan Input and Review, Permitting and Solicitor Enquiries	1	\$2,051,200	50%			50%			Permit, Plan Review & Solicitor Enquiry Fee Revenue
5	Resource Planning- Natural Heritage Management	2	\$240,000		85%	15%				Federal-Species at Risk
6	Watershed Resources- Planning	1	\$1,651,400	93%		TBD	2%		5%	Provincial-Waste Water Optimization Program (WWOP)
7	Watershed Resources- Subwatershed Planning	2	\$233,000		80%	20%				Other Municipal-Current Municipal agreements
8	Source Protection Planning	1	\$640,000			100%				Provincial Funding
9	Conservation Services- Rural Water Quality Program (RWQP)	2	\$1,386,200		40%	60%				Other Municipal- Current Municipal agreements
10	Conservation Services - Community Events (Outreach)	2	NIL		50%		50%			Funding distribution contingent on specific event. Self-Generated: may include donations.

Ref#	P&S Inventory Name	Catego ry	TOTAL EXPENSES (Source: draft 2022 Budget)	Municipal Levy	Municipal MOUs/ Agreements	Provincial / Federal / Other Municipal	Self- Generated- Program Revenue	Self- Generated- Other Revenue (note 1)	Reserves	Comment
11	Conservation Lands Management- Operating and Capital Maintenance costs related to authority owned lands including Trail Management, Land acquisitions and disposals, property taxes	1	\$2,043,800	95%					5%	Reserves for Demolition expense. Land acquisition and disposal costs are funded with reserves.
12	Conservation Lands Management- Hazard Tree Management, Forestry Management- Operations	1	\$509,900	90%			10%			Timber Sales Revenue, Donations
13	Conservation Lands- Natural Heritage Management	1	\$238,000	100%			TBD			TBD-Ecological Restoration special projects with external funding
14	Private Land Tree Planting & Nursery Operations	3	\$862,400				65%	35%		Fee revenue and allocation of Category 3 Fee Revenue
15	Environmental Education	3	\$653,600				80%	20%		Fee Revenue
16	Property Rentals	3	\$1,022,500				100%			Fee Revenue
17	Hydro Production	3	\$210,000				100%			Fee Revenue
18	Conservation Areas	3	\$9,428,000				91%	3%	6%	Fee Revenue
19	Communications-Mandatory	1	\$477,500	100%						
20	Communications- Non-mandatory programs	3	\$100,000					100%		Allocation of Category 3 Fee Revenue
21	Corporate Services- Mandatory	1	\$3,498,288	87%		2%	1%		10%	Provincial SPP funding, Interest Income
22	Corporate Services- Non-Mandatory programs	3	\$1,086,000					100%		Allocation of Category 3 Fee Revenue

Note 1-Self generated-Other Revenue represents surplus revenue from category 3 programs (Property Rentals, Hydro Production) and interest income.

CHART C

Programs & Services Inventory Listing - Category 2 - Details of Municipal Agreements

GRAND RIVER CONSERVATION AUTHORITY

Draft January 28th, 2022 to General Membership

Extract:

Ontario Regulations 687/21 - Transition Plans and Agreements for Programs and Services Under Section 21.1.2 of the Act Section 6 Subsection 5 requirements

- (5) For each Category 2 program or service listed in the inventory under clause (2) (a), the authority shall include the following information:
- 1. The name of the municipality on behalf of which the program or service is provided.
- 2. The date on which the authority and the municipality entered into a memorandum of understanding or another agreement with respect to the provision of the program or service.

Programs &Services Inventory	Category 1-Mandatory 2-Municipal P&S 3-Other	Applicable Section of the Act	Description	Memorandum of Understanding (MOU)/Agreement Status
Resource Planning- Natural Heritage Management	2	21.1.1 P&S provided on behalf of a municipality under an MOU	 Provide services related to natural heritage for planning and other applications or projects Provide services/assistance to identify, enhance, restore, rehabilitate, and protect natural heritage ecosystems in the watershed. Develop and maintain policies and guidelines to assist in management of natural heritage resources. 	As at Feb 28, 2022 MOUs have yet to be negotiated with municipalities. Future updates to the P&S Inventory listing will reflect status of MOU's.
Watershed Resources- Subwatershed Planning	2	21.1.1 P&S provided on behalf of a municipality under an MOU	Partner with municipalities to provide natural heritage input and review for subwatershed and other plans for streams and tributaries, which provide background on surface water, ground water, terrestrial and aquatic ecosystems and recommend sustainable solutions to urban growth.	Modified and/or additional MOUs will need to be negotiated with municipalities. Future updates to the P&S Inventory listing will reflect the status of MOUs.
Conservation Services- Rural Water Quality Program (RWQP)	2	21.1.1 P&S provided on behalf of a municipality under an MOU	 Coordinate the grant program delivered to private landowners to encourage adoption of agricultural management practices and projects to improve and protect water quality soil health and related initiatives (i.e. restore natural areas and private land tree planting). Deliver special program initiatives that study and/or provide awareness and education related to improving and protecting water quality and related initiatives. 	Modified and/or additional MOUs will need to be negotiated with municipalities. Future updates to the P&S Inventory listing will reflect the status of MOUs.

CHART D

Programs & Services Inventory Listing - Category 3 - Information Requirements

GRAND RIVER CONSERVATION AUTHORITY

Draft January 28th, 2021 to General Membership

Extract:

Ontario Regulations 687/21 - Transition Plans and Agreements for Programs and Services Under Section 21.1.2 of the Act Section 6 Subsection 6 requirements

For each Category 3 program or service listed in the inventory under clause (2) (a), the authority shall include the following information:

- 1. Whether or not the program or service was financed, in whole or in part, through municipal levies collected from participating municipalities.
- 2. Whether or not the authority intends to seek to enter into a cost apportioning agreement with one or more participating municipalities to ensure all or part of the financing of the program or service after the transition date.

Programs &Services Inventory	Category 1- Mandatory 2-Municipal P&S 3-Other	Applicable Section of the Act	Description	Section 6 (6) Info Requirements
Conservation Services - Community Events (Outreach)	3	21.1.2 P&S that the authority determines to provide within its area of jurisdiction to further the purpose of this Act.	 Co-ordinate community events e.g. children's water festivals Agricultural and landowner workshops to promote landowner environmental stewardship action. Co-ordinate GRCA volunteer activities to enable public participation in GRCA environmental activities. 	Program and Service has been financed in part through municipal levies. GRCA will seek to obtain other funding sources to deliver these types of programs and services.
Private Land Tree Planting & Nursery Operations	3	21.1.2 P&S that the authority determines to provide within its area of jurisdiction to further the purpose of this Act.	 Provide services to private and public landowners and community groups to engage in tree planting activities. Operate the Burford Nursery. 	Program and Service has been financed in part through municipal levies. GRCA would seek to obtain other funding sources to deliver this program and service. Note: Indirect overhead costs related to this program are included under Communications (non-mandatory) and Corporate Services (non-mandatory) listed below.

Programs &Services Inventory	Category 1- Mandatory 2-Municipal P&S 3-Other	Applicable Section of the Act	Description	Section 6 (6) Info Requirements			
Environmental Education	3	21.1.2 P&S that the authority determines to provide within its area of jurisdiction to further the purpose of this Act.	Deliver outdoor education sessions:	Program and Service has been financed in part through municipal levies. GRCA will seek to obtain other funding sources to deliver this program and service. Note: Indirect overhead costs related to this program included under Communications (non-mandatory) and Corporate Services (non-mandatory) listed below.			
Property Rentals	3	21.1.2 P&S that the authority determines to provide within its area of jurisdiction to further the purpose of this Act.	 Rent 733 cottage lots at Belwood Lake and Conestogo Lake. Lease agricultural lands Lease 8 residential units Over 50 miscellaneous commercial agreements for use of GRCA lands. 	Program and Service was not financed through municipal levies. Note: Indirect overhead costs related to this program included under Communications (nonmandatory) and Corporate Services (nonmandatory) listed below.			
Hydro Production	3	21.1.2 P&S that the authority determines to provide within its area of jurisdiction to further the purpose of this Act.	Hydro generating revenue earned at four dam locations (Shand, Connestogo, Guelph and Drimmie).	Program and Service was not financed through municipal levies. Note: Indirect overhead costs related to this program included under Communications (non-mandatory) and Corporate Services (non-mandatory) listed below.			
Conservation Areas	3	21.1.2 P&S that the authority determines to provide within its area of jurisdiction to further the purpose of this Act.	 Operate 11 active Conservation Areas (8 camping and 3 day-use only). Operate Luther Conservation Area Offer hunting on some GRCA Lands 	Program and Service was not financed through municipal levies. Note: Indirect overhead costs related to this program included under Communications (non-mandatory) and Corporate Services (non-mandatory) listed below.			

Programs &Services Inventory	Category 1- Mandatory 2-Municipal P&S 3-Other	Applicable Section of the Act	Description	Section 6 (6) Info Requirements
Communications- Non-mandatory programs	3	21.1.2 P&S that the authority determines to provide within its area of jurisdiction to further the purpose of this Act.	 Media Relations Public Relations and awareness building Website management Social media management 	Program and Service has been financed in whole through municipal levies. GRCA will allocate revenue from other programs and services.
Corporate Services- Non-Mandatory programs	3	21.1.2 P&S that the authority determines to provide within its area of jurisdiction to further the purpose of this Act.	Allocate administrative services and expenses that are incremental to delivering non-mandatory programs: • Finance • Office supplies, postage, bank fees • Head office communication system • Insurance • Audit Fees • Consulting, legal, labour relations • H&S Equipment, inspections, training • Conservation Ontario Fees • Corporate Professional Development	Program and Service has been financed in whole through municipal levies. GRCA will allocate revenue from other programs and services.



MEDIA RELEASE

FOR IMMEDIATE RELEASE

Mariane McLeod and Gail Little to continue to lead 2022 NVCA Board of Directors

UTOPIA, Ontario (January 28, 2022) – Councillor Mariane McLeod of the Town of Collingwood, and Councillor Gail Little of the Township of Amaranth were acclaimed to lead the 2022 Nottawasaga Valley Conservation Authority (NVCA) Board of Directors as Chair and Vice Chair.

"I'm honoured to have the confidence of my Board colleagues during this challenging time," said Councillor McLeod. "I look forward to continuing my role as the NVCA Chair as conservation authorities across Ontario adapt to the changes to the Conservation Authorities Act (CA Act)."

As part of her role as NVCA Chair in 2021, McLeod advocated with the province for changes to the *CA Act* be brought in in a reasonable timeline, communicated on behalf of the NVCA Board about the regulations accompanying the *CA Act* changes, and ensured Board meetings were efficient and effective.

"I would like to thank my fellow board members for their support for a second year," commented Councillor Little. "We live in an area with an abundant and clean water supply that is vital to our environment, our population, our food production and our economy. I feel very privileged to be a part of this organization that does some amazing work in a very special part of Ontario."

Councillor McLeod continued to say "On behalf of our board, I would like to sincerely thank staff for all the work that they do, including mitigating climate change, protecting people and property from flooding and erosion, restoring our watershed, educating our youth, and providing much needed greenspace for visitors old and young."

"It is so important that we continue to protect and enhance our natural resources as we prepare for a future with possible climate issues," echoed Councillor Little. "Thank you to the employees of the NVCA who continue their work in this watershed as we face the challenges ahead."

The NVCA's Board of Directors provides guidance and leadership to the organization. Members are appointed by the municipalities served by the Authority. For more information, please visit NVCA's website for more information.

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

Media contact: Maria Leung, Communications Coordinator 705-424-1479 ext.254, mleung@nvca.on.ca

Denise Holmes

From:

Donna Funston

Sent:

Monday, January 24, 2022 4:05 PM

To:

Denise Holmes; Tracey Atkinson

Subject:

FW: Honeywood arena

Attachments:

The Wood NDCC Proposal.docx

Hi Denise and Tracey

This motion was passed at the Jan 12 NDCC meeting and I have attached the proposal that went to the Board meeting.

-Moved by Lowry, Seconded by Clark, that the NDCC Board of Management support the application of Scot Robinson Wood Smoke Shak proposal and the proposal be forwarded to both Councils for approval. Carried.

Thanks

Donna Funston

Administration and Finance Assistant Township of Melancthon 519-925-5525

From: Scot Robinson <scotrobinson@live.com> Sent: Wednesday, January 5, 2022 2:39 PM

To: Donna Funston <dfunston@melancthontownship.ca>

Subject: Re: Honeywood arena

Hi Donna,

I sure did... I was just opening my email to send it over to you.

Please find the proposal attached. Please let me know if you have any questions.

I'm looking forward to the meeting!

Thank you very much for your help.

Scot Robinson 647-929-7268

From: Donna Funston < dfunston@melancthontownship.ca>

Sent: January 5, 2022 10:48 AM

To: scotrobinson@live.com <scotrobinson@live.com>

Subject: RE: Honeywood arena

Hi Scot

ACT#1

Did you have a chance to put together a proposal for the NDCC Board of Management to review at the January 12, 2022 meeting?

Thanks
Donna Funston

Administration and Finance Assistant Township of Melancthon 519-925-5525

From: Tracey Atkinson < tatkinson@mulmur.ca Sent: Tuesday, December 14, 2021 11:12 AM

To: scotrobinson@live.com; Donna Funston < dfunston@melancthontownship.ca>

Subject: Honeywood arena

HI Scot,

Please coordinate directly with Donna and provide her with a document that outlines your proposal, to be included in the next agenda and the deadline to provide that information.

Kind regards,

Tracey Atkinson, BES MCIP RPP Dipl M.M. | CAO | Clerk | Planner Township of Mulmur | 758070 2nd Line E Mulmur, ON L9V 0G8
Phone 705-466-3341 ext. 222 | Fax 705-466-2922 | tatkinson@mulmur.ca

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"THE WOOD" SMOKE SHACK

PROPOSAL TO THE NORTH DUFFERIN COMMUNICTY CENTRE 2022

SCOT ROBINSON

Email: ScotRobinson@live.com

Phone: (647) 929-7268

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EXECUTIVE SUMMARY

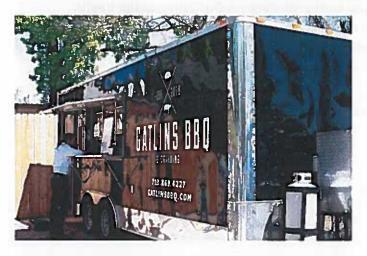
The Wood Smoke Shack - Bringing smoked meat BBQ to Mulmur. With no local BBQ restaurants in the area - I am looking to provide Mulmur, Honeywood and Its visitors with a new place to eat. The NDCC parking lot provides an Ideal location for a food trailer to operate and bring new business and new visitors to the area.

Aptly named "The Wood" due to the community in which It will serve and the medium on which we cook!

With Honeywood being home to the Annual Honeywood Beef BBQ - I know the area loves Its BBQ and Its local community. I would like to build upon this by providing great tasting BBQ, fries, poutine and more to the area more frequently and sourcing local meats and produce to help the local economy.

I have run a taste test locally on Facebook with great feedback. Over 30 people got Involved within a 12 hour period. Additionally, another 15 people reached out to me that missed out on the taste test. Another taste test will be completed in January 2022. The feedback showcases a large demand for my BBQ, which Includes smoked brisket, pork, and chicken. This location will also serve as a place for cyclists, commuters, and visitors to stop for food and non-alcoholic drinks.

Example trailers for visual reference.





OVERVIEW

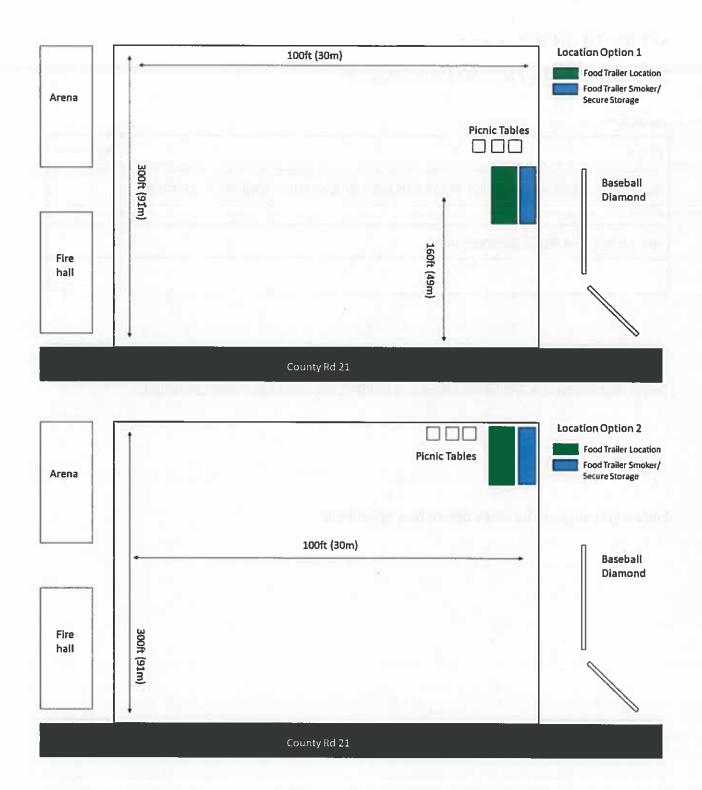
The NDCC already serves as a place to meet during the summer months for the baseball diamond, the children's park and as a rest stop for cyclists, car clubs, motorcyclist. With a large parking lot that stands empty from April - October, it is an Ideal place for a food trailer. Local residents in the area do not have any restaurant options in the immediate area and need to travel 15mins by car to the closest restaurant. I can provide a tasty option for all these groups.

I am looking to get approval from the NDCC to park a food trailer in the parking lot. Ideal locations within the parking lot are provided below. The food trailer would be up to 30' In length by 8' wide and would be able to provide food and non-alcoholic drinks Fri-Sun weekly from April - October. This will ensure that we do not Interfere with the running times of the Arena canteen during the busy hockey season. I would also like to have a small area behind the food truck for enclosed storage and the smoker no larger than the footprint of the trailer. Additionally, 3-5 provided picnic tables would be setup beside the trailer for people to eat, as well as a portable toilet.

I am community focused hoping to bring business to the area, as well as additional use of the newly renovated baseball diamond. I am flexible on operating times and can shut down for special events held at the centre when they arise.

Mulmur Township has already been approached with the Idea and Is waiting on NDCC approvals before Issuing a license.

The food trailer will be fully Insured and Inspected by the Wellington-Dufferin-Guelph health department as well as the fire department before operations will begin. All By-Laws and regulations both from public health and the township will be upheld.



SCOPE OF APPROVALS

The following items are requested in this proposal.

GOALS

Goals	Approval
Approval to park a food trailer in the NDCC parking lot from April 2022 - October 2022	
Joint use of the NDCC garbage bins	

TERMS AND CONDITIONS

Terms and conditions will be modified as per NDCC requests here once Identified.

AGREEMENT

Edits and changes to be made before final agreement.

Denise Holmes

From:

Eowyn Spencer <espencer@grandriver.ca>

Sent:

Monday, January 24, 2022 1:05 PM

To:

Denise Holmes

Subject:

Notification of Budget 2022 - Grand River Conservation Authority

Attachments:

Summary of Municipal Levy - GRCA Budget 2022 Draft 2.pdf; GRCA Budget Report

GM-01-22-06 - Budget 2022 Draft 2.pdf; GRCA Budget 2022 Draft 2 Package.pdf;

Township of Melancthon Notification of GRCA 2022 Budget.pdf

Greetings Denise

CAO/Clerk - Township of Melancthon

Please see the attached correspondence regarding the Grand River Conservation Authority 2022 Budget and Municipal Levy. Additional attachments on this email are referenced within the letter.

