



TOWNSHIP OF MELANCTHON ELECTRONIC MEETING THURSDAY, DECEMBER 15, 2022 - 9:00 A.M.

Council meetings are recorded and will be available on the Township website under Quick Links – Council Agendas and Minutes within 5 business days of the Council meeting.

Join Zoom Meeting

<https://us02web.zoom.us/j/84790873602?pwd=VXRLYiILNGdDeERnSzE2cnJVNzg2Zz09>

Meeting ID: 847 9087 3602

Passcode: 008549

One tap mobile

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+12042727920,,84790873602#,,,,*008549# Canada

Dial by your location

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+1 647 374 4685 Canada

+1 647 558 0588 Canada

+1 778 907 2071 Canada

Meeting ID: 847 9087 3602

Passcode: 008549

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 – December 1, 2022**
- 7. Business Arising from Minutes**
- 8. Point of Privilege or Personal Privilege**
- 9. Public Question Period** (Please visit our website under Agendas and Minutes for information on Public Question Period)
- 10. Public Works**
 1. Winter Operations Plan
 2. Other
- 11. Planning**
 1. Applications to Permit
 2. Watson & Associates – Letter to Our Clients Nov 29, 2022, Bill 23 Received Royal Assent
 3. Other
- 12. Climate Change Initiatives**
- 13. Police Services Board**
- 14. County Council Update**
- 15. Correspondence**

Board, Committee & Working Group Minutes

1. Nottawasaga Valley Conservation Authority – November 22, 2022

Items for Information Purposes

1. Environmental Registry of Ontario - Environmental Assessment Requirements for Advanced Recycling Facilities under the Environmental Assessment Act (EAA)
2. RLB Chartered Professional Accountants – 2022 Audit Plan
3. City of Toronto – Update on Bill 23 – More Homes Built Faster Act, 2022
4. Letter from Lisa M. Thompson – Minister of Agriculture, Food and Rural Affairs

Items for Council Action

1. Dufferin Municipal Provincial Offences Act Board Appointment Request
2. Appointment of Alternate County Council Member

16. General Business

1. Notice of Intent to Pass By-law

1. By-law to Appoint a Board of Management for the Horning's Mills Community Park
2. By-law to Appoint a Board of Management for the Corbetton Community Park
3. By-law to Appoint a Municipal Service Board for the Horning's Mills Community Hall
4. By-law to Establish a Municipal Service Board to Operate a Community Hall, known as the Horning's Mills Community Hall

2. New/Other Business/Additions

1. Melancthon Recreation Task Force Report

2. Report from Denise Holmes CAO/Clerk – Integrity Commissioner Services
3. Report from Denise Holmes CAO/Clerk – Horning’s Mills Community Hall, Municipal Service Board
4. Report from Denise Holmes CAO/Clerk – North Dufferin Community Centre – Council Review of Melancthon’s Participation
5. Notice of Motion from December 1st – Moved by Moore that Council look into updating Townhall in order to facilitate meetings via zoom and to obtain quotes in order to have in person meetings and still be able to attend virtually.
6. Inter-Municipal Working Group for Dissolution of the Centre Dufferin Recreation Complex and Shelburne and District Fire Boards of Management – Discussion/Appointment of one Council member

3. Unfinished Business

1. Diversity Policy

17. Delegations

1. **9:30 a.m.** – Chris Johnston, By-law Enforcement Officer and Gary Tomlinson – By-law Complaint Updates - **Closed Session Delegation under Personal matters about an identifiable individual, including municipal or local board employees**
2. **10:00 a.m.** – Kory Chisholm, MHBC Planning, Shakir Rehmatullah, FLATO Developments Inc., Dave Milliner, Southgate CAO, Mayor Brian Milne, Clinton Stredwick, Southgate Planner – Proposed Municipal Boundary Realignment between Melancthon and Southgate Township – follow up to Delegation in July 2022
3. **10:30 a.m.** – Kim Delahunt, President & CEO Headwaters Health Care Centre and Jennifer Hamilton, Director of Communications & Stakeholder Relations Headwater Health Care Centre – Provide an update on Headwaters Health Care Centre’s activities and needs and the Hospital Foundation’s priority campaigns

18. Closed Session

1. Personal matters about an identifiable individual, including municipal or local board employees – Citizen Appointments to various Boards and Committee
2. Approval of Draft Minutes – October 20, 2022
3. Business Arising from Minutes
4. Rise With or Without Report from Closed Session

19. Third Reading of By-laws

20. Notice of Motion

21. Confirmation By-law

22. Adjournment and Date of Next Meeting – January 12, 2023 - 9:00 a.m.

**APPLICATIONS TO PERMIT FOR APPROVAL
DECEMBER 15TH, 2022 COUNCIL MEETING**

PROPERTY OWNER	PROPERTY DESCRIPTION	SIZE OF BUILDING	TYPE OF STRUCTURE	USE OF BUILDING	DOLLAR VALUE	D.C.'s	COMMENTS/APPROVED, NOT APPROVED
Domenic Troiano Agent - Donna Pascoe	Part Lot 2, Con 1 OS 7R6636 Part 1	116.13 M2 (1250 sqft)	3 Season Detached Building	3 Season Building	\$75,000.00	NO	With the Planner for Review

Denise Holmes

From: Watson & Associates Economists Ltd. <info@watsonecon.ca>
Sent: Tuesday, November 29, 2022 7:02 PM
To: Watson & Associates Economists Ltd.
Subject: Bill 23 received Royal Assent
Attachments: Bill 23 Letter to Our Clients Nov 29 2022.pdf

Good afternoon:

In our continued efforts to keep our clients up to date on the legislative amendments resulting from Bill 23 (More Homes Built Faster Act), we are writing to inform you that Bill 23 received Royal Assent on November 28, 2022. The attached letter highlights the changes that were introduced.