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

Kind regards,

Eowyn Spencer

Executive Assistant

Grand River Conservation Authority

400 Clyde Road, PO Box 729

Cambridge, ON N1R 5W6

Office: 519-621-2763 ext. 2240

Toll-free: 1-866-900-4722

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Grand River Conservation Authority Summary of Municipal Levy - 2022 Budget

DRAFT - January 28, 2022

	% CVA in Watershed	2021 CVA (Modified)	CVA in Watershed	CVA-Based Apportionment	2022 Budget Matching Admin & Maintenance Levy	2022 Budget Non-Matching Admin & Maintenance Levy	2022 Budget Capital Maintenance' Levy	2022 Budget Total Levy	Actual 2021 Levy	% Change
Brant County	82.9%	7,152,903,252	5,929,756,796	2.89%	12,982	321,325	27,426	361,733	346,966	4.3%
Brantford C	100.0%	15,171,006,775	15,171,006,775	7.39%	33,214	822,096	70,168	925,478	900,728	2.7%
Amaranth Twp	82.0%	805,874,920	660,817,435	0.32%	1,447	35,809	3,056	40,312	39,382	2.4%
East Garafraxa Twp	80.0%	636,291,613	509,033,291	0.25%	1,114	27,584	2,354	31,052	30,223	2.7%
Town of Grand Valley	100.0%	572,436,944	572,436,944	0.28%	1,253	31,020	2,648	34,921	33,396	4.6%
Melancthon Two	56.0%	596,750,730	334,180,409	0.16%	732	18,109	1,546	20,387	19,819	2.9%
Southgate Twp	6.0%	1,069,060,421	64, 143,625	0.03%	140	3,476	297	3,913	3,742	4.6%
Haldimand County	41.0%	7,199,269,194	2,951,700,369	1.44%	6,462	159,949	13,652	180,063	175,140	2.8%
Norfolk County	5.0%	9,741,823,806	487,091,190	0.24%	1,066	26,395	2,253	29,714	28,914	2.8%
Halton Region	10.5%	47,621,739,315	4,993,025,690	2.43%	10,931	270,565	23,093	304,589	291,881	4.4%
Hamilton City	26.8%	95,456,549,475	25,534,626,985	12.43%	55,904	1,383,687	118,101	1,557,692	1,519,505	2.5%
Oxford County	36.6%	4,499,227,699	1,647,153,567	0.80%	3,606	89,257	7,618	100,481	97,921	2.6%
North Perth T	2.0%	2,277,397,479	45,547,950	0.02%	100	2,468	211	2,779	2,686	3.5%
Perth East Twp	40.0%	2,032,561,232	813,024,493	0.40%	1,780	44,057	3,760	49,597	49,250	0.7%
Waterloo Region	100.0%	103,684,590,749	103,684,590,749	50.48%	227,002	5,618,527	479,556	6,325,085	6,182,792	2.3%
Centre Wellington Two	100.0%	5,241,852,365	5,241,852,365	2.55%	11,476	284,049	24,244	319,769	308,584	3.6%
Erin T	49.0%	2,579,400,498	1,263,906,244	0.62%	2,767	68,489	5,846	77,102	75,545	2.1%
Guelph C	100.0%	27,911,493,324	27,911,493,324	13.59%	61,108	1,512,486	129,094	1,702,688	1,668,479	2.1%
Guelph Eramosa Twp	100.0%	2,893,069,163	2,893,069,163	1.41%	6,334	156,771	13,381	176,486	171, 6 62	2.8%
Mapleton Twp	95.0%	1,838,975,064	1,747,026,311	0.85%	3,825	94,669	8,080	106,574	103,123	3.3%
Wellington North Twp	51.0%	1,776,628,376	906,080,472	0.44%	1,984	49,099	4,191	55,274	53,744	2.8%
Puslinch Twp	75.0%	2,717,055,073	2,037,791,305	0.99%	4,461	110,425	9,425	124,311	121,518	2.3%
Total		343,475,957,466	205,399,355,452	100.00%	449,688	11,130,312	950,000	12,530,000	12,225,000	2.5%

^{*}Capital Maintenance Levy represents levy allocated to maintenance of capital infrastructure, studies, and/or equipment.

Grand River Conservation Authority

Report number: GM-01-22-06

Date: January 28, 2022

To: Members of the Grand River Conservation Authority

Subject: Budget 2022 - Draft #2

Recommendation:

THAT Report Number 01-22-06 - Budget 2022 - Draft #2 be received as information;

AND THAT an amount equal to any undesignated surplus realized from the 2021 year-end operating results be transferred to the Transition reserve at the end of 2021.

Summary:

This draft continues to present a balanced budget position for 2022.

This draft of the budget includes the following significant changes since the September 24, 2021 draft #1 budget report:

- \$720,000 Special Projects spending
- (\$720,000) Special Project funding increased
- \$260,000 Motor Pool capital spending increased
- (\$260,000) Transfer from Motor Pool Reserve increased
- \$182,000 Staffing expense increase
- (\$182,000) Transfer to Transition Reserve reduced

This report includes a recommendation to transfer a portion of the 2021 operating surplus into the transition reserve at year-end 2021.

The Final Budget will include adjustments to the Outdoor Education program, Conservation Area program, Forestry (Tree Planting) program, special projects, expenses carried forward from 2021, and the 2021 surplus carry forward (based on audited 2021 results). These adjustments are not anticipated to affect the 2022 budgeted general levy increase of 2.5%.

This draft includes the following amounts:

- Expenditures \$31,902,188
- General Municipal Levy \$12,530,000 (\$305,000 or 2.5% increase over prior year)
- Provincial Water and Erosion Control Infrastructure (WECI) Grant \$700,000
- Provincial Source Protection Program Grant \$640,000
- Reserves to decrease by \$927,500 in 2022

Report:

The final 2022 budget will be presented for approval at the February 25, 2022 General Membership Meeting.

This draft of the 2022 Budget includes the following changes made since the September 24, 2021 General Membership Meeting:

Special Projects Budget 2022 (net increase in expenses \$720,000): \$ 130,000 Waste Water Optimization Project expenses increased \$ 130,000 Provincial funding increased \$ 100,000 Ecological Restoration Project expenses increased \$ 100,000 Other Donations funding increased \$ 100,000 Great Lakes Protection Initiative Project expenses increased \$ 100,000 Federal Government funding increased Precision Agriculture-OMFRA Project expenses increased \$ 70,000 Provincial funding increased \$ 70,000 \$ 240,000 Trail Maintenance Project expenses increased \$ 240,000 Foundation funding increased Subwatershed Study-City of Kitchener \$ 80,000 Municipal Funding-Other \$ 80,000

Capital Budget 2022 (net increase in expenses \$260,000)

\$260,000	Motor Pool Equipment expenses increased (carry forward from 2021)
	The state of Deal December Increased

\$260,000 Transfer from Motor Pool Reserve increased

Operating Budget 2022 (net increase in expenses \$182,000)

\$182,000	Compensation and Benefit expenses increased
	(add Lands Management Director Position)
\$182,000	Transfer to Transition reserve decreased

The addition of a Lands Management Director position is part of an overall restructuring being undertaken in order to address GRCA's transition to the new provincial regulations under the Conservation Authorities Act. Restructuring commenced in 2020 with the elimination of a few staff positions.

Transition Reserve

The transition reserve was established at year-end 2020. The purpose of the reserve is to fund expenditures related to the transitioning of GRCA to new provincial regulations requirements and/or fund costs related to managing expenses impacted by COVID-19 or revenue losses due to COVID-19. It is recommended that any 2021 year-end operating surplus that has not been designated to be incorporated into the 2022 budget be transferred to the transition reserve in 2021. The amount to be transferred into this reserve will be finalized in the 2022 final budget report at the February 25, 2022 General Meeting. By February, the year-end audit will have been completed and the year-end 2021 operating surplus will be finalized.

The strategy for Budget 2022 draft #1 was to increase municipal general levy by 2.5%. Any resulting net surplus was transferred into the transition reserve. As a result, Budget 2022 draft #1 included a transfer of \$182,000 into the transition reserve. Budget draft #2 has added a Lands Management Director position and this cost increase is being offset by eliminating the transfer to the transition reserve that was part of budget 2022 draft #1. As a result, the addition of this position has no impact on the bottom line operating results.

Significant Outstanding Budget Items

Draft #2 operating budget continues to assume status quo operations. After actual 2021 figures are finalized, the final budget will be prepared and the outstanding matters listed below will be addressed.

(a) Year 2021 Carry forward Adjustments

2021 Surplus carry forward

This draft of the 2021 Budget assumes a \$100,000 surplus carry over from year 2021. The December 2021 Financial Summary for year-end 2021 forecasts a \$709,000 surplus. Some surplus will be carried over to 2022 to cover additional costs added to the 2022 budget. Staff recommend that any 2021 surplus that is not required to achieve a breakeven 2022 budget (i.e. municipal levy increase kept to 2.5%) be transferred into the transition reserve as outlined above. The amount of surplus to be transferred to the transition reserve is estimated to be between \$500,000 and \$600,000. The 2021 carry forward surplus will be updated based on the actual yearend results.

2022 Special Projects carry forward

Any projects commenced in year 2021 or earlier and not completed by December 31, 2021 will be carried forward and added to Budget 2022 (i.e. both the funding and the expense will be added to Budget 2022 and therefore these adjustments will have no impact on the breakeven net result).

(b) Conservation Areas

Conservation Area 2022 budgeted revenue is \$8,500,000. Actual 2021 revenue is approximately \$9,500,000. The final budget version will incorporate an increased revenue target along with revised operating and capital expense amounts. The program is budgeted to break even.

(c) Outdoor Education Program.

Following an analysis of actual 2021 expenses and contract confirmations the final budget version will be revised as considered necessary.

(d) Forestry (Tree Planting) Program

Following an analysis of actual 2021 expenses the final budget version will be revised as considered necessary.

(e) Major Water Control Structures Capital Maintenance Expenditures

A final determination of the amount of spending to be added to Budget 2022 will be impacted by unspent amounts from 2021 that will be carried forward to 2022, including the use of the reserve for 2022 projects. Current government funding opportunities includes the Disaster Mitigation and Adaptation Fund (DMAF), the National Damage Mitigation Program (NDMP), and the Provincial Water and Erosion Control Infrastructure (WECI) Program.

Attached are the following related documents:

- Budget 2022 Timetable
- Summary Reserve Report Budget 2022
- Preliminary Budget 2022 Package to Municipalities

Financial Implications:

In this draft, the GRCA is proposing a \$31,902,188 budget. A net decrease to reserves of \$927,500 is budgeted.

The current inflationary economic situation and supply chain challenges created by the pandemic has the potential to result in significant unbudgeted cost increases, in particular, for large purchases/capital projects, which in turn may result in outcomes such as deferral of projects, changes in the scope of projects and/or the use of reserves to fund unbudgeted costs.

Other Department Considerations:

None

Prepared by:

Sonja Radoja Manager of Corporate Services Approved by:

Karen Armstrong Deputy CAO/Secretary-Treasurer



2022 BUDGET

(Draft to January 28, 2022 General Board Meeting)

Grand River Conservation Authority

2022 Budget

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		 Summary of Revenue and Expenditures Overview - 2022 Revenue by Source Overview - 2022 Expenditures by Category GRCA Per Capita Levy 2012 to 2022 Summary of Expenditures, Funding and Change in Municipal Levy 	1-4 5 6 7 8 9
	2)	Section A – Operating Budget	11-37
		 Table 1: Water Resources Planning and Environment Table 2: Flood Forecasting and Warning Table 3: Water Control Structures Table 4: Planning Table 5: Forestry and Conservation Lands Property Tax Table 6: Conservation Services Table 7: Communications and Foundation Table 8: Outdoor Education Table 9: Corporate Services Table 10: Conservation Lands, Property Rentals, Hydro, Conservation Areas, and other Miscellaneous Revenues and Expenditures Other Information (Information Systems and Motor Pool) 	
	3)	Section B - Capital Budget	38-40
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GRCA 2022 Budget Highlights

The Grand River Conservation Authority is a successful partnership of municipalities, working together to promote and undertake wise management of the water and natural resources of the Grand River watershed.

The Grand River stretches 300 kilometres from Dundalk in Dufferin County to Port Maitland on Lake Erie. It takes in one of the fastest growing regions in the province, with a population of approximately 1,000,000. The Grand River watershed is also home to some of the most intensively farmed land in the nation.

The prospect of high growth and the impact on water and natural resources and the quality of life present an enormous challenge to the GRCA, municipalities and all watershed residents. It creates an urgent need to work co-operatively to care wisely for the Grand River and its resources.

The work of the GRCA is divided into seven business areas:

- Reducing flood damages
- Improving water quality
- Maintaining reliable water supply
- Protecting natural areas and biodiversity
- Watershed planning
- Environmental education
- Outdoor recreation

In order to carry out these functions, the GRCA draws revenues from a variety of sources:

- User fees, such as park admissions, nature centre programs, planning fees and others which are set to offset most, if not all, the cost of these services
- Revenues from property rentals and hydro generation at our dams
- Municipal levies, which are applied primarily to watershed management programs
- Municipal grants dedicated to specific programs, such as the Rural Water Quality Program and Water Quality Monitoring
- Provincial transfer payments for water management operating expenses
- Provincial grants for specific purposes, such as the provincial Source Protection Program and Capital Projects related to water management
- Donations from the Grand River Conservation Foundation for programs such as outdoor education, tree nursery operations and various special projects
- Federal grants and other miscellaneous sources of revenue

The GRCA continues to work on the updates and implementation of a Drinking Water Source Protection Plan for each of the four watersheds in the Lake Erie Source Protection Region, including the Grand River watershed, as part of the provincial Source Protection Program under the Clean Water Act, 2006. Besides supporting municipalities and other agencies in implementing the plans, the focus in 2022 continues on completing updates to the Grand River Source Protection Plan, including development of water quantity policies, updating water quality vulnerability assessments, and the development of the annual progress report for the Grand River Source Protection Plan.

In 2022 terms of reference for a watershed strategy, a requirement of the updated Conservation Authorities Act, will be developed. The existing water management plan will provide important information to the Watershed Strategy. Renewed engagement with municipal, provincial and federal water management staff will be an important focus in 2022.

In 2022 GRCA continues to manage the challenges resulting from the on-going COVID-19 pandemic.

1. Watershed Management and Monitoring

Watershed management and monitoring programs protect watershed residents from flooding and provide the information required to develop appropriate resource management strategies and to identify priority actions to maintain a healthy watershed. Activities include operation of flood and erosion control structures such as dikes and dams; flood forecasting and warning; water quality monitoring; natural heritage restoration and rehabilitation projects; water quantity assessment; watershed and subwatershed studies.

Operating Expenditures:

Water Resources Planning and Environment \$2,252,400 (Table 1)
Flood Forecasting and Warning \$43,000 (Table 2)
Water Control Structures \$1,822,700 (Table 3)

Capital Expenditures: \$1,800,000 (Section B)

Total Expenditures: \$6,718,100

Revenue sources: Municipal levies, provincial grants and reserves

2. Planning

Program areas:

- a) Natural Hazard Regulations
 The administration of conservation authority regulations related to development in the floodplain, and other natural hazards e.g. wetlands, slopes, shorelines and watercourses.
- b) Plan Input and Review Planning and technical review of municipal planning documents and recommending environmental policies for floodplains, wetlands and other environmentally significant areas; providing advice and information to municipal councils on development proposals and severances; review of environmental assessments; and providing outside consulting services on a fee-for-service basis to other conservation authorities and agencies.

Operating Expenditures: \$2,351,200 (Table 4)

Capital Expenditures: NIL

Revenue sources: Permit fees, enquiry fees, plan review fees, and municipal levy

3. Watershed stewardship

The watershed stewardship program provides information and/or assistance to private and public landowners and community groups on sound water and environmental practices that will enhance, restore or protect their properties. Some activities are reforestation/tree planting through the Burford Tree Nursery, the Rural Water Quality Program, restoration and rehabilitation projects. The program also, provides conservation information through workshops, publications, the web site and media contacts.

Operating Expenditures:

Forestry & Conservation Land Taxes

\$ 1,380,500 (Table 5)

Conservation Services

\$.586,200 (Table 6)

Capital Expenditures:

NIL

Total Expenditures:

\$ 1,966,700

Revenue sources:

Municipal levies and grants, provincial grants, tree sales, landowner contributions, donations from the Grand River Conservation Foundation and other donations.

4. Conservation Land Management

This includes expenses and revenues associated with the acquisition and management of land owned or managed by the GRCA including woodlots, provincially significant wetlands (e.g. Luther Marsh, Dunnville Marsh), passive conservation areas, rail-trails and a number of rental properties. Activities include forest management, woodlot thinning, and hydro production at our dams.

Operating Expenditures:

Conservation Lands, Rentals, Misc

\$3,947,700 (Table 10-Conservation Lands)

Hydro Production

\$ 210,000 (Table 10-Hydro Production)

Capital Expenditures:

NIL

Total Expenditures:

\$4,157,700

Revenue sources:

Property rentals, hydro production, timber sales, conservation land income, donations from the Grand River Conservation Foundation

5. Education

The GRCA operates six nature centres, which provide curriculum-based programs to about 50,000 students from six school boards and independent schools throughout the watershed. In addition, about 16,000 members of the public attend day camps and weekend family and community events.

Operating Expenditures:

\$784,600 (Table 8)

Capital Expenditures:

NIL

Revenue sources: School boards, nature centre user fees, community event fees, donations from the Grand River Conservation Foundation and municipal general levy.

6. Recreation

This includes the costs and revenues associated with operating the GRCA's 11 active conservation areas. The GRCA offers camping, hiking, fishing, swimming, skiing and other activities at its parks. It provides 2,200 campsites, making it the second-largest provider of camping accommodation in Ontario. About 1.7 million people visit GRCA parks each year.

Operating Expenditures:

\$ 7,600,000 (Table 10)

Capital Expenditures:

\$ 1,500,000 (Section B)

Total Expenditures:

\$ 9,100,000

Revenue sources:

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

7. Corporate services & Strategic Communications

This includes the cost of head office functions such as accounting and human resources, as well as the cost of facilities, insurance, consulting and legal fees and expenses relating to the General Membership.

Operating Expenditures:

Strategic Communications

\$ 577,500 (Table 7)

Corporate Services

\$3,444,388 (Table 9)

Capital Expenditures:

\$ 602,000 (Section B)

Total Expenditures:

\$4,623,888

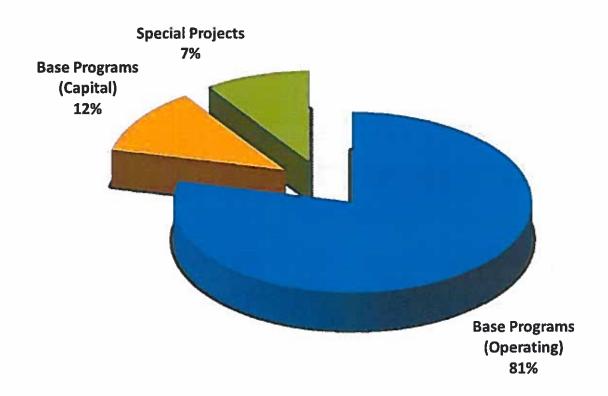
Revenue sources: Municipal levies and reserves.

GRAND RIVER CONSERVATION AUTHORITY BUDGET 2022 - Summary of Revenue and Expenditures

FUNDING		Actual 2020	Budget 2021	Budget 2022	Budget Incr/(decr)
Municipal General Levy Funding		11,927,000 3,058,703	12,225,000	12,530,000	305,000 2.49%
Other Government Grants			3,502,188	3,127,188	(375,000)
Self-Generated Revenue		15,869,456	13,577,241	14,776,000	1,198,759
					8.8%
Funding from Reserves		788,467	2,669,000	1,469,000	(1,200,000)
					-45.0%
TOTAL FUNDING		31,643,626	31,973,429	31,902,188	(71,241)
TOTALTORDING		O I O IO O LO	The second secon		
EXPENDITURES		01,040,020	3.		-0.2%
		Actual 2020	Budget 2021	Budget 2022	•
	SECTION A				-0.2%
EXPENDITURES	SECTION A	Actual 2020	Budget 2021	Budget 2022	-0.2% Budget Incr/(decr)
EXPENDITURES Base Programs - Operating	SECTION A SECTION B	Actual 2020	Budget 2021	Budget 2022	-0.2% Budget Incr/(decr) 621,759
Base Programs - Operating includes funding to reserves		Actual 2020 26,583,370	Budget 2021 25,178,429	Budget 2022 25,800,188	-0.2% Budget Incr/(decr) 621,759 2.47%
Base Programs - Operating includes funding to reserves		Actual 2020 26,583,370	Budget 2021 25,178,429	Budget 2022 25,800,188	-0.2% Budget Incr/(decr) 621,759 2.47% 145,000
Base Programs - Operating includes funding to reserves Base Programs - Capital	SECTION B	Actual 2020 26,583,370 2,450,132 2,293,883	Budget 2021 25,178,429 3,757,000 3,038,000	Budget 2022 25,800,188 3,902,000 2,200,000	-0.2% Budget Incr/(decr) 621,759 2.47% 145,000 3.86% (838,000) -27.6%
Base Programs - Operating includes funding to reserves Base Programs - Capital	SECTION B	Actual 2020 26,583,370 2,450,132	Budget 2021 25,178,429 3,757,000	Budget 2022 25,800,188 3,902,000	-0.2% Budget Incr/(decr) 621,759 2.47% 145,000 3.86% (838,000)

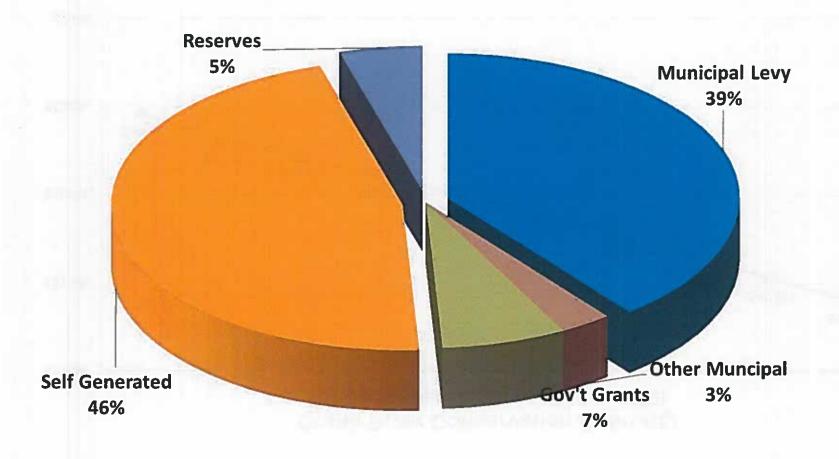
2022 Budget – Expenditures by Category

2022 Budget Expenditures = \$32.0 Million (\$ 32.0 Million in 2021)

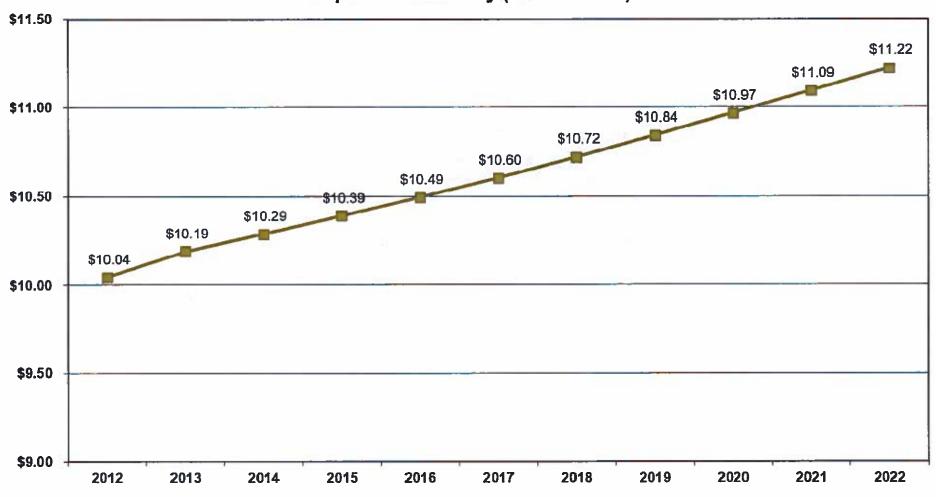


2021 Budget - Revenue by Source

Total 2022 Budget Revenue = \$32.0 Million (\$ 32.0 Million in 2021)



Grand River Conservation Authority Per Capita General Levy (2012 to 2022)



GRAND RIVER CONSERVATION AUTHORITY

Budget 2022 - Summary of Expenditures, Funding and Change in Municipal Levy

		TABLE 1	TABLE 2	TABLE 3	TABLE 4	TABLE &	TABLE 6	TABLE ?	TABLE 4	TABLE 9	TABLE 9	TABLE 10	TABLE 10	TABLE 10	
		Water Resources Florwing & Environment	Flood Forecasting & Warning	Water Control Structures	Resource Planning	Forestry & Conservation Land Taxes	Conservation Bervices	Communications & Foundation	Emironmental Education	Corporate Services	Loss/(Surplus) impact on Huncipal Levy increase	Conservation Land and Rental Management and Mot	Hydre Production	Conservation Areas	TOTAL
2022 OPERATING															
TOTAL EXPENSES	A	2,252,400	843,000	1,822,700	2,351,200	1,380,500	586,200	577,500	784,600	3,444,388		3,947,700	210,000	7,600,000	25,800,188
TOTAL OTHER FUNDING	В	87,500	164,338	285,350	1,044,000	577,000	31,000		500.000	85,000		3,216,000	530,000	7.500.000	14,120,188
Other Programs* Surplus/(Loss) .ess to be offset with Surplus turplus 2021 carriedforward to 2022	B less A C										411,700 (100,000)	(731,700)	320,000	·	(411,700 (411,700 100,000
2022 Levy	A less B less C	2,164,900	678,662	1,537,350	1,307,200	863,500	556,200	\$77,500	284,600	3,359,388	311,700	0			11,580,000
														7	0
Levy Increase:															
2022 Levy		2,164,900	678,662	1,537,350	1,307,200	803,500	555,200	577,500	284,500	3,359,388	311,700				11,580,000
2021 Levy		2,158,200	864,462	1,500,350	1,223,200	788,000	671,200	579,500	349,600	3,612,629	(263,141)				11,275,000
Lavy increase over prior year		6,700	14,200	37,000	84,000	15,500	(116,000)	(2,000)	(56,000)	(250,241)	574,841	n/a	n/a	n/a	305,000
2022 CAPITAL		Water Resources Planning & Environment	Flood Forecasting & Warning	Water Control Structures						Corporate Services				Conservation Areas	
TOTAL EXPENSES	A	110,000	190,000	1,500,000		Strong-co				602,000				1,500,000	3,902,000
TOTAL OTHER FUNDING	В	75,000	25,000	750,000						602,000				1,500,000	2,952,000
2022 Lavy	A less B	35,000	165,000	750,000							1 122	6737			950,000
			40.7011.11									1112	THE		- 17 (d. 50)
Fean lucinese:															
2022 Lavy		35,000	165,000	750,000						1.0				33	950,000
2021 Levy		35,000	165,000	750,000								_	_	-	950,000
Levy increase/idocrease/ over prior year			- 10											***	•
2022 SPECIAL		Water Resources Planning & Environment	Flood Forecasting & Warning	Source Protection Program	П	Forestry & Conservation Land Taxes	Conservation Services	Communications & Foundation	Environmental Education			Conservation Land and Rental Management and Misc	Hydro Production		
TOTAL EXPENSES	A	210,000		640,000		100,000	1,010,000					240,000			2,200,000
TOTAL OTHER FUNDING	В	210,000		640,000		100,000	1,010,000					240,000			2,200,000
2022 Levy	A less B		3 (0 -0					100	6					ner eresi.	
														TOTAL EXPENSES TOTAL FUNDING	31,902,188 31,902,188

Grand River Conservation Authority Summary of Municipal Levy - 2022 Budget

DRAFT - January 28, 2022

	% CVA in Watershed	2021 CVA {Modified}	CVA in Watershed	CVA-Based Apportionment	2022 Budget Matching Admin & Maintenance Levy	2022 Budget Non-Matching Admin & Maintenance Levy	2022 Budget Capital Maintenance* Levy	2022 Budget Total Levy	Actual 2021 Levy	% Change
Brant County	82.9%	7,152,903,252	5,929,756,796	2,89%	12,982	321,325	27,426	361,733	346,966	4.3%
Brantford C	100.0%	15,171,006,775	15,171,006,775	7.39%	33,214	822,096	70,168	925,478	900,726	2.7%
Amaranth Twp	82.0%	805,874,920	660,817,435	0.32%	1,447	35,809	3,056	40,312	39,382	2.4%
East Garafraxa Twp	80.0%	636,291,613	509,033,291	0.25%	1,114	27,584	2,354	31,052	30,223	2.7%
Town of Grand Valley	100.0%	572,436,944	572,436,944	0.28%	1,253	31,020	2,648	34,921	33,396	4.6%
Melancthon Twp	56.0%	596,750,730	334,180,409	0.16%	732	18,109	1,546	20,387	19,819	2.9%
Southgate Twp	6.0%	1,069,060,421	64,143,625	0.03%	140	3,476	297	3,913	3,742	4.6%
Haldimand County	41.0%	7,199,269,194	2,951,700,369	1.44%	6,462	159,949	13,652	180,063	175,140	2.8%
Norfolk County	5.0%	9,741,823,806	487,091,190	0.24%	1,066	26,395	2,253	29,714	28,914	2.8%
Halton Region	10.5%	47,621,739,315	4,993,025,690	2.43%	10,931	270,565	23,093	304,589	291,881	4.4%
Hamilton City	26.8%	95,456,549,475	25 534 626 985	12.43%	55,904	1,383,687	118,101	1,557,692	1,519,505	2.5%
Oxford County	36.6%	4,499,227,699	1,647,153,567	0.80%	3,606	89,257	7,618	100,481	97,921	2.6%
North Perth T	2.0%	2,277,397,479	45,547,950	0.02%	100	2,468	211	2,779	2,686	3,5%
Perth East Twp	40.0%	2,032,561,232	813,024,493	0.40%	1,780	44,057	3,760	49,597	49,250	0.7%
Waterloo Region	100.0%	103,684,590,749	103,684,590,749	50.48%	227,002	5,618,527	479,556	6,325,085	6,182,792	2.3%
Centre Wellington Twp	100.0%	5,241,852,365	5,241,852,365	2.55%	11,476	284,049	24,244	319,769	308,584	3.6%
Erin T	49.0%	2,579,400,498	1,263,906,244	0.62%	2,767	68,489	5,846	77,102	75,545	2.1%
Guelph C	100.0%	27,911,493,324	27,911,493,324	13.59%	61,108	1,512,486	129,094	1,702,688	1,668,479	2.1%
Guelph Eramosa Twp	100.0%	2,893,069,163	2,893,069,163	1.41%	6,334	156,771	13,381	176,486	171,662	2.8%
Mapleton Twp	95.0%	1,838,975,064	1,747,026,311	0.85%	3 825	94,669	8,080	106,574	103,123	3,3%
Wellington North Twp	51.0%	1,776,628,376	906,080,472	0.44%	1,984	49,099	4,191	55,274	53,744	2,8%
Puslinch Twp	75.0%	2,717,055,073	2,037,791,305	0.99%	4,461	110,425	9,425	124,311	121,518	2.3%
Total		343,475,957,466	205,399,355,452	100.00%	449,688	11,130,312	950,000	12,530,000	12,225,000	2.5%

^{*}Capital Maintenance Levy represents levy allocated to maintenance of capital infrastructure, studies, and/or equipment.

SECTION A

BASE PROGRAMS – OPERATING

SECTION A - Operating Budget GRAND RIVER CONSERVATION AUTHORITY

Budget 2022 vs Budget 2021

EVARNALTUREA	Actual 2020	Budget 2021	Budget 2022	Incr/(Decr)	%age change
EXPENDITURES OPERATING EXPENSES	26,583,370	25,178,429	25,800,188	621,759	2.42%
Total Expenses	26,583,370	25,178,429	25,800,188	621,759	2.42%
SOURCES OF FUNDING					
MUNICIPAL GENERAL LEVY (NOTE)	10,628,727	11,275,000	11,580,000	305,000	2.96%
MUNICIPAL SPECIAL LEVY	13,135	50,000	50,000	-	0.00%
OTHER GOVT FUNDING	744,029	517,188	517,188	•	0.00%
SELF-GENERATED	14,758,775	12,903,000	13,436,000	533,000	3.85%
RESERVES	61,417	117,000	117,000	-	0.00%
SURPLUS CARRYFORWARD	377,287	316,241	100,000	(216,241)	-52,45%
Total BASE Funding	26,583,370	25,178,429	25,800,188	621,759	2.42%

NOTE: See "Summary of Revenue, Expenditures and Changes in Municipal Levy" for details of \$305,000 levy increase.

TABLE 1

(a) Watershed Studies

This category includes watershed and subwatershed studies. These studies provide the strategic framework for understanding water resources and ecosystem form, functions and linkages. These allow for assessment of the impacts of changes in watershed resources and land use. Watershed studies also identify activities and actions that are needed to minimize the adverse impacts of change. This program supports other plans and programs that promote healthy watersheds.

Specific Activities:

- Carry out or partner with municipalities and other stakeholders on integrated subwatershed plans for streams and tributaries. Subwatershed Plans are technical reports which provide comprehensive background on how surface water, groundwater, terrestrial and aquatic ecosystems function in a subwatershed. The plans recommend how planned changes such as urbanization can take place in a sustainable manner. Subwatershed studies are ongoing or planned in the City of Kitchener, Region of Waterloo, City of Guelph and City of Brantford.
- Development of terms of reference for a Watershed Strategy required under the new Conservation Authorities Act.

(b) Water Resources Planning and Environment and Support

This category includes the collection and analysis of environmental data and the development of management plans for protection and management of water resources and natural heritage systems. These programs assist with implementation of monitoring water and natural resources and assessment of changes in watershed health and priority management areas.

Specific Activities:

- operate 8 continuous river water quality monitoring stations, 73 stream flow monitoring stations, 27 groundwater monitoring stations, and 37 water quality monitoring stations in conjunction with MOE, apply state-of-the-art water quality assimilation model to determine optimum sewage treatment options in the central Grand, and provide technical input to municipal water quality issues
- analyze and report on water quality conditions in the Grand River watershed
- maintain a water budget to support sustainable water use in the watershed, and maintain a drought response program
- analyze water use data for the watershed and provide recommendations for water conservation approaches

• provide advice to Provincial Ministries regarding water use permits to ensure that significant environmental concerns are identified so that potential impacts can be addressed.

(c) Resource Management Division Support

Provides support services to the Engineering and Resource Management Divisions including support for Flood Forecasting and Warning and Water Control Structures.

Specific Spending:

- administrative services
- travel, communication, staff development and computer
- insurance

(d) Natural Heritage Management

The natural heritage management program includes those activities associated with providing service and/or assistance to municipalities, private and public landowners and community groups on sound environmental practices that will enhance, restore or protect the aquatic and terrestrial ecosystems. The program includes watershed scale natural heritage assessments and implements restoration activities on GRCA land.

Specific Activities:

- maintain and promote the 'Grand River Fisheries Management Plan'.
- implement "best bets" for protection and enhancement of fisheries, work with outside agencies, non-government organizations and the public to improve fish habitat through stream rehabilitation projects including the implementation of the recommendations of the watershed studies.
- maintain and implement the Forest Management Plan for the Grand River watershed and develop and implement components of the watershed Emerald Ash Borer strategy
- carry out restoration and rehabilitation projects for aquatic and terrestrial ecosystems e.g. species at risk and ecological monitoring on GRCA lands, and prescribed burn activities and community events such as tree planting and stream restoration
- provide technical input and review services for applications that may affect the watershed ecosystems.

TABLE 1
GRAND RIVER CONSERVATION AUTHORITY
Water Resources Planning & Environment

<u>OPERATING</u>	Actual 2020	Budget 2021	Budget 2022	Budget Change
Expenses:				Incr/(decr)
Salary and Benefits	1,225,680	1,519,000	1,684,000	165,000
Travel, Motor Pool, Expenses, Telephone, Training and Development, I	T 240,903	268,300	268,300	
Insurance	102,144	107,300	135,000	27,700
Other Operating Expenses	49,269	165,100	165,100	(
Amount set aside to Reserves	515,000	186,000		(186,000
TOTAL EXPENSE	2,132,996	2,245,700	2,252,400	6,700
Funding				(incr)/decr
Municipal Special/Other	13,135	50,000	50,000	0
Prov & Federal Govt	-	37,500	37,500	0
Funds taken from Reserves	and the same of th			0
TOTAL FUNDING	13,135	87,500	87,500	-
Net Funded by General Municipal Levy	2,119,861	2,158,200	2,164,900	
Net incr/(decr) to Municipal Levy				6,700

TABLE 2

Flood Forecasting and Warning

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

Overall, flood protection services provide watershed residents with an effective and efficient system that will reduce their exposure to the threat of flood damage and loss of life. It is estimated that the existing flood protection in the Grand River watershed saves an average of over \$5.0 million annually in property damage.

Specific Activities:

- maintain a 'state of the art' computerized flood forecasting and warning system.
- operate a 24 hour, year-round, on-call duty officer system to respond to flooding matters.
- collect and manage data on rainfall, water quantity, reservoir conditions, water levels from 56 stream flow gauges, 24 rainfall gauges, and 12 snow courses.
- use Voice Alert system to continuously, monitor river conditions and detect warning levels, assist municipalities with emergency planning, and respond to thousands of inquiries each year.
- assist municipalities with municipal emergency planning and participate in municipal emergency planning exercises when requested.
- hold municipal flood coordinator meetings twice a year to confirm responsibilities of agencies involved in the flood warning system. Test the system. Update and publish a flood warning system guide containing up to date emergency contact information. Maintain update to date emergency contact information throughout the year.

TABLE 2
GRAND RIVER CONSERVATION AUTHORITY
Flood Forecasting & Warning

OPER/	ATING	Actual 2020	Budget 2021	Budget 2022	change
Expenses	<u>:</u>				incr/(dec
	Salary and Benefits	360,568	484,800	499,000	14,20
	Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	250,650	236,000	236,000	-
	Other Operating Expenses	47,494	108,000	108,000	-
	Amount set aside to Reserves	95,000			, <u></u>
	TOTAL EXPENSE	753,712	828,800	843,000	14,20
unding			40.000	454.005	(incr)/dec
	MNR Grant	164,338	164,338	164,338	-
	TOTAL FUNDING	164,338	164,338	164,338	1
	Net Funded by General Municipal Levy	589,374	664,462	678,662	
	Net incr/(decr) to Municipal Levy				14,20

Water Control Structures

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

Overall, flood protection services provide watershed residents with an effective and efficient system that will reduce their exposure to the threat of flood damage and loss of life. It is estimated that the existing flood protection in the Grand River watershed saves an average of over \$5.0 million annually in property damage.