If you have any questions regarding Bill 23, we would be pleased to discuss them with you, at your convenience.

Best regards,

Andrew Grunda, MBA, CPA, CMA
Principal



Watson & Associates
Economists Ltd.

grunda@watsonecon.ca

Office: 905-272-3600 ext. 229

Mobile: 905-301-2523

Fax: 905-272-3602

watsonecon.ca



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November 29, 2022

Dear Clients:

Re: *More Homes Built Faster Act*

In our continued efforts to keep our clients up to date on the legislative amendments resulting from Bill 23 (*More Homes Built Faster Act*), we are writing to inform you that Bill 23 received Royal Assent on November 28, 2022. This letter highlights the changes that were introduced with the Second Reading of the Bill and identifies the amendments that are currently in effect for the *Development Charges Act* (D.C.A.), as well as section 37 (community benefits charges (C.B.C.s)) and section 42 (parkland dedication) of the *Planning Act*.

Development Charges Act

- Second Reading of the Bill introduced two substantive modifications to the proposed changes, including:
 - For the phase-in of the charges over the first four years of a development charges (D.C.) by-law, under First Reading the transition provisions only applied to existing D.C. by-laws passed on or after June 1, 2022. These rules now apply to a D.C. by-law passed on or after January 1, 2022.
 - The discount for rental housing developments is applicable to a D.C. payable under a section 27 agreement, for prescribed developments that were entered into before the *More Homes Built Faster Act* received Royal Assent. These discounts do not apply to payments made under the agreement prior to this date.
- All sections of Schedule 3 of the *More Homes Built Faster Act* are in effect as of November 28, 2022 (date of Royal Assent) with the exception of:
 - Subsection 4.1 of the D.C.A., which provides exemptions for affordable and attainable residential units;
 - Rules under front-ending agreements with respect to affordable and attainable residential units; and
 - Regulation powers related to defining attainable housing and criteria for arm's length transactions.

These exceptions will come into effect on the date of proclamation. As of the date of this letter, proclamation has not been given.

Section 37 of the *Planning Act* – Community Benefits Charges

- Second Reading of the Bill introduced an additional change to the proposed C.B.C. amendments under section 37 of the *Planning Act*. The change allows a municipality to enter into an agreement with a landowner for the provision of in-



kind contributions. It also allows for this agreement to be registered on title of the land to which the charge applies.

- Section 10 of Schedule 9 of the *More Homes Built Faster Act* is in effect as of November 28, 2022 (date of Royal Assent) with the exception of:
 - Subsection 37 (32.1) of the *Planning Act*, which provides reductions in the maximum charge for developments containing affordable and attainable residential units.

This subsection of the *Planning Act* will come into effect on the date of proclamation. As of the date of this letter, proclamation has not been given.

Section 42 of the *Planning Act* – Parkland Dedication

- No additional changes or modifications were made since First Reading of the Bill with respect to the parkland dedication amendments under section 42 of the *Planning Act*.
- Section 12 of Schedule 9 of the *More Homes Built Faster Act* is in effect as of November 28, 2022 (date of Royal Assent) with the exception of:
 - Subsections 42 (1.1) and 42 (3.0.3) of the *Planning Act*, which provide reductions in the standard and alternative parkland dedication requirements for affordable and attainable residential unit developments; and
 - Subsections 42 (4.30) through 42 (4.39) of the *Planning Act* which allow a landowner to identify the land for parkland conveyance under the by-law.

These subsections of the *Planning Act* will come into effect on the date of proclamation. As of the date of this letter, proclamation has not been given.

We would be pleased to discuss the changes resulting from the *More Homes Built Faster Act* with you in further detail at your convenience.

Yours very truly,

WATSON & ASSOCIATES ECONOMISTS LTD.

Andrew Grunda, MBA, CPA, CMA, Principal

Gary Scandlan, BA, PLE, Managing Partner

Peter Simcisko, BA (Hons), MBE, Managing Partner

Sean-Michael Stephen, MBA, Managing Partner

Jamie Cook, MCIP, RPP, PLE, Managing Partner

Jack Ammendolia, BES, PLE, Managing Partner



NVCA November 2022 Board Meeting Highlights

The December 2022 NVCA Board Meeting is cancelled

Please join us in person at the 2023 Annual General Meeting at the
Tiffin Centre for Conservation

January 27, 2023 from 9:00 a.m. – 12:00 p.m.

8195 8th Line Utopia, ON L0M 1T0

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

2022 Third Quarter Budget Report

In the first six months of operations of NVCA, expenditures to date are tracking on schedule, with 74.9% of the budgeted expenses (75% of budget year completed).

Revenues are tracking well, with 83.76% of the budgeted revenues recognized. This includes the first 9 months of the general municipal levy of \$1,953,576.

Currently, NVCA is sitting in a surplus position, primarily due to three reasons:

1. Section 28 permits have already surpassed the budgeted number of \$255,000 sitting at \$427,208 after the first 9 months
2. Revenues are tracking higher than expenses so far this year which puts us in a surplus position.
3. There was a large payroll accrual in 2021 due to the timing of the last payroll and a larger than normal vacation accrual.