- operate and maintain 7 major multi-purpose reservoirs, which provide flood protection and flow augmentation, and 25 kilometres of dykes in 5 major dyke systems (Kitchener-Bridgeport, Cambridge-Galt, Brantford, Drayton and New Hamburg)
- ensure structural integrity of flood protection infrastructure through dam safety reviews, inspections and monitoring, reconstruction of deteriorating sections of floodwalls and refurbishing of major components of dams and dykes.
- carry out capital upgrades to the flood control structures in order to meet Provincial standards
- operate and maintain 22 non-flood control dams, which are primarily for aesthetic, recreational, municipal fire suppression water supply or municipal drinking water supply intake purposes
- develop and implement plans to decommission failing or obsolete dams
- ice management activities to prevent or respond to flooding resulting from ice jams
- develop and implement public safety plans for structures

TABLE 3
GRAND RIVER CONSERVATION AUTHORITY
Water Control Structures

OPER/	ATING	Actual 2020	Budget 2021	Budget 2022	Budget change
Expenses					Incri(decr)
	Salary and Benefits	1,089,653	1,241,000	1,278,000	37,000
	Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	8,654	29,200	29,200	-
	Property Taxes	169,112	170,700	170,700	
	Other Operating Expenses	323,236	344,800	344,800	
	Amount set aside to Reserves	159,000		- TO 100 - 1 20	
	TOTAL EXPENSE	1,749,655	1,785,700	1,822,700	37,000
Funding					(incr)/decr
	MNR Grant	285,350	285,350	285,350	
	TOTAL FUNDING	285,350	285,350	285,350	-
	Net Funded by General Municipal Levy	1,464,305	1,500,350	1,537,350	
	Net incr/(decr) to Municipal Levy				37,000

(a) PLANNING - Regulations

This category includes costs and revenues associated with administering the *Development*, *Interference with Wetlands and Alternations to Shorelines and Watercourses Regulation* made under the *Conservation Authorities Act*. This includes permit review, inspections, permit issuance, enforcement and follow-up, which may include defending appeals.

- Process over 1,000 permits each year related to development, alteration or activities that may interfere with the following types of lands:
 - ravines, valleys, steep slopes
 - · wetlands including swamps, marshes, bogs, and fens
 - · any watercourse, river, creek, floodplain or valley land
 - the Lake Erie shoreline
- The regulation applies to the development activities listed below in the areas listed above:
 - the construction, reconstruction, erection or placing of a building or structure of any kind,
 - any change to a building or structure that would have the effect of altering the use
 or potential use of the building or structure, increasing the size of the building or
 structure or increasing the number of dwelling units in the building or structure
 - site grading
 - the temporary or permanent placing, dumping or removal of any material originating on the site or elsewhere.
- maintain policies and guidelines to assist in the protection of sensitive environmental lands (i.e. Policies for the Administration of the Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation)
- enforcement of the Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation and maintain compliance policies and procedures
- update and maintain flood line mapping; develop natural hazards mapping in digital format to be integrated into municipal planning documents and Geographic Information Systems

(b) PLANNING - Municipal Plan Input and Review

This program includes costs and revenues associated with reviewing Official Plans, Secondary and Community Plans, Zoning Bylaws, Environmental Assessments, development applications and other proposals, in accordance with Conservation Authority and provincial or municipal agreements.

- review municipal planning and master plan documents and recommend environmental policies and designations for floodplains, wetlands, natural heritage areas, fisheries habitat, hazard lands and shorelines, which support GRCA regulations and complement provincial polices and federal regulations
- provide advice to municipalities regarding environmental assessments, and other
 proposals such as aggregate and municipal drain applications to ensure that all
 environmental concerns are adequately identified and that any adverse impacts are
 minimized or mitigated
- provide information and technical advice to Municipal Councils and Committees and Land Division Committees regarding development applications to assist in making wise land use decisions regarding protection of people and property from natural hazard areas such as flood plains and erosion areas and protection and enhancement of wetlands, fish and wildlife habitat and natural heritage systems

TABLE 4
GRAND RIVER CONSERVATION AUTHORITY
Resource Planning

OPER/	ATING	Actual 2020	Budget 2021	Budget 2022	Budget change
Expenses	E -				incr/(decr)
	Salary and Benefits	1,666,157	1,805,000	2,074,000	269,000
	Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	183,640	222,500	222,500	-
	Other Operating Expenses	134,734	54,700	54,700	
	Amount set aside to Reserves		35,000		(35,000)
		1,984,531	2,117,200	2,351,200	234,000
<u>Funding</u>					(incr)/decr
	Self Generated	976,626_	894,000	1,044,000	(150,000)
	TOTAL FUNDING	976,626	894,000	1,044,000	(150,000)
	Net Funded by General Municipal Levy	1,007,905	1,223,200	1,307,200	
	Net incr/(decr) to Municipal Levy				84,000

Forestry & Property Taxes

The forestry program includes those activities associated with providing service and/or assistance to private and public landowners and community groups on sound environmental practices that will enhance, restore or protect their properties.

This category includes direct delivery of remediation programs including tree planting/reforestation.

General Municipal Levy funds the property tax for GRCA owned natural areas/passive lands.

- plant trees on private lands (cost recovery from landowner)
- operate Burford Tree Nursery to grow and supply native and threatened species
- carry out tree planting and other forest management programs on over 7,000 hectares of managed forests on GRCA owned lands
- hazard tree management to protect people and property

TABLE 5
GRAND RIVER CONSERVATION AUTHORITY
Forestry & Conservation Land Taxes

OPERA	ATING	Actual 2020	Budget 2021	Budget 2022	Budget change
Expenses	3:	•			incr/(decr)
	Salary and Benefits	383,527	515,500	531,000	15,500
	Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	46,884	54,300	54,300	0
	Property Taxes	172,924	183,200	183,200	0
	Other Operating Expenses	255,321	612,000	612,000	0
	TOTAL EXPENSE	858,656	1,365,000	1,380,500	15,500
Funding					(incr)/decr
	Donations	10,609	27,000	27,000	-
	Self Generated	186,295	550,000	550,000	
	TOTAL FUNDING	196,904	577,000	577,000	O
	Net Funded by General Municipal Levy	661,752	788,000	803,500	
	Net incr/(decr) to Municipal Levy				15,500

Conservation Services

The Conservation Services program includes those activities associated with providing service and/or assistance to private and public landowners and community groups implementing projects to conserve and enhance natural resources on their properties.

This category includes the Rural Water Quality program and Forestry extension services.

- Co-ordinate the Rural Water Quality Program. This involves landowner contact, community outreach and delivery of a grant program to encourage adoption of agricultural management practices and projects to improve and protect water quality. Funding for this important initiative comes from watershed municipalities and other government grants.
- Carry out tree planting, and naturalization projects with private landowners
- Co-ordinate community events e.g. children's water festivals and agricultural and rural landowner workshops to promote landowner environmental stewardship action
- Co-ordinate GRCA Volunteer Program to enable public participation in GRCA environmental activities

TABLE 6
GRAND RIVER CONSERVATION AUTHORITY
Conservation Services

<u>OPERATING</u>		Actual 2020	Budget 2021	Budget 2022	Budget chai
Expenses:			- 1- 1- 1- 1- 1-		incr/(decr
Salary	and Benefits	603,645	527,000	478,000	(49,00
Travel	, Motor Pool, Expenses, Telephone, Training and Development, IT	79,225	86,200	86,200	-
Other (Operating Expenses	2,467	22,000	22,000	, -
Amour	nt set aside to Reserves	0.00	67,000	-	(67,0
TOTAL	L EXPENSE	685,337	702,200	586,200	(116,00
Funding					(incr)/dec
	Federal Govt	-	30,000	30,000	
Donati	ions/Other	6,478	-	-	-
Funds	taken from Reserves	552	1,000	1,000	3-
TOTAL	LFUNDING	7,030	31,000	31,000	Harakan Ing
Net Fun	nded by General Municipal Levy	678,307	671,200	555,200	
Net in	cr/(decr) to Municipal Levy				(116,0

Strategic Communications

The communications department provides a wide range of services and support for the GRCA, the Grand River Conservation Foundation, and the Lake Erie Region Source Protection Program. This category includes watershed-wide communication and promotion of conservation issues to watershed residents, municipalities and other agencies.

Communications - Specific Activities:

- Media relations
- · Public relations and awareness building
- Online communications
- Issues management and crisis communications
- Community engagement and public consultation
- Corporate brand management

TABLE 7
GRAND RIVER CONSERVATION AUTHORITY
Strategic Communications

OPERATING	Actual 2020	Budget 2021	Budget 2022	Budget chan
xpenses:				Incr/(decr)
Salary and Benefits	498,265	439,000	492,000	53,00
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	59,534	62,000	62,000	155
Other Operating Expenses	7,211	23,500	23,500	
Amount set aside to Reserves		55,000		(55,00
TOTAL EXPENSE	565,010	579,500	577,500	(2,00
unding				
Net Funded by General Municipal Levy	565,010	579,500	577,500	
Net incr/(decr) to Municipal Levy				(2,00

Environmental Education

This category includes costs and revenues associated with outdoor education facilities, which provide education and information about conservation, the environment and the Conservation Authority's programs to 50,000 students in 6 school boards and 16,000 members of the general public annually. The majority of funding for this program comes from school boards, the Grand River Conservation Foundation and public program fees.

- operate 6 outdoor education centres under contract with watershed school boards, providing hands-on, curriculum-based, outdoor education (App's Mills near Brantford, Taquanyah near Cayuga, Guelph Lake, Laurel Creek in Waterloo, Shade's Mills in Cambridge and Rockwood)
- offer curriculum support materials and workshops to watershed school boards
- offer conservation day camps to watershed children and interpretive community programs to the public (user fees apply)

TABLE 8
GRAND RIVER CONSERVATION AUTHORITY
Environmental Education

OPER/	ATING	Actual 2020	Budget 2021	Budget 2022	Budget change
Expenses	<u>. </u>			- 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1	Incr/(decr)
	Salary and Benefits	357,754	610,000	553,000	(57,000)
	Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	80,272	57,000	57,000	0
	Insurance	15,623	16,000	17,000	1,000
	Property Taxes	12,007	14,000	14,000	0
	Other Operating Expenses	136,668	143,600	143,600	0
	TOTAL EXPENSE	602,324	840,600	784,600	(56,000)
Funding					(Incr)/decr
	Provincial & Federal Grants	0	0	0	0
	Donations	9,675	0	0	-
	Self Generated	234.044	500,000	500,000	0
	TOTAL FUNDING	243,719	500,000	500,000	0
	Net Funded by General Municipal Levy	358,605	340,600	284,600	
	Net incr/(decr) to Municipal Levy				(56,000)

CORPORATE SERVICES

This category includes the costs for goods and services, as listed below, that are provided corporately. A small portion of these costs is recovered from provincial grants, namely from source protection program funding and from the MNR operating grant.

Specific Activities:

This category includes the following departments:

- Office of the Chief Administrative Officer and the Assistant Chief Administrative Officer/Secretary-Treasurer
- Finance
- Human Resources
- Payroll
- Health & Safety
- Office Services

In addition, this category includes expenses relating to:

- The General Membership
- Head Office Building
- Office Supplies, Postage, Bank fees
- Head Office Communication systems
- Insurance
- Audit fees
- Consulting, Legal, Labour Relations fees
- Health and Safety Equipment, Inspections, Training
- Conservation Ontario fees
- Corporate Professional Development
- General expenses

TABLE 9 GRAND RIVER CONSERVATION AUTHORITY Corporate Services

40,000

	oorporate octvides	40,500	
			Deficit to be fun
idget	2022		with Muncipal L
enses		St. Wash	
_	Salary and Benefits	2,051,000	
	Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	359,000	
	Insurance	93,000	
	Other Operating Expenses	941,388	
	Amount set aside to Reserves		
	TOTAL EXPENSE	3,444,388	
ding		- TI-EBI	
	Recoverable Corporate Services Expenses	70,000	
	Funds taken from Reserves	15,000	
	TOTAL FUNDING	85,000	
	Net Result before surplus adjustments	3,359,388	
	Deficit from Other Programs offset by 2020 Surplus Carryforward		(411,7
	2020 Surplus Carried Forward to 2021 used to reduce Levy		100,0
	Net Funded by General Municipal Levy	3,359,388	(311,7
			Surplus availab
daet	2021		offset Muncip Levy Increas
enses			
	Salary and Benefits	2,011,000	
	Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	379,000	
	Insurance	70,000	
	Other Operating Expenses	1,237,629	
	TOTAL EXPENSE	3,697,629	
ding			
	Recoverable Corporate Services Expenses	70,000	
	Funds taken from Reserves	15,000	
	TOTAL FUNDING	85,000	
	Net Result before surplus adjustments	3,612,629	
	Deficit from Other Programs offset by 2020 Surplus Carryforward		(53,1
	2020 Surplus Carried Forward to 2021 used to reduce Levy		316,2
	Net Funded by General Municipal Levy	3,612,629	263,1
			Surplus availab
TUA	L 2020		Levy
enses		0.000.010	
	Salary and Benefits	2,335,913	
	Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	239,501	
	Insurance	66,784	
	Other Operating Expenses	906,035	
	Amount set aside to Reserves	242,000	
	TOTAL EXPENSE	3,790,233	
iding	5 1 10 1	00 000	
	Federal Grant	25,000	
	Donations/Other	(34)	
	Recoverable Corporate Services Expenses	57,186	
		82,152	
	TOTAL FUNDING		
	Net Result before surplus/(deficit) adjustments	3,708,081	147.1
	Net Result before surplus/(deficit) adjustments 2020 Surplus from Other Programs used to reduce Lavy		
	Net Result before surplus/(deficit) adjustments		147,1 377,2 524,47

TABLE 10 (a)

Conservation Lands, Rental Properties, Forestry & Misc

The Conservation Land Management Program includes all expenses and revenues associated with acquisition and management of land owned/managed by the Authority. This includes protection of provincially significant conservation lands, woodlot management, rental/lease agreements and other revenues generated from managing lands and facilities. These expenses do not include those associated with the "active" Conservation Areas and outdoor education programs on GRCA lands.

- acquire and manage significant wetlands and floodplain lands, e.g. the Luther Marsh Wildlife Management Area, the Keldon Source Area, the Bannister-Wrigley Complex, and the Dunnville Marsh
- operate "passive" conservation areas in order to conserve forests and wildlife habitat (Puslinch Tract in Puslinch, Snyder's Flats in Bloomingdale, etc.). Some are managed by municipalities or private organizations (Chicopee Ski Club in Kitchener, Scott Park in New Hamburg, etc.)
- develop and maintain extensive trail network on former rail lines owned by GRCA and municipalities (much of this is part of the Trans-Canada Trail network). The Grand River Conservation Foundation is one source of funding for the trails.
- rent 733 cottage lots at Belwood Lake and Conestogo Lake; hold leases on over 1200
 hectares of agricultural land and 8 residential units, and over 50 other agreements for
 use of GRCA lands. Income from these rentals aids in the financing of other GRCA
 programs
- permit hunting at various locations including Luther Marsh Wildlife Management Area and Conestogo Lake
- carry out forestry disease control, woodlot thinning and selective harvesting on GRCA lands in accordance with the Forest Management Plan while generating income from sale of timber. Income generated helps pay for future forest management activities
- where appropriate, dispose of lands that have been declared surplus and continue to identify and plan for disposition of other surplus lands. Proceeds from future dispositions will be used for acquisition of "Environmentally Significant Conservation Lands" and for other core programs
- payment of non-insured losses and deductibles for vandalism, loss or theft;
 miscellaneous amounts recovered from insurance settlements

• investment income arising from reserves and funds received in advance of program expenses

TABLE 10 (b)

HYDRO PRODUCTION

This program generates revenue from 'hydro production'.

Specific Activities:

 generate hydro from turbines in 4 dams, Shand, Conestogo, Guelph and Drimmie; the income is used to fund GRCA programs and repay reserves accordingly for the cost of building/repairing turbines.

TABLE 10 (c)

CONSERVATION AREAS

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

- operate 11 "active" Conservation Areas (8 camping and 3 exclusively day-use) that are
 enjoyed by over 1.7 million visitors annually. These visitors also help generate
 significant spin-off revenues for the local economies
- offer camping, hiking, fishing, swimming, boating, picnicking, skiing and related facilities
- provide 2,200 campsites second only to the provincial park system as a provider of camping accommodation in Ontario
- employ seasonally over 230 students within the conservation areas

TABLE 10
GRAND RIVER CONSERVATION AUTHORITY
OTHER PROGRAMS - OPERATING - SUMMARY of Results

			Cons Lands, Rental,	(b)	(c)	TOTAL Other
Conservation Lands	Property Rentals	NISC	Misc	Hydro Production	Conservation Areas	Programs
0.00						
1 384 500	703 400		2 087 900	68,000	4.476.000	
209,000	28,000	2	237,000			
	88,000		88,000		65,000	
576,000	701,700	30,000	1,307,700	25,500	2,864,000	
	-		-			
2,322,100	1,595,600	30,000	3,947,700	210,000	7,600,000	11,757,70
90,000	2 024 000	100,000	2.116.000	520,000	7 600 000	
		100,000		330,000	7,000,000	
		108,000		530,000	7,600,000	.11,346,00
(2,235,100)	1,425,400	78,000	{731,700}	320,000	-	(411.70
			(a) Cons Lands, Rental,	(b)	(c)	TOTAL Other
Conservation Lands	Property Rentals	Misc	Misc	Hydro Production	Conservation Areas	Programs
11				74		
				E CONTRACTOR OF THE PARTY OF TH		
				66,500		
				- 6	195,000	100
157,300		-			65.000	
576,000		70,000		25 500		
	, , , , , ,	10,000			2,1-0,000	the second of
2,055,900	1,478,200	70,000	3,604,100	212,000	7,200,000	11,016,10
		148,000		530,000	7,200,000	
		444 000			2 222 222	40.000.00
87,000	Z,998,000	148,000	3,233,000	530,000	7,200,000	10,963,00
(1,968,900)	1,519,800	78,000	(371,100)	318,000	100	(53,10
			(a) Cons Lands, Rental	(b)	(c)	TOTAL Other
Conservation Lands	Property Rentals	MISC	Misc	Hydro Production	Conservation Areas	Programs
						-
1,128,138	473,235		1,601,373	60,790	2,920,276	
					192,530	
151,506					50.463	
417 420		30 321		53 630	,	1 2
		00,021				
5,368,979	1,493,702	30,321	6,893,002	599,696	5,868,218	13,460,91
				220,267	49,074	
835		-	835		8,168	
3,533,308	3,041,678	82,224	6,657,210	799,841	5,811,822	
	60,865	-	60,865			
3,534,143	3,102,543	82,224	6,718,910	1,020,108	5,869,064	13,606,10
	1,384,500 152,600 209,000 576,000 86,000 1,000 87,000 152,600 152,600 157,300 576,000 2,085,900 86,000 1,000 87,000 1,968,900) Conservation Lands 1,128,138 117,149 151,506 417,420 3,554,766 5,388,979	1,384,500 703,400 152,600 74,500 209,000 28,000 88,000 701,700 2,322,100 1,596,600 86,000 2,921,000 1,000 100,000 87,000 3,021,000 (2,235,100) 1,425,400 Conservation Lands Property Rentals 1,163,000 590,000 152,600 74,500 157,300 24,000 - 88,000 576,000 701,700 7,000 - 2,085,900 1,478,200 86,000 2,898,000 1,000 100,000 87,000 2,998,000 (1,968,900) 1,519,800 Conservation Lands Property Rentals 1,128,138 473,235 117,149 65,204 151,506 19,956 - 122,933 417,420 537,374 3,554,766 275,000 5,368,979 1,493,702	1,384,500 703,400 - 125,800 74,500 - 28,000 - 88,000 - 88,000 - 88,000 - 88,000 - 88,000 - 88,000 - 88,000 - 88,000 - 88,000 - 88,000 - 88,000 - 88,000 - 88,000 - 88,000 - 87,000 1,000 100,000 - 108,000 100,000 - 108,000 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 108,000 - 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181,300 157,000 701,700 70,000 1,347,700 2,985,900 1,478,200 70,000 3,504,100 86,000 2,898,000 148,000 3,132,000 1,000 100,000 - 100,000 1,347,700 7,000 1,000 1,000 1,347,700 7,000 1,000 1,000 1,347,700 7,000 1,000 1,000 1,347,700 7,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,17,400 1,000 1,000 1,000 1,000 1,000 1,000 1,17,400 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000 1,000	1,384,500 703,400 - 2,087,900 68,000 152,600 74,500 - 227,100 - 237,000 - 88,000 - 88,000 - 88,000 - 1,307,700 25,500 - 116,500 - 1,307,700 210,000 - 116,500 - 1,307,700 210,000 - 100 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 100 000 - 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100 000 - 100 000 - 10	1,384,500 703,400 - 2,087,900 68,000 4,476,000 152,800 74,500 - 227,100 - 195,000 65,000 701,700 30,000 1,307,700 25,500 76,800,000 701,700 30,000 1,307,700 25,500 76,800,000 701,700 30,000 1,007,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,000 100,00

OTHER INFORMATION

1. INFORMATION SYSTEMS & TECHNOLOGY - COMPUTER CHARGES

The work of the IS&T Group includes wages, capital purchases and ongoing maintenance and operations is funded through the Information Systems and Technology Reserve. The IS&T Reserve is sustained through a charge back framework. A "Computer Charge" is allocated to the individual programs based on the number of users and the nature of system usage or degree of reliance on IS&T activities and services.

The *Information Systems and Technology* (IS&T) group leads GRCA's information management activities; develops and acquires business solutions; and oversees investment in information and communications technology as detailed below:

- Develop and implement GRCA's long-term information management, information technology and communications plans.
- Assess business needs and develop tools to address requirements, constraints and
 opportunities. Acquire and implement business and scientific applications for use at
 GRCA. Manage information technology and business solutions implementation
 projects on behalf of GRCA, GRCF and the Lake Erie Source Protection Region.
- Develop, and implement GRCA's Geographic Information Systems (GIS) technology and spatial data infrastructure. Manage GRCA's water-related data. Create and maintain standards for the development, use and sharing of corporate data. Develop policies and implement tools to secure GRCA's data and IT and communications infrastructure.
- Acquire, manage and support GRCA's server, storage, network and personal
 computer infrastructure to support geographic information systems (GIS); flood
 forecasting and warning, including real-time data collection; database and
 applications development; website hosting; electronic mail; internet access; personal
 computing applications; and administration systems, including finance, property and
 human resources.
- Develop and operate a wide area network connecting 14 sites and campus style
 wireless point-to-multipoint networks at Head Office, Conservation Areas, Nature
 Centres and Flood Control Structures. Develop and operate an integrated Voice over
 IP Telephone network covering nine sites and 220 handsets. Support and manage
 mobile phones, smart phones and pagers. Develop, implement and maintain GRCA's
 IS&T disaster recovery plan.
- Operate on-line campsite reservation and day-use systems with computers in 10 Conservation Areas. Provide computers and phone systems for use at outdoor education centres.
- Build and maintain working relationships with all other departments within GRCA.
 Develop and maintain partnerships and business relationships with all levels of government, Conservation Ontario, private industry and watershed communities with respect to information technology, information management, business solutions and data sharing.

2. VEHICLE, EQUIPMENT - MOTOR POOL CHARGES

Motor Pool charges are allocated to the individual sections based on usage of motor pool equipment. Effectively, motor pool charges are included with administrative costs or other operating expenses, as applicable, on Tables 1 to 10.

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

SECTION B

BASE PROGRAMS – CAPITAL

SECTION B - CAPITAL BUDGET

Capital maintenance spending in 2020 includes spending in the following program areas:

- Water Resources Planning
- Flood Forecasting and Warning
- Water Control Structures
- Conservation Areas
- Corporate Services

Water Resources Planning expenditures will be for water quality monitoring equipment. Flood forecasting and warning expenditures will be for software systems and gauge equipment.

Water Control Structures major maintenance expenditures on dams and dikes.

- Brantford dyke, ice mitigation alterantive EA selection of preferred alternatives. Vegetation management and design of erosion control measures.
- Bridgeport dyke, capacity, seepage and stability improvements design.
 Environmental assessment to select preferred capacity improvement alternative.
- Cambridge dyke, repair and resealing of floodwall construction joints.
- Caledonia dyke, design and implementation of bank erosion protection.
- Drayton dyke, development of background information for a future EA and potential federal infrastructure funding application.
- Shand Dam, design of temporary stopslogs to facilitate isolation of gates for maintenance. Implementation of gate monitoring.
- Conestogo Dam, road deck rehabilitation design, concrete repair design and gate roller rehab and maintenance on two gates.
- Guelph Dam, removal and inspection of two gates.
- Laurel Creek Dam, rehab and maintenance of gate operators.
- Luther Dam, replacement of stop logs.
- Shades Mills Dam, emergency preparedness mapping.
- Caledonia Dam, implementation of enhanced public safey measures.
- Wellesley Dam, embankment, gate and spillway detailed design of maintenance work, submissions and Lakes and Rivers approvals.
- New Dundee Dam, deck inspection and design of rehab, embankment erosion protection implementation.
- Terms of reference for Ice Management and Asset Management strategies required under the new Conservation Authorities Act.

Conservation Area capital spending includes expenditures as part of the regular maintenance program as well as spending on major repairs and new construction. In 2022, major capital projects within the Conservation Areas will include:

- New workshop at the Brant CA
- Water service upgrades at Shade's Mill CA
- Harris Mill masonry repairs a Rockwood CA

Corporate Services capital spending represents the portion of overall Information Services and Motor Pool expenses that are funded by the Information Technology (IT) and Motor Pool (MP) reserve. See "Other Information" above for spending descriptions for IT and MP.

SECTION B - Capital Budget GRAND RIVER CONSERVATION AUTHORITY Budget 2022

Net Funded by General CAPITAL Levy

	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	BUDGET TOTAL
xpenses:	0002						440.000
WQ Monitoring Equipment & Instruments	110,000	400.000				- 1	110,000 190,000
Flood Forecasting Warning Hardware and Gauges Flood Control Structures-Major Mathtenance		190,000	1,500,000			- 1	1,500,000
Conservation Areas Capital Projects			1,500,000		1.500.000	- 1	1,500,000
Net IT/MP Capital Spending not allocated to Departments					1,000,000	602,000	602,000
TOTAL EXPENSE	110,000	190,000	1,500,000		1,500,000	602,000	3,902,000
unding		- 20	10 25,070		- 20 1		
Prov & Federal Govt			700,000			- 1	700,000
Self Generated					900,000		900,000
Funding from Reserves	75,000	25,000	50,000		600,000	602,000	1,352,000
TOTAL FUNDING	75,000	25,000	750,000		1,500,000	602,000	2,952,000
Net Funded by General CAPITAL Levy	35,000	165,000	750,000			-	950,000

Budget 2021 •	No. of Lot						0.00
	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	BUDGET
xpenses:							440.000
WQ Monitoring Equipment & Instruments	110,000						110,000
Flood Forecasting Warning Hardware and Gauges		190,000	4.600.000				190,000
Flood Control Structures-Major Maintenance			1,500,000			L	1,500,000
Conservation Areas Capital Projects					1,500,000		1,500,000
Net IT/MP Capital Spending not allocated to Departments						457,000	457,000
TOTAL EXPENSE	110,000	190,000	1,500,000		1,500,000	457,000	3,757,000
Funding							
Prov & Federal Govt			700,000			- 1	700,000
Self Generaled						- 1	58
Funding from Reserves	75,000	25,000	50,000	- 50	1,500,000	457,000	2,107,000
TOTAL FUNDING	75,000	25,000	750,000	Name of the	1,500,000	457,000	2,807,000
Net Funded by General CAPITAL Levy	35,000	165,000	750,000	-	-	-	950,000

	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	ACTUAL TOTAL
xpenses:							
WQ Monitoring Equipment & Instruments	5,932						5,932
Flood Forecasting Warning Hardware and Gauges		298,606				- 1	298,606
Flood Control Structures-Major Maintenance			1,365,239	•		- 1	1,365,239
Conservation Areas Capital Projects					795,020	- 1	795,020
Funding to Reserves	30,000	45,000				78 - 65	75,000
Net IT/MP Expensess in excess of chargebacks	72.	100	37.1137			(89,665)	(89,665
TOTAL EXPENSE	35,932	343,606	1,365,239	Of the last of the last	795,020	(89,665)	2,450,132
unding							
Prov & Federal Govt			585,745			- 1	585,745
Self Generated					658,020	- 1	658,020
Funding from Reserves		147,000	30,000		137,000	(89,665)	224,335
TOTAL FUNDING		147,000	615,745		795,020	(89,665)	1,488,100
Net Funded by General CAPITAL Levy	35,932	196,606	749,494			•	982,032

SECTION C

SPECIAL PROJECTS

SECTION C – SPECIAL PROJECTS

This category of activity represents projects that the GRCA undertakes where special one time and/or multi-year funding is applicable. The duration of these projects is typically one year although in some instances projects may extend over a number years, such as the Source Protection Planning Program. External funding is received to undertake these projects.

The main project in this category is the provincial Source Protection Planning Program under the *Clean Water Act*, 2006. Plan development work commenced in 2004, with plan implementation starting in 2015. Work includes research and studies related to the development and updates of a Drinking Water Source Protection Plan for each of the four watersheds in the Lake Erie Source Protection Region. The focus in 2022 continues on completing updates to the Grand River Source Protection Plan, including development of water quantity policies, updating water quality vulnerability assessments, and the development of the annual progress report for the Grand River Source Protection Plan.

Other special projects in the area of watershed stewardship include the "Rural Water Quality Program" grants, floodplain mapping projects, Upper Blair subwatershed study, waste water optimization project, trail development, and numerous ecological restoration projects on both GRCA lands and private lands in the watershed.

SECTION C - Special Projects Budget
GRAND RIVER CONSERVATION AUTHORITY
Budget 2022

		* 15 T	
EXPENDITURES	ACTUAL 2020	BUDGET 2021	BUDGET 2022
Subwatershed Plans - City of Kitchener	58,808	80,000	80,000
Dunnville Fishway Study	7,052	•	•
Waste Water Optimization Program	175,998 214,001 623,109 5,583	140,000 360,000 800,000	130,000 - 800,000 -
Floodplain Mapping RWQP - Capital Grants			
Haldimand Children's Water Festival		5,254	
Species at Risk	12,107	40,000	40,000
Ecological Restoration	25,635	100;000	100,000
AGGP-UofG Research Buffers	7,727	30,000	-
Great Lakes Agricultural Stewardship Initiative	9,381		-
Precision Agriculture-OMFRA		90,000	70,000
Great Lakes Protection Initiative	-	100,000	100,000
Trails Capital Maintenance	55,944	258,000	240,000
Emerald Ash Borer Lands Mgmt - Land Purchases/Land Sale Expenses	298,063 59,047	400,000	-
		-	
Guelph Lake Nature Centre	54,753	-	
Total SPECIAL Projects 'Other'	1,612,462	2,398,000	1,560,000
Source Protection Program	681,421	640,000	640,000
Total SPECIAL Projects Expenditures	2,293,883	3,038,000	2,200,000
SOURCES OF FUNDING			
Provincial Grants for Source Protection Program	681,421	640,000	640,000
OTHER GOVT FUNDING SELF-GENERATED	1,034,395	1,595,000	1,220,000
FUNDING FROM/(TO) RESERVES	75,352 502,715	358,000 445,000	340,000
Total SPECIAL Funding	2,293,883	3,038,000	2,200,000



Phone: 519.621.2761 Toll free: 866.900.4722 Fax: 519.621.4844 Online: www.grandriver.ca

January 24, 2022

By Email: dholmes@melancthontownship.ca

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

Dear Denise Holmes

Re: 2022 Grand River Conservation Authority Budget and Levy Meeting

Please be advised that the Annual General Meeting of the Grand River Conservation Authority will be held virtually on Friday, February 25, 2022, at 9:30 a.m., to consider the 2022 Budget and General Municipal Levy.

The attached report, which includes the most recent draft of the 2022 Budget, will be presented to the GRCA General Membership on January 28, 2022. Based on previous board direction to staff, this draft budget includes a General Levy of \$12,530,000 which represents a 2.5% increase over 2021. The General Levy, if approved at the Annual General Meeting, will be apportioned to watershed municipalities on the basis of "Modified Current Value Assessment" as defined in Ontario Regulation 670/00.

The attached draft 2022 Budget outlines the programs and services of the Grand River Conservation Authority and how those programs are expected to be funded in 2022. Also attached is a calculation of the apportionment of the 2022 General Levy to participating municipalities. Should you have any questions concerning the draft Budget or the levy apportionment, please contact the undersigned.

Yours truly,

Karen Armstrong,

Deputy CAO and Secretary-Treasurer

Denise Holmes

From:

tammy.p@ehtel.ca

Sent:

Monday, January 24, 2022 11:55 AM

To:

Denise Holmes; Roads

Cc:

'Peeters, Twan'

Subject:

Extension on Permits Request -SWIFT EHTEL

Attachments:

P9_3RD LINE_RUTLEDGE HEIGHTS_PRENTIS CRT_ASHLEA LANE.pdf; P10_MAIN ST_OLDFIELD CRT_FIELDWAY CRT_GEORGE ST_HIGH ST_RIVER RD.pdf; P14_477161_

477181 3RD LINE & 12 ASHLEA LN.pdf

Good Day,

A while back we received Municipal Consent approvals on the attached drawings above for our proposed Fibre to the Home Build through SWIFT.

We unfortunately had not had a chance to start the construction process as of yet, as we are still finalizing Permits through the County of Dufferin and the NVCA.

However, we are hoping to start our construction on this project, as early as April 2022.

I just wanted to verify that our approvals are still in place and not expired, or if I can request an extension on this.

If you have any questions, please let me know

Thank you

Tammy Peeters

Tammy.p@ehtel.ca
Ehtel Networks Inc
392058 Grey Road 109
Holstein, ON NOG 2A0

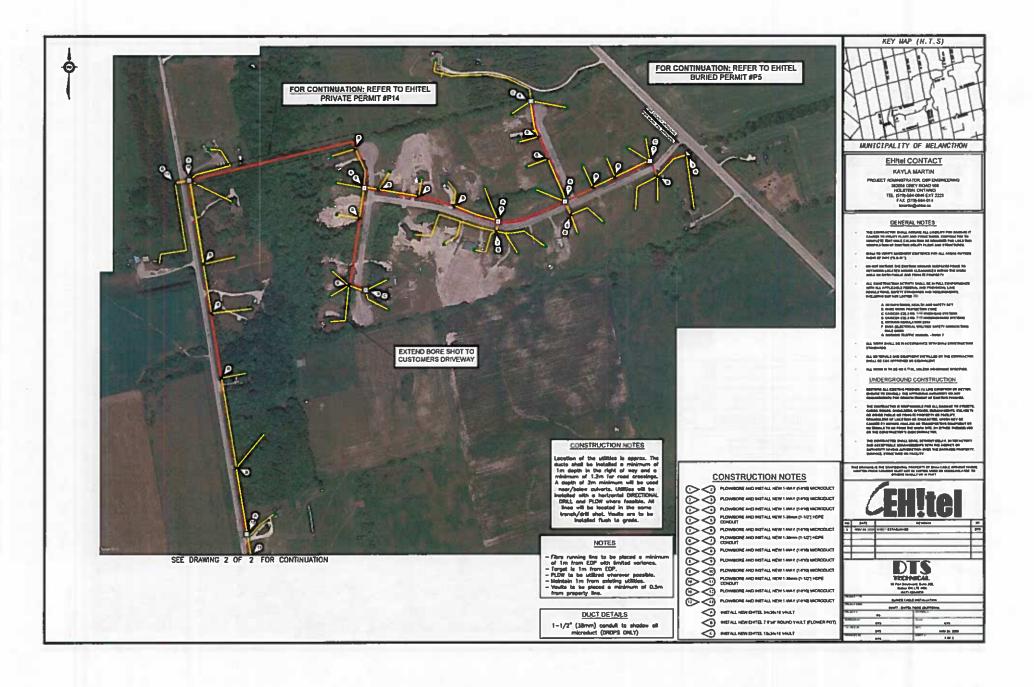
Tel: (519) 594-0946 ext. 2222

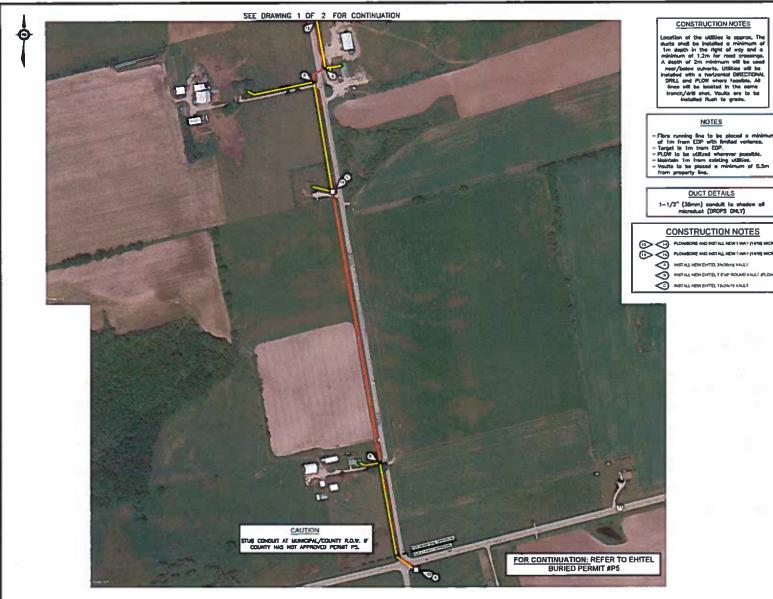
Ce: (519) 492-0286

CONFIDENTIAL/PROPRIETARY

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ACT#3





CONSTRUCTION NOTES

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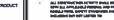
NOTES

DUCT DETAILS

1-1/2" (38mm) conduit to shedow of microduct (DROPS DRLY)

CONSTRUCTION NOTES

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- PLOWBORE AND HISTALL NEW 1-WAY (1410) INCRODUCT PETAL NEW DATE 24-36-16 VALUE
 - PRETALL NEW ENTEL T STAP ROUND VALLE (FLOWER POT)
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KEY MAP (N.T.S)