2022 Year End Surplus/Deficit Allocation

The NVCA Board of Directors approved that any deficit/surplus for 2022 will be allocated accordingly to the budget reserve.

Data Management Strategy for Planning Services Program

Currently, NVCA's Planning and Regulations staff spend significant time doing manually intensive data entry in the absence of automated data management solution. This work includes uploading and assigning of documents, processing applications, data entry, preparing fee requests, invoices and responding to status requests. It is estimated that NVCA requires 1.5 full time staff to complete these tasks currently.

NVCA is investigating automating processes beginning with possible internal changes to the current system. If an in-house solution cannot be developed by the end of 2023, staff will be exploring software solutions that offers a full suite of software for planning, permitting and enforcement and regulatory services.

A subsequent staff report will be submitted to the board outlining the preferred data management solution. This report will also identify direct and indirect costs associated with the implementation of the solution and possible funding sources.

List of all existing NVCA programs and services fees

In April 2022, the Minister of Environment, Conservation and Parks released a list of programs and services conservation authorities can charge fees for.

Conservation authorities must develop a written fee policy, which includes a fee schedule that lists the fees for chargeable programs and services. The fee schedule must also include the frequency that policy and schedule(s) will be reviewed, the review process, notice of the review and changes, and the circumstances under which any person may request the authority to reconsider a fee

NVCA staff have developed a draft fee policy and associated schedules that consolidates all NVCA programs and services existing user fees.

At the November 25th meeting, the Board of Directors directed staff to apply a 2% cost of living increase to all fees. The new schedule will take effect on January 1, 2023.

Overview of Bill 23, More Homes Built Faster Act, 2022 and related environmental registry postings

On October 25, 2022, the Ontario government introduced the More Homes Built Faster Act, 2022 to support More Homes Built Faster: Ontario's Housing Supply Action Plan 2022-23. As part of the province's Housing Supply Action Plan, the government is proposing to streamline approvals under the Conservation Authorities Act to focus on natural hazards.

NVCA published a [media release](#) and [official statement](#) on November 2, 2022.

Under the *Environmental Bill of Rights*, the government has put these proposals on the Environmental Registry of Ontario (ERO) for public review and comment. Below are the ERO postings that are relevant to NVCA

[ERO Posting: 019-2927](#) – Proposed updates to the regulation governing the activities that require permits under the *Conservation Authorities Act*. The changes are intended to

streamline approvals to focus on natural hazards.

[ERO Posting: 019-6141](#) – Legislative and regulatory proposals affecting conservation authorities to support the Housing Supply Action Plan 3.0. This includes a series of proposed changes to the *Conservation Authorities Act* and *Planning Act*.

[ERO Posting 019-6160](#) – Proposed Updates to the Ontario Wetland Evaluation Systems (OWES). The Province is proposing to add new guidance related to re-evaluation of wetlands and updates to mapping of evaluated wetland boundaries. Also, to make changes to recognize the professional opinion of wetland evaluators and the role of local decision makers (e.g. municipalities)

[ERO Posting: 019-6161](#) – Conserving Ontario's Natural Heritage. The Province has developed a discussion paper and is seeking feedback on how Ontario could offset development pressures on wetlands, woodlands, and other natural wildlife habitat. The Ministry of Natural Resources and Forestry is considering developing an offset policy that would require a net positive impact on these features and help reverse the decades-long trend of natural heritage loss in Ontario.

Please refer to the November 2022 Board Agenda for NVCA staff comments for each posting.

Inventory of Programs and Services for Submission to the Ministry of Natural Resources and Forestry

NVCA's Board of Directors received an update on the development of the new Memorandums of Understanding (MOUs) relating to the Inventory of Programs and Services. The updates include:

Between October 1 and December 31, 2022, NVCA has had informal meetings with the following municipalities within our jurisdiction to present the draft inventory and to move forward MOU discussions: Township of Amaranth, Town of Mono, Town of Wasaga Beach, Town of Collingwood, Town of Innisfil,

Township of Melancthon, Township of Mulmur,
and Township of Oro-Medonte.

Many municipal partners are unclear of the changes that Bill 23 may bring forward that will need to be factored into MOUs for 2024.

Upcoming Events

Tiffin Nature Program

Geared towards pre-K and children in kindergarten, the Tiffin nature program will help children gain knowledge, understanding and appreciation of the natural world and our amazing planet.

Date: 6-week sessions from September 20, 2022 to June 13, 2023.

Location: Tiffin Centre for Conservation
8195 8th Line, Utopia, ON L0M 1T0

PA/PD Day Camp

Offered on PA/PD Days only, kids will enjoy lots of physical activity, and be mentally stimulated as they explore ever changing scenery and landscapes. They will be able to move away from excess screen time, and learn how to integrate nature into their everyday lives.

Dates: October 24, 2022, November 18, 2022, January 27, 2023, April 28, 2023, June 2, 2023

Location: Tiffin Centre for Conservation
8195 8th Line, Utopia, ON L0M 1T0

Homeschool Programs

Tiffin's Homeschool Program is designed for homeschool families who want to spend structured time outside to develop a sense of wonder, appreciation and respect for the natural world.

Date: One Friday a month from October 15, 2022 to June 23, 2023

Location: Various locations throughout the Nottawasaga Watershed

Denise Holmes

From: RRPB, Mail (MECP) <RRPB.Mail@ontario.ca>
Sent: Friday, November 25, 2022 5:47 PM
To: Denise Holmes
Subject: Decision Notification - EA requirements for advanced recycling facilities

Good Afternoon,

Ontario is following through on our commitment to divert more waste from landfills by supporting the use of advanced recycling and energy recovery technologies that can help ensure valuable resources do not go to landfills.