MUNICIPALITY OF MELANCTHON

EHttel CONTACT

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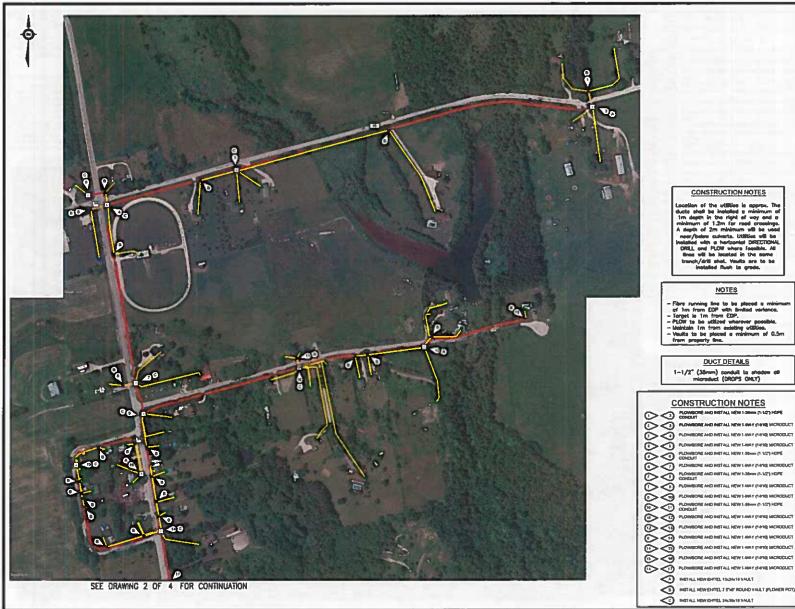
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DUCT DETAILS

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CONSTRUCTION NOTES

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METALL HOWEHITEL 7 S'NE ROUND VALLT (FLOMER POTT)



MUNICIPALITY OF MELANCTHON

EHItel CONTACT

KAYLA MARTIN

PROJECT ADMINISTRATUR, CHP (SACING)
32000 CHEY ROAD HE
HOLESTEN CHTAND
TEL (STI) 804-001 EXT 2225
FAI (STI) 804-014
Imministration

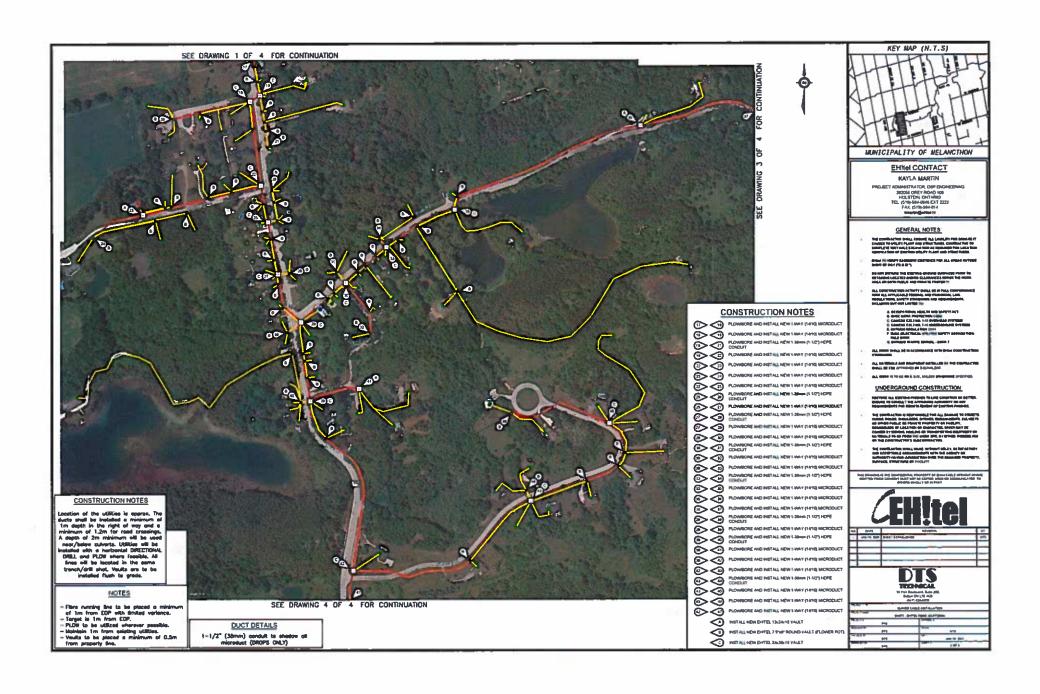
GENERAL NOTES

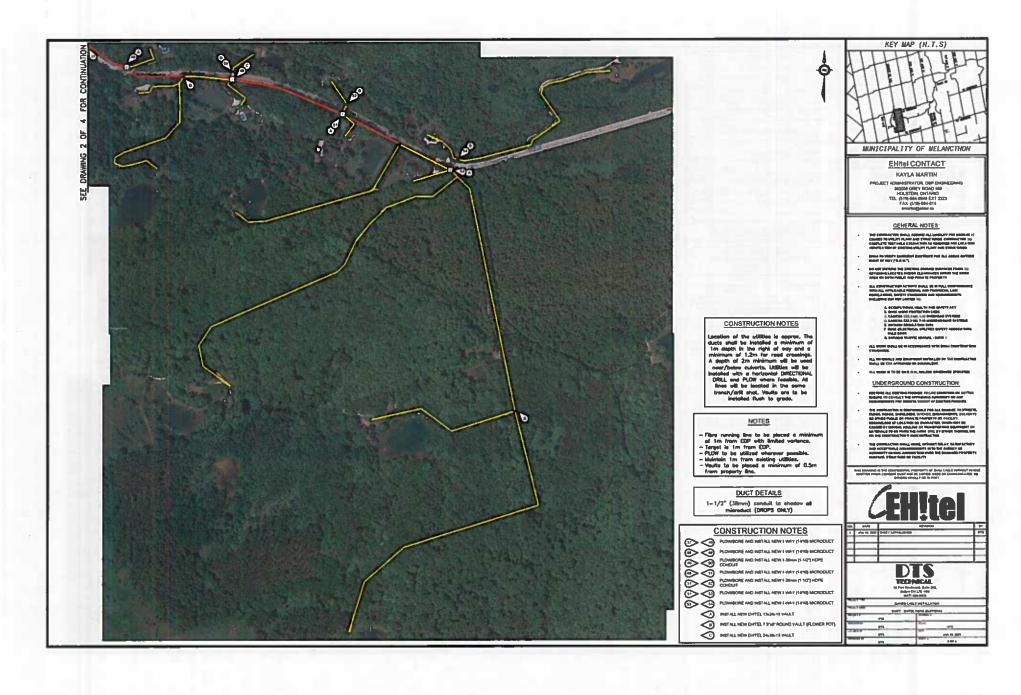
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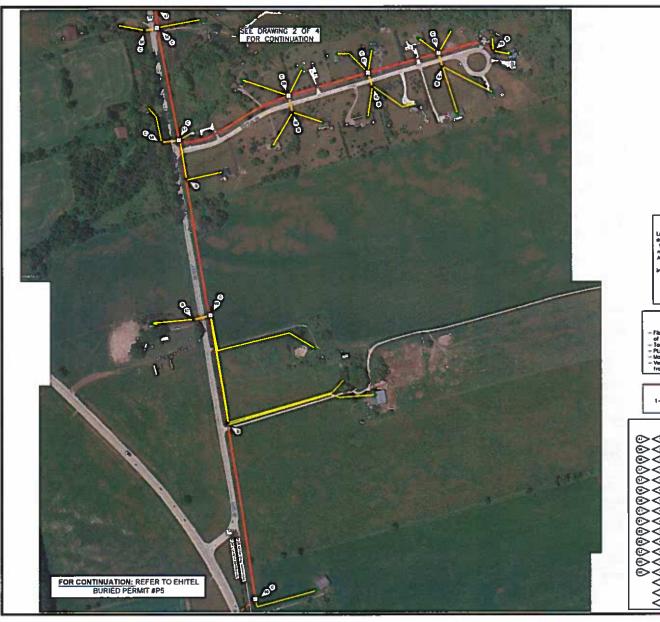


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MUNICIPALITY OF MELANCTHON

KEY MAP (H.T.S)

EHITEI CONTACT

KAYLA MARTIN

PROJECT ADMINISTRATUR (DIP ENGINE 192006 GREY ROAD 109 HOUSTEIN CHYARIO TEL (\$199-60-6006 EXT 2223 FAX (\$199-60-510 tempfreglichtet ox

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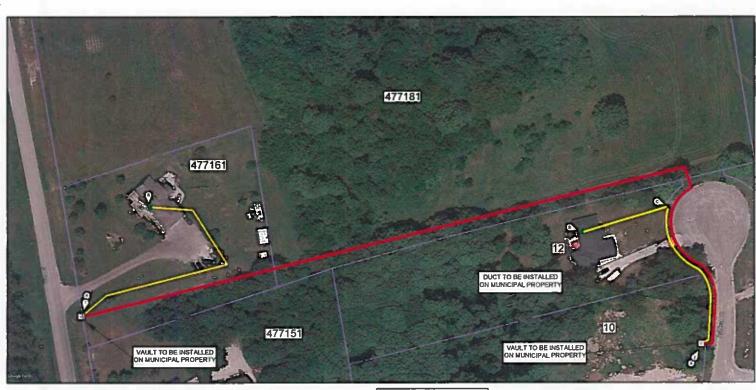
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DUCT DETAILS

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FOR FULL DETAILS: REFER TO EH!TEL BURIED PERMIT #P9

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DUCT DETAILS

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KEY WAP (N.T.S)

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KAYLA MARTIN

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CONSTRUCTION NOTES

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From:

Booklore <booklore@bellnet.ca>

Sent:

Monday, January 24, 2022 11:30 AM

To:

Denise Holmes

Subject:

Proclamation for Human Trafficking Awareness Day

Attachments:

CryNot 2022 press release final.pdf

February 24, 2022

Denise Holmes

Good morning,

I am part of a volunteer-driven group called CryNot. Our mandate is to spread awareness and education about the threat of sex trafficking in Dufferin-Caledon. In recognition of Human Trafficking Awareness Day on February 22, CryNot is hosting a live webinar with representatives from community and victim services and law enforcement to a member of a victim's family to present and answer questions. I've attached our press release.

We hope that Mayor White will sign a proclamation declaring February 22 as Human Trafficking Awareness Day in Melancthon township. Lasy year as Warden he signed a proclamation for Dufferin County.

Since this is such an important issue we are asking for a photo to be taken of Mayor White signing the proclamation and if you could email it to me please. We want to fill our website with pictures of our mayors showing their support.

Many thanks,

Nancy Frater, CryNot

email: booklore@bellnet.ca (my store)

nancy.frater@gmail.com

ACT#4

For Immediate Release

Fight Human Trafficking: Tune Into a Live Interactive Webinar National Human Trafficking Awareness Day, February 22, 2022

Humiliation; Abuse; Violence; Terrifying Threats; Separation from Family and Friends! It's not what a young person signs up for but it's what happens when young girls and boys are trafficked into the world's commercial sex trade. It's the human tragedy behind human trafficking and it's happening in our homes, our schools and our Dufferin-Caledon community.

A year ago, the Rotary Club of Orangeville and Compass Community Church formed a volunteer-driven group called CryNot (Compass Rotary Youth — No Trafficking) to raise awareness and promote education about the threat of human trafficking in our area. Bob Burnside who initially spearheaded CryNot suggests that "The first thing in addressing human trafficking is to realize that it exists, its origins and its symptoms and the devastating results."

We know that young people in Dufferin-Caledon are being lured into sex trafficking through manipulation by predators, promises of love, affection and gifts, provision of drugs and alcohol, threats and violence. In recognition of Human Trafficking Awareness Day CryNot is planning Q&A, a live, free interactive webinar on February 22, 7-8pm. Six professionals ranging from community and victim service groups and law enforcement to a victim's family member will answer questions regarding the risks, signs and prevention of this sinister crime. Their input places a human face on what is a billion dollar business based on the coercion of vulnerable youth. Registration is required and is accessed via the CryNot website crynot.ca

During the pandemic, exploitation has moved online making it easier for predators to contact and groom at-risk youth, some as young as 12 or 13 years old. According to current CryNot Chair, Jim Kerr, "Police inform us that there are over 6000 unique advertisements for sex services every day in the digital realm and many are related to sex trafficking. The whole scope of the tragedy is frankly shocking."

The prevention of sex trafficking requires a total community effort. Join the webinar, explore the website crynot.ca, and request a group presentation. If you suspect someone is being trafficked or you need help contact:

Caledon-Dufferin Victim Services 1-888-742-2658 or 1-888-743-6496

Canadian Human Trafficking Hotline 1-833-900-1010

The crime of sexual exploitation is likened to modern day slavery. As one of our board members says "Being trafficked has been described as "hell on earth." By creating awareness CryNot hopes to spare young people in our community from falling victim to predators."

From:

Timothy Chan <tchan@dufferincounty.ca>

Sent:

Friday, January 21, 2022 5:37 PM

To:

Denise Holmes

Subject:

Proclamation: Non-profit Sector Appreciation Week

Hi Denise,

Hope you had a wonderful weekend.

February 14 - 20 will mark the first "Non-profit Sector Appreciation Week" in Ontario. The Dufferin Community Foundation, United Way, HCIA and Dufferin County will acknowledge this week and we're hoping you can show your support with a proclamation at the next Council meeting.

Please let me know if you have any questions. We appreciate your support. Have a wonderful day.

Tim

Timothy Chan, Communications Manager | Office of the Chief Administrative Officer | County of Dufferin | Phone: (519) 941-2816 x 2513 | tchan@dufferincounty.ca | 55 Zina St, Orangeville, ON L9W 1E5 DISCLAIMER: This email and any files transmitted with it are confidential and intended solely for the use of the individual or entity to which they are addressed. If you have received this email in error please notify the sender. Please note that any views or opinions presented in this email are solely those of the author and do not necessarily represent those of the County of Dufferin. Finally, the recipient should check this email and any attachments for the presence of viruses. The County of Dufferin accepts no liability for any damage caused by any virus transmitted by this email. The Corporation of the County of Dufferin, 55 Zina Street, Orangeville, Ontario. www.dufferincounty.ca

TOWNSHIP OF SOUTHGATE Dundalk Fire Department 85 Dundalk St, Box 765 Dundalk ON NOC 1B0



Phone: (519) 923-2402 Cell: (519) 373-1139 Fax: (519) 923-0287 E-mail: <u>firechief@southgate.ca</u>

Web: www.southgate.ca

January 21, 2022

Dear: Mayor White and Melancthon Council,

The Dundalk Fire Department has recently taken delivery of a new fire truck which has been named Engine 15. Engine 15 is a 2021 Custom Pierce pumper tanker fire truck built in Quebec at Maxi Metal. The total build time for this truck was over 400 days. What makes this truck unique to our area is that it is a fully operational pumper but carries a large amount of water. This truck carries 1800 US gallons of water which your typical pumper carries only 800-1000 US gallons of water. This truck also has a swivel dump chute on the back so it can also be utilized as a tanker truck to transport water to a rural fire scene when there are no hydrants located in the area.

The Dundalk Fire Department will be placing a Southgate logo on this truck but would like to include the Melancthon Township logo on this truck if Melancthon Council permits. This truck will be serving both communities. Southgate Council has expressed its support for Melancthon to be represented on this truck. (Attached are pictures of the new truck)

Thank you,
Derek Malynyk
Fire Chief
Dundalk Fire Department.

ACT#6

TOWNSHIP OF SOUTHGATE
Dundalk Fire Department
85 Dundalk St, Box 765
Dundalk ON NOC 1B0



Phone: (519) 923-2402 Cell: (519) 373-1139 Fax: (519) 923-0287 E-mail: <u>firechief@southgate.ca</u> Web: <u>www.southgate.ca</u>





TOWNSHIP OF SOUTHGATE
Dundalk Fire Department
85 Dundalk St, Box 765
Dundalk ON NOC 1B0



Phone: (519) 923-2402 Cell: (519) 373-1139 Fax: (519) 923-0287 E-mail: <u>firechief@southgate.ca</u> Web: <u>www.southgate.ca</u>



Oldfield, Greaves, D'Agostino, Scriven

PROFESSIONAL CORPORATION

Barristers and Solicitors

G. Edward Oldfield Lawrence K. Greaves Edward L. D'Agostino Robert W. Scriven 172 King Street South Waterloo, ON N2J 1P8 Tel: 519-576-7200 Fax: 519-576-0131 Email: toldfield@watlaw.com

January 26, 2022

VIA EMAIL dholmes@melancthontownship.ca

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

ATTENTION: Denise Holmes

Dear Ms. Holmes:

RE: Boundary Road Agreement - Review

Our File 41269

Thank you for forwarding the draft Boundary Road Agreement to me for review and comment. I have had an opportunity to review the Agreement and I am responding with my thoughts at this time.

Firstly, I am happy that the Agreement recognizes the overall situation in the way that the draft Agreement from last year did not.

I am assuming that all of the road names, distances, levels of service, etc. are accurate. Assuming that is the case, then my only comments are with regard to clarifying some language at the following spots:

- 1. At Schedule "A", Part "B" pertaining to Melancthon responsibilities. They start at the bottom of page 10. I note that the first section deals with "summer maintenance". The wording for the Southgate area is "summer maintenance only". The language should be consistent and it would be logical to add the word "only".
- 2. The third area of Melancthon responsibilities on page 11 states "no winter maintenance". Does that mean it is the same as "summer maintenance only"? If so, that should be clarified.
- 3. Finally, Part "B" on page 17 needs to be completed with regard to the minimum maintenance standards applicable to the Township of Melancthon areas of responsibility. I assume that they would be the same as Schedule "B" starting on page 13 for the Township of Southgate. Perhaps it would be logical to simply note

ACT # 7 FEB () 3 2022 Schedule "B" as being a description of the winter level of service and noting that it applies to both Municipalities.

Otherwise, I believe that the Agreement is one that would set out the responsibilities of the Municipalities in a fashion that is logical.

Please feel free to contact me if you have any questions or concerns about this report.

Yours very truly,

G. Edward Oldfield

GEO:kb

From:

Margaret Mercer

Sent:

Monday, January 17, 2022 11:23 AM

To:

Denise Holmes

Subject:

Re: NDACT community meeting January 15, 2022

Yes please.

Thank you, MMercer

Sent from my iPad

On Jan 17, 2022, at 11:22 AM, Denise Holmes dholmes@melancthontownship.ca wrote:

Thanks Margaret. Would you like this email chain on the next Agenda for a discussion?

Denise B. Holmes, AMCT CAO/Clerk, Township of Melancthon 519-925-5525 Ext. 101

From: Margaret Mercer < mmercer@melancthontownship.ca>

Sent: Monday, January 17, 2022 10:03 AM

To: Wayne Hannon <whannon@melancthontownship.ca>; James McLean

<jmclean@melancthontownship.ca>; Denise Holmes <dholmes@melancthontownship.ca>

Subject: Fwd: NDACT community meeting January 15, 2022

FYI

Sent from my iPad

Begin forwarded message:

From: Margaret Mercer < mmercer@melancthontownship.ca>

Date: January 15, 2022 at 10:13:20 PM FST

To: karrenwallace karrenwallace

Subject: NDACT community meeting January 15, 2022

Karren,

NDACT sent me three emails inviting me to today's event. Why?

If you only wanted one member of council, why didn't you send a letter to council with such an invitation like other organizations do?

Your email contains factual errors and council will have to address these.

GB#17.2.1

Personally, I find it troubling that NDACT (you), should comment and suggest that certain members of council should attend a public meeting when you've invited us all!

Bizarre.

It's not a council meeting so a quorum of council would not apply particularly on zoom when we're not all sitting together discussing council business.

I made other comments today too which you unfortunately chose not to answer or mention in your email.

It's unfortunate because those comments focus on the actual issue related to this situation as opposed to this minutiae on which you are focussed — and incorrect in any case.

MMercer

Sent from my iPad

On Jan 15, 2022, at 8:07 PM, karrenwallace karrenwallace wrote:

As Chair of NDACT, on behalf of the Board, I would like to address comments on the chat feature from today's community meeting regarding NDACT's proposal to Strada.

Specifically:

From Margaret Mercer: Melancthon council was never told or invited to a meeting prior to this one!!

From Wayne to Hosts and panelists: It would be appreciated if Ndact would notify Melanchthon Council of meetings.

For clarification, the meeting to which NDACT was invited was a Strada meeting, not an NDACT meeting.

Additionally, as Council is or should be aware, anytime there is quorum of Council, pursuant to the Municipal Act, a Clerk must be in attendance, an agenda published, the meeting must be open to the public, minutes taken and provided to the public.

This process will be long and complicated and we are confident that Council's focus will be on the bigger picture, being the science to back up Strada's proposal.

Karren Wallace, Chair

NDACT

From:	Wayne Hannon		
Sent:	Wednesday, January 19, 2022 1:52 PM		
To:	Denise Holmes		
Subject:	FW: NDACT community meeting January 15, 202	2	
For council agenda re: Ndact	email		
Wayne			
Sent from my Galaxy			
<u> </u>			
From: Wayne Hannon <whans Date: 2022-01-16 9:45 a.m. (6</whans 	non@melancthontownship.ca> GMT-05:00)		
To: karrenwallace karrenwalla			
Subject: RE: NDACT communi	ty meeting January 15, 2022		
Thank you for your email yest	erday.		
	n. I was asking for notification of public meetings onl pes of meetings. I was not asking to be invited to ev		he public ask
	ng rules . I will ask council to respond to those comn	nents as there needs to	be some
clarification.			
In addition as you are aware t has made no application to co	his is a community exercise with Strada. This is not touncil yet.	ownship business at th	is time. Strada
Should you have any question	s please feel free to contact me.		
Wayne Hannon			
416 904 5763			
whannon@melancthontowns	hip.ca		
Sant form on Sale			
Sent from my Galaxy			
Original message			
From: karrenwallace karrenwa	allace 1		

Date: 2022-01-15 8:07 p.m. (GMT-05:00)

To: Margaret Mercer <mmercer@melancthontownship.ca>, James McLean <jmclean@melancthontownship.ca>, Darren White <dwhite@melancthontownship.ca>, David Besley <dbesley@melancthontownship.ca>, Wayne Hannon

<whannon@melancthontownship.ca>

Cc: Denise Holmes <dholmes@melancthontownship.ca> Subject: NDACT community meeting January 15, 2022

As Chair of NDACT, on behalf of the Board, I would like to address comments on the chat feature from today's community meeting regarding NDACT's proposal to Strada.

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From Wayne to Hosts and panelists: It would be appreciated if Ndact would notify Melanchthon Council of meetings.

For clarification, the meeting to which NDACT was invited was a Strada meeting, not an NDACT meeting.

Additionally, as Council is or should be aware, anytime there is quorum of Council, pursuant to the Municipal Act, a Clerk must be in attendance, an agenda published, the meeting must be open to the public, minutes taken and provided to the public.

This process will be long and complicated and we are confident that Council's focus will be on the bigger picture, being the science to back up Strada's proposal.

Karren Wallace, Chair

NDACT

From:

Darren White <trunorth1849@yahoo.ca>

Sent:

Thursday, January 27, 2022 6:08 PM

To:

Denise Holmes

Subject:

Fwd: NDACT community meeting January 15, 2022

Good evening. Could you add the below email from NDACT chair and response from Councillor Mercer to the agenda package if it's not already on there.

Thanks.

----- Original message -----

From: Margaret Mercer < mmercer@melancthontownship.ca>

Date: 2022-01-15 10:13 p.m. (GMT-05:00)

To: karrenwallace karrenwallace

Subject: NDACT community meeting January 15, 2022

Karren,

NDACT sent me three emails inviting me to today's event. Why?

If you only wanted one member of council, why didn't you send a letter to council with such an invitation like other organizations do?

Your email contains factual errors and council will have to address these.

Personally, I find it troubling that NDACT (you), should comment and suggest that certain members of council should attend a public meeting when you've invited us all!

Bizarre.

It's not a council meeting so a quorum of council would not apply particularly on zoom when we're not all sitting together discussing council business.

I made other comments today too which you unfortunately chose not to answer or mention in your email.

It's unfortunate because those comments focus on the actual issue related to this situation as opposed to this minutiae on which you are focussed — and incorrect in any case.

MMercer

Sent from my iPad

On Jan 15, 2022, at 8:07 PM, karrenwallace karrenwallace

As Chair of NDACT, on behalf of the Board, I would like to address comments on the chat feature from today's community meeting regarding NDACT's proposal to Strada.

Specifically:

From Margaret Mercer: Melancthon council was never told or invited to a meeting prior to this one!!

From Wayne to Hosts and panelists: It would be appreciated if Ndact would notify Melanchthon Council of meetings.

For clarification, the meeting to which NDACT was invited was a Strada meeting, not an NDACT meeting.

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This process will be long and complicated and we are confident that Council's focus will be on the bigger picture, being the science to back up Strada's proposal.

Karren Wallace, Chair

NDACT

From:

Darren White <trunorth1849@yahoo.ca>

Sent:

Thursday, January 27, 2022 6:10 PM

To:

Denise Holmes

Subject:

Fwd: NDACT community meeting January 15, 2022

Can you also please add this NDACT email and the response from Councillor Hannon to the public agenda.

Thanks.

Sent from my iPhone

Darren White

Mayor Township of Melancthon Past Warden County of Dufferin

519 278 8234 cell 519 925 5525 office dwhite@melancthontownship.ca

----- Original Message -----

From: whannon@melancthontownship.ca

To

Sent: Sunday, January 16, 2022 9:45 AM

Subject: RE: NDACT community meeting January 15, 2022

Thank you for your email yesterday.

I would like to clarify one item. I was asking for notification of public meetings only. Many members of the public ask when, where etc. For these types of meetings. I was not asking to be invited to every NDACT meeting.

You go on to talk about meeting rules . I will ask council to respond to those comments as there needs to be some clarification.

In addition as you are aware this is a community exercise with Strada. This is not township business at this time. Strada has made no application to council yet.

Should you have any questions please feel free to contact me.

Wayne Hannon 416 904 5763 whannon@melancthontownship.ca

Sent from my Galaxy

----- Original message -----

From: karrenwallace karrenwallace

Date: 2022-01-15 8:07 p.m. (GMT-05:00)

To: Margaret Mercer < mmercer@melancthontownship.ca>, James McLean

<jmclean@melancthontownship.ca>, Darren White <dwhite@melancthontownship.ca>,

David Besley <dbesley@melancthontownship.ca>, Wayne Hannon

<whannon@melancthontownship.ca>

Cc: Denise Holmes <dholmes@melancthontownship.ca> Subject: NDACT community meeting January 15, 2022

As Chair of NDACT, on behalf of the Board, I would like to address comments on the chat feature from today's community meeting regarding NDACT's proposal to Strada.

Specifically:

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This process will be long and complicated and we are confident that Council's focus will be on the bigger picture, being the science to back up Strada's proposal.

Karren Wallace, Chair

NDACT

From: karrenwallace karrenwallace

Sent: Tuesday, January 18, 2022 8:19 PM

To: Darren White; James McLean; Wayne Hannon; David Besley; Margaret Mercer

Cc: Denise Holmes

Subject: Special meeting of Council January 18, 2022

I attended a meeting of Council on zoom this afternoon, the topic of which was a social media post by a member of Council on their personal facebook page, due to perceived concerns as to how it might Council's relationship with the subject matter of the post.

Apparently it was so concerning to some members, that a special meeting of Council was called, as opposed to being discussed at the next regular meeting of Council or dealt with internally.

Below is an email exchange between myself, as Chair of NDACT and Margaret Mercer, sent under her municipal email, regarding her post on the chat feature during the January 15, 2022 NDACT meeting held to discuss Strada's proposal to quarry below the water table.

The email is factually lacking and disrespectful. Numerous complaints about her response have been received.

NDACT is a respected local organization with world wide recognition and acclaim.

I anticipate that Council will be as concerned as to how this reflects on and represents Council as they were about the private fb post of a member of Council. Presumably it will be addressed in the same manner as this issue of this afternoon's specially called meeting of Council. At the very least a written public apology to the Board of NDACT by Margaret would be expected.

Karren Wallace

----- Original Message -----

From: mmercer@melancthontownship.ca

To:

Sent: Saturday, January 15, 2022 10:13 PM

Subject: NDACT community meeting January 15, 2022

Karren,

NDACT sent me three emails inviting me to today's event. Why?

GB#17.2.2 FFB 0 3 2022 If you only wanted one member of council, why didn't you send a letter to council with such an invitation like other organizations do?

Your email contains factual errors and council will have to address these.

Personally, I find it troubling that NDACT (you), should comment and suggest that certain members of council should attend a public meeting when you've invited us all!

Bizarre.

It's not a council meeting so a quorum of council would not apply particularly on zoom when we're not all sitting together discussing council business.

I made other comments today too which you unfortunately chose not to answer or mention in your email.

It's unfortunate because those comments focus on the actual issue related to this situation as opposed to this minutiae on which you are focussed — and incorrect in any case.

MMercer

Sent from my iPad

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This process will be long and complicated and we are confident that Council's focus will be on the bigger picture, being the science to back up Strada's proposal.

Karren Wallace, Chair

NDACT

From:

Margaret Mercer

Sent:

Wednesday, January 26, 2022 11:15 AM

To:

Denise Holmes

Subject:

Post

Hi Denise,

Could you please add this to next week's council agenda.

There's a second post which I'll send you in the next email.

Thank you, MMercer



All Posts People Groups Events Pho



MELANCTHON RESIDENTS

HAVE YOUR SAY

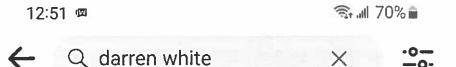
12:51 🕊 🕮

Tuesday Jan 25 6pm

Public meeting tonight at 6 pm via Zoom to talk about the On Farm Diversified Use Bylaw and potential changes to it.

There has been discussion at council to substantially change the on farm diversified use bylaw to reduce setbacks from adjacent uses and potentially increase sizes of buildings. Some of these "diversified" or "dry industrial manufacturing" have little to do with farming and can potentially take over as the primary use on working farms.

I have concerns about reducing the setbacks as that can allow for an industrial use on almost all farms. This would therefore increase the industrialization of farmland, cause the loss of farmland and have other effects such as increased heavy truck traffic to service the shops. This results in road safety challenges, increased maintenance costs and



All Posts People Groups Events Pho

service the shops. This results in road safety challenges, increased maintenance costs and a loss of the rural feel of the countryside.

Anecdotal evidence from other jurisdictions that have similar bylaws where studies are ongoing show that in many cases the industrial use overtakes the farm use and farming becomes secondary to the business.

The direction proposed by some members of council is contrary to our official plan, as well as the provincial policy statement and I believe, not sound planning principles.

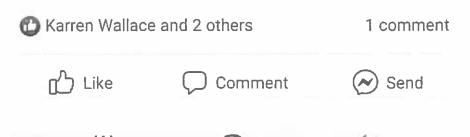
Have your say at a public meeting tonight.

You can also email your comments to info@melancthontownship.ca

Zoom detail can be found on the main page calendar on the Township of Melancthon website.

Meeting ID. 814 4812 5024 Password. 005594

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From:

Margaret Mercer

Sent:

Wednesday, January 26, 2022 10:24 PM

To:

Denise Holmes

Subject:

Posts

Denise,

Council has not even seen or received Chris' resignation. Why is the mayor engaged in this online content?

We need closed session with Ted Oldfield to discuss this.

Please add this to next week's council.

MMercer

Tried my best to take screenshots!

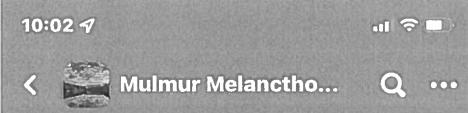


Melancthon Residents

I wanted to reach out to give some updates and context from my standpoint as to what happened when the advertised public meeting held under the planning act to discuss and gather public Opinion on the townships On Farm Diversified Uses bylaw was abruptly adjourned on Tuesday evening.

First of all, I believe that the way this was handled by some on council was clearly pre planned and designed to make staff and our planner look like they have done something incorrectly. Nothing could be farther from the truth. I want to be clear here, in my opinion, our staff and contract planner have always worked





the townships On Farm Diversified Uses bylaw was abruptly adjourned on Tuesday evening.

First of all, I believe that the way this was handled by some on council was clearly pre planned and designed to make staff and our planner look like they have done something incorrectly. Nothing could be farther from the truth. I want to be clear here, in my opinion, our staff and contract planner have always worked with the best interests of every resident of this municipality in mind.

The proposed bylaw presented in the public meetings agenda is the same proposed bylaw that was reccomended to council in what is called a "committee of the whole" meeting on Oct 21 2021. (Committee of the whole is made up of all members of council and gives the



Home











The proposed bylaw presented in the public meetings agenda is the same proposed bylaw that was reccomended to council in what is called a "committee of the whole" meeting on Oct 21 2021. (Committee of the whole is made up of all members of council and gives the ability for a more fruitful less structured discussion on an issue). It's also the same proposed bylaw that was voted on and moved to a public meeting under the planning act on Nov 4 2021. That proposal also had notes attached about some proposed changes that had been brought forward by some members of council.

Some members seem to forget that, but this forgetting they passed something has happened before and then it's used to make staff or myself look like something unfair has













Menu



Some members seem to forget that, but this forgetting they passed something has happened before and then it's used to make staff or myself look like something unfair has happened when it hasn't.

There is no requirement that a new bylaw had to be passed at that meeting and what should have happened is that the public meeting proceed, gather all the input and comments from those attending and then use that data to make educated and informed decisions on any proposed changes.

I Had asked council to continue with the meeting and do just what I've mentioned but to no avail.

In my opinion, the shutting down of that meeting was an affront to our



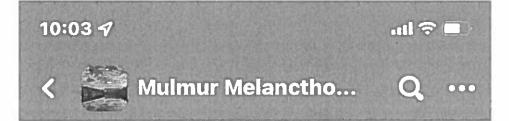












In my opinion, the shutting down of that meeting was an affront to our process and an insult to residents. Not to mention the approx. 1500\$ that it cost to set up, advertise, and prepare documents etc for the meeting is now lost.

Shortly after the meeting I received a notice of termination of service contract from our consultant planner who has served the Township well for a number of years. This is effective immediately.

The effects of this are fairly severe....
First of all, we now don't have a
planner so we cannot accept any new
applications for building permits, and
zoning changes, any official plan
amendments, essentially anything
that needs a planner we now must
put on hold.



Home



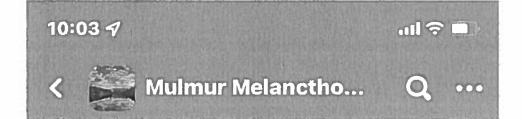






Notifications





I did send out an email to all council members today to let them know that the planner had resigned and stated that it would be difficult and expensive to replace him at this time and also explained that in the short term we would have to pause planning matters as a result and I can tell you that one member of council responded to my email with accusation, ridicule and insult.

That member demanded that my email be added to the next agenda, which I support, and I will ensure that the responses to my email from that member are also there for all to see.

As it is not proprietary or confidential and will be on the next agenda I'm including below the full unedited text of the email sent to council. The responses will be in the next agenda.















Email message below

"Shortly after last nights public meeting Denise and I received notice from our planner Chris Jones terminating his service contract with the Township of Melancthon.

While he has stated that he is willing to still address the planning applications that are currently in place at this time, in the short term he will not be working on any new applications.

This unfortunately puts the township in the position where we will not be able to accept new planning applications, building permit applications etc as they all have to be given planning approval or clearance before they proceed to their next steps.



Home













applications.

This unfortunately puts the township in the position where we will not be able to accept new planning applications, building permit applications etc as they all have to be given planning approval or clearance before they proceed to their next steps.

Unfortunately, recruiting planning personnel at this time has proven difficult for many other jurisdictions and will likely provide numerous financial and planning challenges moving forward."

I'm not sure how the above email provokes accusation, ridicule and insult.

© 14

6 Comments













Friends Wate

Groups

Notifications

Effective Date & Indexing Provisions

All Development Charges became applicable on August 16, 2019 and the Development Charges will be indexed on January 1st of each year in accordance with the prescribed index in the Act.

Exemptions

Development Charge exemptions are prescribed under the Development Charge Act and the Township's By-law.

In general, development charges shall NOT apply to:

- a place of worship, cemetery or burial ground exempt from taxation under the Assessment Act;
- agricultural use excluding an on-farm diversified use or a cannabis production facility;
- the enlargement of an existing residential dwelling unit, or the creation of one or two additional units where specified conditions are met;
- > the enlargement of the gross floor area of an existing industrial building where the gross floor area is enlarged by 50 percent or less.

Collection Policy

Applicable Development Charges shall be payable at the time a building permit is issued unless the charge has been paid prior to the issuance of a building permit as a condition of a rezoning, minor variance, consent or plan of subdivision.

Treasurer's Statement

Each year the Township Treasurer shall prepare a statement identifying the opening and closing reserve fund balances and transactions during the year.

The Treasurer's Statement shall be provided to the Members of Council annually and will be available for review by the Public in the Clerk's Office during regular business hours.



CORPORATION OF THE TOWNSHIP OF MELANCTHON

157101 Highway 10 Melancthon, Ontario L9V 2E6

519-925-5525

Development Charge Information Pamphlet Effective January 1, 2022

This pamphlet summarizes the Development Charge Policy of the Corporation of the Township of Melancthon

The information provided is intended only as a guide. Applicants should review the approved By-law, 37-2019, and consult with the Township of Melancthon to determine the charges that may apply to specific development proposals.

Purpose of Development Charges

The general purpose for which a municipality imposes development charges is to assist in providing the infrastructure required by future development in the municipality through the establishment of a viable capital funding source to meet the municipality's financial requirements.

In accordance with the Development Charges Act, 1997, as amended and O.Reg. 82/19, The Council of the Township of Melancthon passed By-law No. 37-2019 on August 15, 2019 under section 2 (1) of the Development Charges Act, 1997, as amended.