To help encourage innovative waste recovery in Ontario, while maintaining strict environmental oversight, the Ministry of the Environment, Conservation and Parks finalized new environmental assessment (EA) requirements for thermal treatment sites engaging in advanced recycling, under the *Environmental Assessment Act* (EAA). Ontario Regulation 101/07 (Waste Management Projects) sets out the undertakings that would require an individual EA and those undertakings which would be eligible to follow a streamlined EA process.

We received comments on the proposed changes to EA requirements through:

- The Environmental Registry proposal notice (January 14, 2022 – February 28, 2022)
- Webinar with Indigenous communities and organizations on January 31, 2022
- Webinar with stakeholders on February 7, 2022
- Online meetings with some Indigenous communities and organizations, individual stakeholders and associations

After considering all feedback received, the regulation amending the Waste Management Projects regulation came into force on July 1, 2022. For more information about the new EA requirements for thermal treatment sites engaging in advanced recycling that are in the amended Waste Management Projects regulation, please visit the Environmental Registry of Ontario, under registry number 019-4867, at <https://ero.ontario.ca/notice/019-4867>.

If you have any questions regarding the EA requirements for thermal treatment sites engaging in advanced recycling, please contact Ian Drew, Senior Policy Advisor, Resource Recovery Policy Branch, at Ian.Drew@ontario.ca or 647-290-8927.

Sincerely,

Charles O'Hara
Director, Resource Recovery Policy Branch
Environmental Policy Division
Ministry of the Environment, Conservation and Parks

Environmental assessment requirements for advanced recycling facilities under the Environmental Assessment Act (EAA)

ERO (Environmental Registry of Ontario) number	019-4867
Notice type	Regulation
Act	Environmental Assessment Act, R.S.O. 1990
Posted by	Ministry of the Environment, Conservation and Parks
Notice stage	Decision
Decision posted	November 25, 2022
Comment period	January 14, 2022 - February 28, 2022 (45 days) Closed
Last updated	November 25, 2022

This consultation was open from:

**January 14, 2022
to February 28, 2022**

Decision summary

We have finalized changes to thresholds for thermal treatment facilities that determine the environmental assessment requirements for advanced recycling. These thresholds have been incorporated in *Ontario Regulation 101/07: Waste Management Projects made under the Environmental Assessment Act (EAA)*.

Decision details

Ontario is taking action to support the use of advanced recycling and energy recovery technologies that can help ensure valuable resources do not end up in landfill. As part of these efforts, we have finalized new environmental assessment (EA) requirements for thermal treatment sites engaging in advanced recycling, under the *Environmental Assessment Act*.

The changes to EA (Environmental Assessment) requirements for thermal treatment sites engaging in advanced recycling will:

- encourage innovative waste recovery in Ontario while maintaining strict environmental oversight
- make it easier for thermal treatment sites engaging in advanced recycling to address EA (Environmental Assessment) requirements

The changes to EA (Environmental Assessment) requirements for thermal treatment sites engaging in advanced recycling were made by amending *Ontario Regulation 101/07 (Waste Management Projects)*. This regulation sets out the undertakings that require an individual EA (Environmental Assessment) and those which are eligible to follow a streamlined EA (Environmental Assessment) process. The amendments to the regulation came into force on July 1, 2022.

Environmental assessment requirements for thermal treatment sites engaging in advanced recycling

Ontario is following through on government commitments to recognize the value of thermal treatment sites engaging in advanced recycling to recover valuable resources from waste by updating their EA (Environmental Assessment) requirements.

The amendments to *Ontario Regulation 101/07 (Waste Management Projects)* under the EAA (Environmental Assessment Act) enables advanced recyclers to follow the streamlined EA (Environmental Assessment) process set out in the Guide to Environmental Assessment Requirements for Waste Management Projects if thresholds based on tonnage treated and recovery rate are met. This will help ensure resources stay out of our landfills and our environment.

Under the amendments to the regulation, where a fuel is produced from thermal treatment, this site is now included in the description of advanced recycling.

In addition, all thermal treatment sites engaging in advanced recycling will continue to be subject to all other permits and approvals required, including Environmental Compliance Approvals.

New requirements for thermal treatment sites engaging in advanced recycling

After considering input received from stakeholders and Indigenous communities and organizations on the proposed environmental assessment requirements for thermal treatment facilities engaging in advanced recycling under the *Environmental Assessment Act*, amendments to the Waste Management Projects regulation were filed on April 20, 2022, and came into force on July 1, 2022.

The amendments include:

- new classes of thermal treatment to make it clear what types of thermal treatment would qualify as engaging in advanced recycling
- thresholds for advanced recycling that impact the EA (Environmental Assessment) pathway for sites of different sizes and efficiency, providing a more streamlined path for sites that recover more materials
- operational changes resulting in a new classification (crossing a weight threshold) require a thermal treatment facility engaging in advanced recycling to undergo the EA (Environmental Assessment) process for the proposed weight threshold
- any thermal treatment site which changes their operations to be considered a different class of thermal treatment (e.g. (example), energy-from-waste to advanced recycling) need to go through the EA (Environmental Assessment) process for the proposed type of operation

The EA (Environmental Assessment) requirements for the establishment of thermal treatment sites engaging in advanced recycling are shown in the following table.

Table: Environmental Assessment Requirements for Thermal Treatment Sites Engaging in Advanced Recycling (Class D)

Environmental Assessment Requirements for Thermal Treatment Sites Engaging in Advanced Recycling

Waste Treatment	Recovered Material percentage	Processed EA (Environmental Assessment) Process	Processed EA (Environmental Assessment) Process	Processed EA (Environmental Assessment) Process
		\leq (less than or equal to) 10 TPD	\geq (greater than) 10 - \leq (less than or equal to) 100 TPD	\geq (greater than) 100 - \leq (less than or equal to) 100 TPD
Class D	\leq (less than) 70% Recovery	Not a designated undertaking	Environmental Screening Process	Individual Environmental Assessment
Class D	\geq (greater than or equal to) 70% Recovery	Not a designated undertaking	Not a designated undertaking	Environmental Screening Process

Comments received

Through the registry

19

By email

11

By mail

0

[View comments submitted through the registry \(/notice/019-4867/comments\)](/notice/019-4867/comments)

Effects of consultation

Please note that of the 19 comments received through the registry, three were edits to one comment which is why a total of 27 comments on the registry were reported.

Effects of consultation

We received comments on the proposal through:

- the Environmental Registry proposal notice (January 14, 2022 – February 28, 2022)
- webinar engagement with Indigenous communities and organizations on January 31, 2022
- webinar consultation with stakeholders on February 7, 2022
- online meetings with some Indigenous communities and organizations individual stakeholders and associations

Through written and verbal communication, comments were received from a wide range of stakeholders, including:

- industry associations
- advanced recycling companies
- municipalities
- environmental organizations
- private citizens

Feedback was also received from some Indigenous communities and organizations.

We considered the comments we received while developing the EA (Environmental Assessment) requirements for thermal treatment sites engaging in advanced recycling. Those requirements are now incorporated into the amended Waste Management Projects regulation.

What we heard

While there was general support for proposed updates to the EA (Environmental Assessment) requirements for thermal treatment sites engaging in advanced recycling, commenters also provided suggestions that have been incorporated into the final regulation.

Changes made in response to stakeholder feedback

The ministry considered all comments received on the proposal before finalizing the EA (Environmental Assessment) requirements for thermal treatment sites engaging in advanced recycling which are included in the amended Waste Management Projects regulation.

Based on the feedback we received through this consultation, we made the following key changes:

- created different classes of thermal treatment to easily identify thermal treatment sites engaging in advanced recycling and make it easier for proponents to identify the appropriate EA (Environmental Assessment) requirements (see table below)
- revised the recovery rate from 80% to 70% to promote the processing of less valuable plastic wastes
- clarified the criteria for an output of thermal treatment sites engaging in advanced recycling to be considered a recovered material
- indicated that the calculation for recovered material is based on an annual calculation
- added that the recovered material calculation would be based on normal operations of the site
- identified the criteria under which fuel is considered a recovered material

Description of all thermal treatment classes

Type of Class	Description	Changes	Differences
Class A	<ul style="list-style-type: none"> • Uses coal, oil or petroleum coke as a fuel for thermal treatment at the site. 	<ul style="list-style-type: none"> • This type of thermal treatment was described in the Regulation. 	<ul style="list-style-type: none"> • The existing environmental assessment requirements will continue to apply to establish this type of site.
Class B	<ul style="list-style-type: none"> • Does not use coal, oil or petroleum coke as a fuel for 	<ul style="list-style-type: none"> • Thermal treatment sites that do not use coal, oil or petroleum 	<ul style="list-style-type: none"> • The existing environmental assessment requirements will continue to apply to

Type of Class	Description	Changes	Differences
Class C	<p>the thermal treatment; AND</p> <ul style="list-style-type: none"> • Thermal treatment processes are not used for the principal purpose of recovering material; AND • Of the energy (electricity and heat) generated by thermal treatment that is used, all of that energy is used to dispose of waste. 	<p>coke as fuel and use all energy generated to dispose of waste were previously described in the Regulation.</p> <ul style="list-style-type: none"> • The amendments remove the "fuel" as a generated output and state that the site is not recovering material. 	<p>establish this type of site.</p>

Type of Class	Description	Changes	Differences
	<p>coke as a fuel for the thermal treatment; AND</p> <ul style="list-style-type: none"> • Thermal treatment processes are used principally to recover material and of the energy generated and used, some or all of it is used off-site; OR • Thermal treatment processes are not used principally to recover material and of the energy generated and used, some or all of it is used at 	<p>oil or petroleum coke as fuel and generate energy for use other than to dispose of waste (i.e. produce energy from waste) were previously described in the Regulation.</p> <ul style="list-style-type: none"> • The amendments include in this class of thermal treatment, sites engaging in advanced recycling if the site also produces energy from waste. 	<p>will continue to apply to establishing this type of site.</p>

Type of Class	Description	Changes	Differences
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the site
for a
purpose
other than
to dispose
of waste,
or used
off-site.

Type of Class	Description	Changes	Differences
Class D	<ul style="list-style-type: none"> Does not use coal, oil or petroleum coke as a fuel for the thermal treatment; AND Thermal treatment processes is used principally to recover material; AND Of the energy generated and used, all of it is used on-site. 	<ul style="list-style-type: none"> This will be a new description for a thermal treatment site. 	<ul style="list-style-type: none"> The streamlined environmental assessment process will be available for establishing this class of thermal treatment, depending on the size of the site (in maximum tonnes thermally treated per day) and the recovery rate. In comparison, the existing (unamended) regulation would require an individual environmental assessment.