Services to Which Development Charges Relate

- Services Related to a Highway
- > Fire Protection Services
- Policing Services
- Outdoor Recreation Services
- ➤ Indoor Recreation Services
- ➤ Library Services
- > Administration Studies Engineering &
- ➤ Protection Services
- > Administration Studies Community Based
- > Services

Residential Development Charges Effective January 1, 2022

Services	Single 6 Semi- Detached Dwelling	Apertment 2 Bedrooms Plus	Apartments Backelor 8 Bedroom	Other Multiples
Roads & Related	\$ 2,151	\$ 1,036	\$ 745	\$ 1,683
Fire Services	\$ 1,227	\$ 591	\$ 424	\$ 959
Policing Services	\$ 13	\$6	\$4	\$9
Outdoor Recreation	\$ 62	\$ 31	\$ 21	\$ 49
Indoor Recreation	\$ 2,447	\$ 1,179	\$ 849	\$ 1,915
Library Services	\$ 195	\$ 95	\$ 68	\$ 154
Administrat ion	\$ 1,717	\$ 828	\$ 595	\$ 1,344
TOTAL	\$ 7,812	\$ 3,766	\$ 2,706	\$6,113

Non-Residential Development Charges Effective January 1, 2022

Service	Charge per sq. ft. of gross floor area	Wind Turbines
Roads & Related	\$ 1.62	\$ 2,150
Fire Services	\$ 0.91	\$ 1,227
Policing Services	\$ 0.01	
Outdoor Recreation	\$ 0.02	
Indoor Recreation	\$ 0.68	NEO.
Library Services	\$ 0.05	
Administration	\$ 1.26	767 123
TOTAL	\$ 4.55	\$ 3,377



Corporation of the Township of Melancthon

Moved byW. Hannon			
Seconded by	DateFebruary 3, 2	2022	•••
Be it resolved that:			
Council support the Multi-Municipal Turbine \ monitoring of operation of wind turbines with and remedial actions ordered to address faults	oublic reporting of the res		
And further that Council directs Staff to provid Ford; Sylvia Jones, MPP Dufferin Caledon; Minist Minister of Labour, Training and Skills Develops Working Group.	ter of Environment, Conse	rvation a	nd Parks;
Recorded Vote		<u>Yea</u>	Nay
Mayor Darren White			
Deputy Mayor David Besley			
Councillor Wayne Hannon			
Councillor Margaret Mercer			
Councillor James McLean			
Carried/Los	t:		

MAYOR

Denise Holmes

From: Julie Reid <deputyclerk@arran-elderslie.ca>
Sent: Thursday, December 23, 2021 7:47 AM

To: Denise Holmes

Cc: sylvia.jones@ontario.ca

Subject: Letter from the MMWTWG regarding Wind Turbine Failures

Attachments: Attachement_Details on Wind Turbine Failures.pdf

Multi-Municipal Wind Turbine Working Group

TOM ALLWOOD, COUNCILLOR, GREY HIGHLANDS, CHAIR STEVE ADAMS, COUNCILLOR, BROCKTON, VICE-CHAIR 1925 BRUCE ROAD 10, BOX 70, CHESLEY, ON NOG 1L0

519-363-3039 FAX: 519-363-2203 deputyclerk@arran-elderslie.ca

December 14, 2021

Township of Melancthon

Denise B. Holmes dholmes@melancthontownship.ca

RE: Wind Turbine Failures

Dear Mayor and Council:

I am writing to share information compiled by the Multi-Municipal Wind Turbine Group (MMWTWG) on some recent catastrophic failures of wind turbines. Because you are a municipality with an operating wind turbine project, we expect this information will be of interest to you.

The MMWTWG was initially created in 2009 by municipalities in Bruce, Grey and Huron Counties to share information on wind turbine projects being proposed or operating in our municipalities. The organization is a joint committee with elected and citizen representatives from the member municipalities. Since its formation, we have been monitoring the operation of wind turbines and advocating on behalf of our residents adversely affected by the wind turbines.

The group has seen the number of catastrophic wind turbine failures increase, and is deeply concerned about the associated implications. At the same time, there has been no public response from the provincial government that indicates these potentially serious incidents are being investigated either in the context of public and/or workplace safety.

As a result, we have compiled the attached overview of a range of failures based on statements from project operators, pictures and other available information. This assessment of these events points to a variety of causes. Based on these observations, the attached document also outlines a list of recommendations for action by the provincial government.

We suggest that your Council review these attached summaries to see how they might apply to the wind turbine project(s) in your municipality. It may be possible for the municipality to review the situations with the owner of each project to confirm that appropriate activities are underway to ensure public safety.

If you agree with the recommendations for action by the provincial government, we ask that you communicate your support to David Piccini, Ontario Minister of Environment, Conservation and Parks.

When these projects were approved and built, provincial regulations limited municipal input into the projects and the supervision of their construction. This self-regulation process led to some serious problems for the municipalities in our role of protecting the health of our citizens. Now that further gaps in this process are becoming evident, the province needs to take responsibility for addressing the mistakes that were made.

Yours truly,

Tom Allwood,
Chair, Multi-Municipal Wind Turbine Working Group
Councillor, Municipality of Grey Highlands

C.C.

Honourable David Piccini, Minister of Environment, Conservation and Parks, minister.mecp@ontario.ca
Honourable Monte McNaughton, Minister of Labour, Training and Skills Development, minister.mltsd@ontario.ca
Hon. Sylvia Jones, MPP, Dufferin-Caledon – sylvia.jones@ontario.ca

Wind Turbine Failures

Based on the number of catastrophic wind turbine failures, the Multi Municipal Wind Turbine Working Group (MMWTWG)¹ is deeply concerned about the associated implications. While the wind power industry reports that each is an isolated incident, there are now too many incidents for this response to be credible. At least 10 known turbines failures have happened in Ontario since 2007. Each of these resulted in significant portions of blades or the tower hitting the ground at some distance from the turbine base.

At the same time, there has been no public response from the provincial government that indicates these potentially serious incidents are being investigated either in the context of public and/or workplace safety. To date, there has been no information shared with MMWTWG member municipalities.

As a result, we have been working with several people that have technical experience with industrial applications of power and rotating equipment. We have developed our own assessment of the failures based on statements from project operators, pictures and other available information. This assessment of the following events points to a number of different causes:

- Bow River -Pictures suggest that tower collapse was linked to a bolt failure of tower sections.
- Skyway 8 Rotor failure occurred shortly after the installation of an experimental device.
- Raleigh Wind Published information from the project owner indicates that the tower collapse
 is related to a single blade failure. Marks on the tower suggest that the blade struck the tower.
- Sumac Ridge Blade fractures , no explanation available.
- Kingsbridge 1 Fire in the nacelle spread to the blades resulting in wide debris scatter.
- Huron Wind Blade failure with the location of the debris thrown by this failure highlighting the inadequacy of current setbacks from property lines.

Another recent incident in New Brunswick adds to our concerns:

• Kent Hills, NB - Project operator linked the collapse of tower to a foundation failure.

Collectively, the assessments of these situations increased our concern that action is required to formally investigate these incidents. We believe they clearly demonstrate that the current setback distances are inadequate to protect the public and they will increase as tower heights and blade lengths increase.

Faced with continued public inaction by the provincial government, the MMWTWG decided to prepare this summary of available information relative to these failures with a goal of sharing the information with other municipalities that host wind turbine projects to enable them to better protect their citizens.

The MMWTWG recommends that the provincial government needs to:

¹ The MMWTWG formed in 2009 by member municipalities in Bruce, Grey and Huron Counties to share information on wind turbine projects being proposed or operating in our municipalities. The working group is a joint committee with elected and municipally-appointed citizen representatives from the member municipalities.

- Establish a formal public process for investigations of wind turbine failures so that the cause can be firmly determined. These would involve third-party independent engineers starting with initial inspection procedures through to the public release of the final report;
- 2. Complete comprehensive inspections of existing projects to identify any project that shows signs of similar weaknesses;
- 3. Establish requirements for on-board predictive maintenance equipment for operating wind turbines to allow early identification of problems and establish protocols for information transfer to the MECP for review and sharing with the host municipality.
- Review the emergency response procedures submitted by the proponents of wind turbine
 projects as part of the approval process to ensure that the plans are current and responsive to
 the types of failures being experienced; and
- 5. Increase the setbacks from property lines to a minimum of tower height plus blade length for new towers or repowering of existing sites to at least reflect the impact of a tower collapse while recognizing additional distances would be required to protect against ice throw and debris scatter like that seen in the Huron Wind failure where debris with the dimensions of a car were found 2.5 times the height of the tower plus blade length.

We suggest that Councils review these attached summaries to consider how they apply to the wind turbine project(s) in your municipality. It may be possible for the municipality to review the situations with the owner of each project to confirm that appropriate activities are underway to ensure public safety.

If you agree with the recommendations for action by the provincial government we ask that you communicate your support to David Piccini, Ontario Minister of Environment, Conservation and Parks.

When these projects were approved and built, provincial regulations limited municipal input into the projects and the supervision of their construction. This self-regulation process led to some serious problems for the municipalities. Now that further gaps in this process are becoming evident, the province needs to take responsibility for addressing the mistakes that were made.

Attachment 1: Bow Lake, Algoma Region, Ontario

Project Details:

Owners:

Batchewana First Nation – 50% DIF Infrastructure V – 50% BluEarth Renewables - operator

Location: Northwest of Sault Ste Marie

Capacity: 58.3 MW Commissioned: Phase 1: May 2015 Phase 2: April 2016

Equipment – GE Energy 1.6 MW Height – 80 m tower; 50 metre blades Date of Failure: August 28, 2021

Assessment of Failure:

The pictures strongly suggest that the failure mechanism was fatigue of the bolts holding the tower together. There is no evidence of buckling, tearing of the steel plate or general deformation at the adjoining section flanges.

A portion of one blade was found located on the ground near the tower base. The other two blades appear to have remained attached to the rotor as it collapsed into the adjacent trees.

Even though the tower contained 60 gallons of flammable petrochemical lubricants, the MECP Environmental Officer did not visit the site until 3 days after the accident took place.

Potential Learnings:

Tower bolt failures can have many potential causes; i.e. wrong bolts, excessive cyclical loading beyond design criteria, improper installation method regarding torque application, inadequate bolt maintenance checks during regular maintenance etc.

Fatigue damage cannot be seen until a crack develops. Since all aspects of the other towers seem to be identical, it would seem necessary to replace all their tower section bolts.





Attachment 2: Skyway 8, Grey County, Ontario

Project Details:

Owner: Capstone Infrastructure Location: South west of Dundalk

Capacity: 9.5 MW

Commissioned: August 2014

Equipment

3 - Vestas V100- 1.8 MW 2 - Vestas V100- 2.0 MW

Height – 80 m tower; 50 metre blades Modification – Biome Renewables secondary blades installed on this

turbine in early 2021.

Date of Failure: June 30, 2021

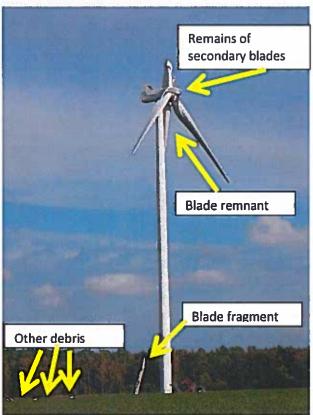
Assessment of Failure:

This turbine was retrofitted approximately 3 months prior to the failure with a secondary rotor of three curved blades that fastened to the hub between the existing blades. This experimental device was not part of the original design and was added to increase power output. The failure resulted in the separation of one of the secondary blades and one of the existing blades. Although the exact sequence of the failure is not known, the most likely scenario is that the experimental blade partly separated, impacting the main blade which then failed.

MECP approved the change but there is no public information confirming that the turbine could handle the additional static and dynamic loads imposed by the secondary rotor.







Learnings:

This turbine was located only 195m from the road, Grey Rd. 8. The road closure that was immediately put in place for public safety confirms that existing setback requirements are insufficient. The failure raises many questions concerning how this project was executed and the engineering safety margins for the original wind turbine design.

Attachment 3: Raleigh Wind, Chatham-Kent

Project Details:

Owner:

2018 – Terraform Power 2020 – Brookfield Renewables Location: South of Chatham

Capacity: 78 MW

Commissioned: January, 2011 Equipment: 52 - GE 1.5 MW Height – 80 m tower;

42 metre blades

Date of Failure: Jan. 19, 2018

Assessment of Failure:

The company reported that their investigations indicated that the failure was caused by a single faulty blade.

This tower at Chatham-Kent buckled at approximately its midpoint and fell toward the wind. It was found with one blade wrapped around the tower base and markings on the tower that were above the fold line.

Based on the evidence of publicly available pictures, it seems that the most likely scenario for this catastrophic failure was that the tower was struck by a blade which

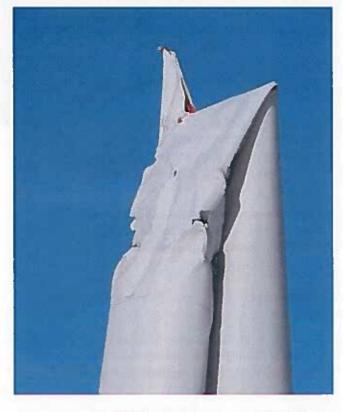
weakened it such that it collapsed.

Learnings:

If the failure was indeed caused by a blade strike on the tower, this raises questions as to how this occurred. This suggests that the clearance may not have been adequate for the conditions encountered during operation. Alternately the blade may have started to separate and this caused it to get so close to the tower that it made contact with it. There may be other possibilities and variations as well.

Chatham-Kent Ward 2 Councillor Frank Vercouteren told CBC News at the time that he believed that the setback from roads was insufficient to protect public safety.





Attachment 4: Sumac Ridge, Kawartha Lakes

Project Details:

Owner: 2016: wpd

2021: Capstone Infrastructure

Location: Southwest of Peterborough

Capacity: 10.5 MW

Commissioned: November, 2017

Equipment: 5 - Senvion MM92 2.05 MW

Height – 80 m tower; 46 metre blades

Date of Failure: April 20, 2019

Assessment of Failure:

Residents reported hearing a grinding sound followed by a loud explosion at 9 a.m. on the morning of the incident.

It was found that one of the blades of the turbine had shattered. Parts of the blade fell to the ground while other pieces were still dangling off of the remaining sections of the blade. The nearby road was closed to ensure public safety.

Initial speculation was that the failure may have been related to the strong winds associated with the storm that moved through the area on the previous weekend.

The investigation and follow up on this incident was hampered as Senvion had filed for bankruptcy protection on April 9 – just before incident.

Learnings:

The blade that failed was relatively new having been in operation for only 1.5 years. This highlights the fact that failures can occur at any time during the life of a wind turbine.

If the failure was related to the strong winds, it raises questions concerning the design safety margins.



Attachment 5: Kingsbridge 1, Ashfield-Colborne-Wawanosh

Project Details:

Owner: Capital Power Location: North of Goderich

Capacity: 40 MW Commissioned: 2006

Equipment: Initially 21 – Vestas V80 with the failed turbine being replace with a

Vestas V 90.

Height – 80 m tower; 45m blades Date of Failure: April, 2013

Assessment of Failure:

The fire started at about 1 am and burned for about two hours. Most of the nacelle was completely destroyed. The intensity of the fire also ignited the blades.

The fire department was called to the site but there was not much that they could do given the elevation of the fire and risks posed by burning pieces of the nacelle and the blades that were falling off of the towers.

Blades continued to rotate and could not be stopped due to the fire in control mechanisms.

A representative of the operator addressed ACW Council the following day and indicated that elements of the turbine were found over 200 metres from the tower.

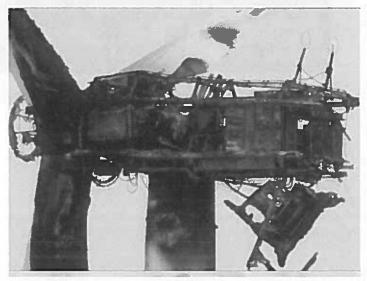
As the fire occurred in early spring, the ground was wet and there were no crops to be set on fire when burning elements fell off of the tower.

Learnings:

This failure highlights the need for fire identification and suppression systems to be installed within the nacelles of all wind turbines.

Had this fire occurred when dry crops were in the field below the turbine, the fire progression would have been more serious.





Attachment 6: Huron Wind, Bruce County

Project Details:

Owners: TC Energy OMERS

Location: North of Kincardine

Capacity: 9.0 MW

Operational: November 2002 Equipment – 5 Vestas V80 - 1.8 MW Height – 65 m tower; 40 metre blades

Date of Failure: May 4, 2018

Assessment of Failure:

Immediate access to the site allowed full documentation of the debris created by this blade failure.

The map below compares the limit of the protected area of 50 m with the actual locations of debris from the blade failure. Large pieces of debris found 280 m

from the tower.



Debris at 150m from tower -1.3m X 3.6m Debris at 170m from tower Debris at 210 m from tower 1.2m X 3.0m

Debris at 280m from tower 1.2m X 3.0m Concession 4 closed to danger

Attachment 7: Kent Hills, New Brunswick

Project Details:

Owner: Trans Alta Renewables Location: Southwest of Moncton, NB Site shared with ATV/snowmobile trails

Capacity: 167 MW

Commissioned in Phases:

Dec 2008 – 25 turbines; Nov 2010 – 24 turbines; Oct 2018 – 5 turbines

turbines; Oct 2018 – 5 turbines

Equipment – Vestas V90 3 MW

Height – 80 m tower; 45 metre blades

Date of Failure: October 14, 2021

Assessment of Failure:

As confirmed by the operator, this tower collapse was linked to a foundation failure (sub-surface crack propagation). The tower itself seems to have all the sections intact and bolted together. Basically, the pictures indicate that the top part of the foundation directly below the tower base was no longer adequately supporting the tower.

A close-up picture of the foundation shows the failed surfaces consists of concrete rubble and rebar. There does not seem to be evidence of the long primary anchor bolts that should fasten to the flange at the base of the tower and then be embedded deep into the concrete foundation.

Earlier pictures taken of wind turbines in this project indicate that numerous anchor bolts had been installed in the concrete bases. This is highly unusual and suggests that they were added when problems with the foundations became evident.

Potential Learnings:

The foundation problem(s) that caused the failure are very likely not an isolated case. Foundation failures can result from many factors i.e., faulty design, quality control, construction techniques, procedures etc.

This failure raises many questions that relate to how likely it is that the other foundations have the same problems. As well, it raises the question of public safety and the need for safe separation distances.





Attachment 8: History of Turbine Failures in Ontario

The following table documents the known equipment failures at Ontario wind turbine projects. that resulted in wind turbine blades hitting the ground so that members of the public may have been harmed if present in locations outside any protective exclusion zone. While the industry response to each failure is that the situation is unique and an exception, the table confirms that this is not the case.

#	Date	Project	Туре	Equipment	Age at Failure
1	April 2007	Port Burwell	Blade Failure	GE 1.5	11 months
2	January 2008	Prince Wind	Blade Failure	GE 1.5	2.1 years
3	April 2013	Kingsbridge 1	Fire	Vestas V80	7 years
4	August 2015	Goshen	Blade Failure	GE 1.62	6 months
5	April 2017	Bornish	Blade Failure	GE 1.62	3 years
6	January 2018	Raleigh	Tower Collapse	GE 1.62	7 years
7	May 2018	Huron Wind	Blade Failure	Vestas V80	15.4 years
8	April 2019	Sumac Ridge	Blade Failure	Senvion MM92	1.3 years
9	June 2021	Skyway 8	Blade Failure	Vestas V100	6.9 years*
10	August 2021	Bow Lake	Tower Collapse	GE 1.62	6 years

^{*100} days after secondary blades installed.

These situations are similar to the operating experience with wind turbines in other jurisdictions. It suggests that the positioning of wind turbines relative to other adjacent activities needs to anticipate the potential for failure either the blades or the tower and other dangers such as ice throws or fires. Analysis of these failures indicates that the current Ontario setback of blade length plus 10 metres is not sufficient to protect the wider public.

The failures also indicate that there needs to be a program of ongoing monitoring of operation of these wind turbines with public reporting of the results of inspections and remedial actions ordered to address faults identified.