To support this transition, we will be amending the **Guide to Environmental Assessment Requirements for Waste Management** (<https://www.ontario.ca/page/guide-environmental-assessment-requirements-waste-management-projects>) Projects. A Bulletin will be posted to the Environmental Registry when the Guide is updated. The revisions will include updates to Part B of the Guide (Environmental Screening Process) and will also provide guidance on:

- explanation of all the different classes of thermal treatment
- clarification that anaerobic digestion is not a form of thermal treatment
- description and calculation of Recovered Materials

Supporting materials

Related links

Environmental Assessment Act

(<https://www.ontario.ca/laws/statute/90e18>)

Waste Management Projects Regulation

(<https://www.ontario.ca/laws/regulation/070101>)

View materials in person

Some supporting materials may not be available online. If this is the case, you can request to view the materials in person.

Get in touch with the office listed below to find out if materials are available.

Resource Recovery Policy Branch


40 St. Clair Avenue West

8th floor

Toronto, ON

M4V 1M2

Canada

 [416-325-4100](tel:416-325-4100)

Connect with us

Contact

Ian Drew

 [647-290-8927](tel:647-290-8927)

Original proposal

ERO (Environmental Registry of Ontario) number	019-4867
Notice type	Regulation
Act	Environmental Assessment Act, R.S.O. 1990
Posted by	Ministry of the Environment, Conservation and Parks
Proposal posted	January 14, 2022
Comment period	January 14, 2022 - February 28, 2022 (45 days)

Proposal details

Ontario is committed to supporting the use of advanced recycling and energy recovery technologies that can help ensure valuable resources do not end up in landfill. As part of these efforts, we are developing new environmental assessment (EA) requirements for thermal treatment-based advanced recycling facilities, under the *Environmental Assessment Act*.

Thermal treatment technologies rely on heat and pressure to break down hard-to-recycle plastics and other waste, so they can be reused to create new products, which reduces the need to use new natural resources and diverts waste from landfill.

The proposed changes will make it easier for advanced recycling facilities to obtain their environmental approval by clarifying how advanced recycling recovers resources from waste similar to traditional recycling facilities.

Background

Ontario's legislative framework for waste management and its resulting environmental assessment requirements have not kept pace with modern advanced recycling processes. Meaning the current descriptions of most thermal treatment technologies (i.e. (that is), incineration, gasification, pyrolysis and plasma arc treatment), do not recognize the unique recovered materials characteristic of advanced recycling applications of such technologies.

The ministry began consultation in fall 2020 on the **proposed Project List for projects** (<https://ero.ontario.ca/index.php/notice/019-2377>) that would require a comprehensive environmental assessment, with a **subsequent regulation proposal** (<https://ero.ontario.ca/index.php/notice/019-4219>) was posted on November 26, 2021. This current proposal on advanced recycling EA.(environmental.assessment) requirements is proceeding separately but concurrently, as new EA.(environmental.assessment) requirements, definitions, and regulatory thresholds are being proposed for advanced recycling facilities.

Proposal Details

Advanced recycling technologies recover materials that can be put to good use as feedstocks to create new products like lubricants, waxes and potentially the production of alternative fuels, which can support our green economic recovery and circular economy.

We are seeking input on the EA.(environmental.assessment) requirements for advanced recycling sites to better support the use of innovative processes, while maintaining strict environmental oversight.

The current proposal is to develop new environmental assessment (EA) requirements for advanced recycling.

This proposal is associated with, but proceeding separate from, the proposal to move to **a project list approach** (<https://ero.ontario.ca/notice/019-4219>) under the *Environmental Assessment Act*.

Proposed Updates

We are proposing changes to the thresholds for environmental assessment requirements for thermal treatment projects which are engaged in advanced recycling. This includes:

- Developing new environmental assessment requirements for advanced recycling by introducing: thresholds based on tonnage treated, with an incentive of reduced burden for good performers with a high recovery rate.
- An upper threshold that would require very large projects to undergo a comprehensive environmental assessment.
- An 80%.(percent) recovery rate that incentivizes recovery and not disposal of waste.

- Proposing updates to Part B of the Guide to Environmental Assessment Requirements for Waste Management Projects. The updates will provide guidance on calculating a facility's expected recovery rate and requiring the rate to be included in the Environmental Screening Report for advanced recycling projects.

As the proposal to move to a project list approach is still in consultation, the changes related to advanced recycling could be addressed by:

- Consolidating with the proposed project lists approach; or
- Amending the existing *Ontario Regulation 101/07 (Waste Management Projects Regulation)*.

The environmental assessment requirements for thermal treatment projects which are engaged in advanced recycling are shown in the following table.

Table: Environmental Assessment Requirements for Advanced Recycling

Environmental Assessment Requirements				
Waste Treatment	Thermal Treatment e.g. (example), Pyrolysis, gasification, or plasma arc)	Current EA (environmental assessment) Process \leq (less than or equal to) 10 TPD (Tonnes of waste treated per day)	Current EA (environmental assessment) Process \geq (greater than) 10 TPD (Tonnes of waste treated per day)	Proposed (environmental assessment) Process \leq (less than or equal to) 10 TPD (Tonnes of waste treated per day)
Disposal	EFW (Energy from Waste)	ESP (Environmental Screening Process)	ESP (Environmental Screening Process)	ESP (Environmental Screening Process) (change)

Disposal	Incineration (non-EFW (Energy-from-Waste))	ESP (Environmental Screening Process)	CEA (Comprehensive environmental assessment)	ESP (Environmental Screening Process) (change)
Advanced Recycling	≤ (less than) 80% Recovery	ESP (Environmental Screening Process)	CEA (Comprehensive environmental assessment)	Change from ESP (Environmental Screening Process) to EA (environmental assessment)
Advanced Recycling	≥ (greater than or equal to) 80% Recovery	ESP (Environmental Screening Process)	CEA (Comprehensive environmental assessment)	Change from ESP (Environmental Screening Process) to EA (environmental assessment)

(TPD) Tonnes of waste treated per day, (EFW) Energy-from-Waste, (CEA) Comprehensive EA (environmental assessment); (ESP) Environmental Screening Process; (No EA (environmental assessment)) No Environmental Assessment required.

It should be noted that we are not proposing to update the environmental assessment requirements for waste treatment sites that utilize incineration or other thermal treatment technologies for disposal or energy-from-waste purposes. In addition, despite any proposed change in EA (environmental assessment) requirements, all advanced recycling facilities will continue to be subject to all other permits and approvals required, including Environmental Compliance Approvals.

Purpose of Engagement

The purpose of engaging with Ontarians in this discussion is to collectively explore ways to:

- Improve resource recovery and support the development of advanced recycling.
- Minimize red tape and regulatory burden when establishing a new advanced recycling site that utilizes thermal treatment.

What We Want to Know

We want your thoughts on matters such as:

- Is the proposed approach to EA (environmental assessment) streamlining reasonable?
- Is an 80% (percent) recovery rate based on the ministry's proposed criteria realistically achievable for companies proposing this technology?
- Do the proposed definitions for advanced recycling site and recovered materials accurately capture advanced recycling technologies?

Other Public Consultation Opportunities

In developing this proposal, we considered feedback provided during consultation on:

- Reducing Litter and Waste in our Communities: Discussion Paper, and
- One-on-one meetings with interested and affected industry stakeholders.

Consultation

We are consulting a wide range of interested persons on the proposal for advanced recycling including:

- Indigenous peoples
- members of the public
- industry/industry associations
- non-governmental organizations

The posting will be complemented with webinar(s) for Indigenous peoples and stakeholders specific to advanced recycling that would occur during the posting.

Feedback can be provided through comments on this proposal.

Regulatory Impact Statement

The RIA (Regulatory Impact Statement) analysis shows that there would be net cost savings for proponents associated with proposed changes related to advanced recycling projects.

Supporting materials

Related files

[Advanced Recycling Backgrounder \(https://prod-environmental-registry.s3.amazonaws.com/2022-01/Advanced Recycling Backgrounder Final.pdf\)](https://prod-environmental-registry.s3.amazonaws.com/2022-01/Advanced%20Recycling%20Backgrounder%20Final.pdf)
pdf.(Portable.Document.Format.file) 235.01 KB

[Plain Language Advanced Recycling Proposals \(https://prod-environmental-registry.s3.amazonaws.com/2022-01/Plain Language Advanced Recycling Proposals Final.pdf\)](https://prod-environmental-registry.s3.amazonaws.com/2022-01/Plain%20Language%20Advanced%20Recycling%20Proposals%20Final.pdf)
pdf.(Portable.Document.Format.file) 188.87 KB

Related ERO (Environmental Registry of Ontario) notices

[Moving to a project list approach under the Environmental Assessment Act \(/notice/019-4219\)](/notice/019-4219)

[Proposed Project List for comprehensive environmental assessments under the Environmental Assessment Act \(EAA\) \(/notice/019-2377\)](/notice/019-2377)

Related links

[Environmental Assessment Act \(https://www.ontario.ca/laws/statute/90e18\)](https://www.ontario.ca/laws/statute/90e18)

[Waste Management Projects Regulation \(https://www.ontario.ca/laws/regulation/070101\)](https://www.ontario.ca/laws/regulation/070101)

View materials in person

Some supporting materials may not be available online. If this is the case, you can request to view the materials in person.

Get in touch with the office listed below to find out if materials are available.

Comment


Commenting is now closed.

This consultation was open from January 14, 2022 to February 28, 2022

Connect with us

Contact

Ian Drew

 [647-290-8927](tel:647-290-8927)



Chartered
Professional
Accountants

November 29, 2022

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

Dear Members of Council:

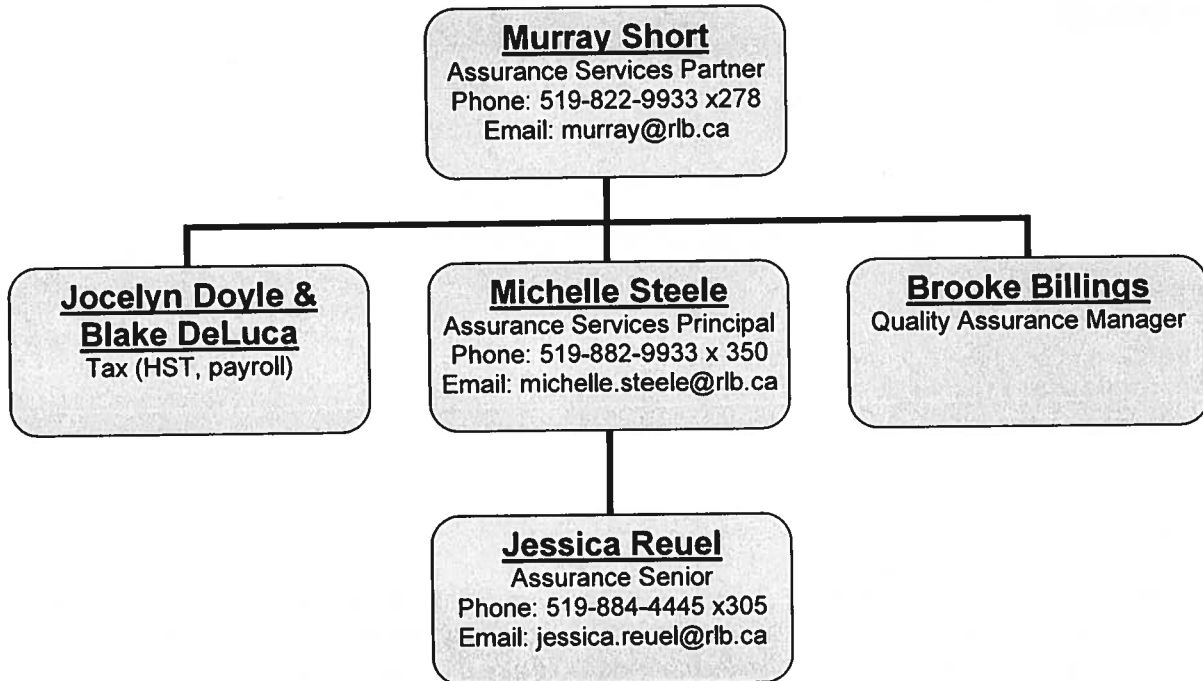
Thank you for re-appointing RLB LLP as auditors of The Corporation of the Township of Melancthon for the year ended December 31, 2022. The purpose of this letter is to communicate our 2022 audit plan for The Corporation of the Township of Melancthon and to ensure that management and Council are aware of the following:

- Objectives and scope of our audit
- Planned approach for the 2022 financial statement audit
- Update on issues that may impact the audit in current and future years
- Areas of emphasis

RLB LLP's Objective and Scope of our Audit

- Obtain reasonable assurance that the financial statements are free of material misstatement
- Evaluate the fairness of presentation of the financial statements in conformity with accounting standards established by the Chartered Professional Accountants of Canada
- Report to management and Council:
 - Significant internal control weaknesses
 - Matters required under Canadian Auditing Standards
 - Matters we believe should be brought to your attention

RLB LLP's Assurance Service Team



Financial Reporting Responsibilities

Council

- Provide, as a part of financial process, effective corporate governance
- Regular oversight and review of financial information and management financial process
- Ensure accurate financial reporting and sound internal controls
- Review performance measures
- Approve the Audited Financial Statements

Management

- Maintain cost-effective internal control environment
- Provide timely and accurate disclosure of financial results
- Report results on a fair and consistent basis
- Exercise care in establishing accounting estimates
- Apply appropriate accounting principles
- Establish internal controls over fraud and error

RLB LLP

- Perform cost-effective risk based audits tailored for your organization's specific risks
- Review the effectiveness and reliability of key internal controls
- Assess accounting principles, estimates and financial disclosures in accordance with accounting standards
- Provide year end reporting to Council
- Provide our opinion in the audit report which we attach to management financial statements

Management Deliverables

- Prepare required information as agreed with RLB LLP to be able to perform the audit
- Provide documentation and support for accounting used by management for all significant or unusual transactions and estimates
- Identify related parties, if applicable
- Provide written representations

RLB LLP Deliverables

- Communicate with management and Council to review audit plan
- Review financial statements and management letter findings with management and Council
- Provide audit opinion on financial statements
- Prepare and file Financial Information Return
- Report to Council as required under Canadian Generally Accepted Auditing Standards (CAS 260, 265 and 580)
- Seek pre-approval from management or Council for all additional services
- Communicate control deficiencies

Audit Approach

- Examine accounting systems and controls for all significant transaction cycles
- Adopt a control reliance strategy where appropriate to increase audit efficiency:
 - Taxation revenue, cash receipts, taxes receivable
 - Purchases, disbursements, payables
 - Payroll
 - General computer controls
- Substantive testing of year end balances including grant revenue and receivables
- Search for unrecorded liabilities
- Independence reporting

Audit Timeline

Interim Audit Testing	December 7, 2022
Communication of Audit Plan to Management/Council	November 29, 2022
Year-end Testing	March 20-24, 2023
Reporting to Council	TBD
Issuance of Audit Report and Financial Statements	To follow Council approval

Annual Inquiry Related to the Risk of Fraud

Please consider the following questions to help determine the specific risks of fraud and error with the municipality. We will provide the annual representation letter for signature by a member of each Council and management with the audited Financial Statements, where representation will be made regarding the assessment of fraud at the municipality.

- Are you aware of any instances of fraud perpetrated against the municipality by any of its employees, management, or Council?
- Are you aware of any instances of fraud perpetrated by the municipality against creditors, suppliers, lenders, investors, funders, government agencies, or any other business associates?
- Do you believe there is a high level of risk of fraud being perpetrated against or by the municipality – specifically, which risks are classified as the highest risk, and what specifically is management or those charged with governance doing to mitigate these risks?
- Has Council made an assessment of the entity's susceptibility to fraud?
- Does management have a process for identifying and responding to fraud risk factors?

If you have any information to report to us on the above, please contact Murray Short or Michelle Steele at 519-822-9933.

New Public Sector Accounting Standards

These are effective for fiscal years beginning on or after April 1, 2022:

- PS 1201: Financial Statement Presentation – expands the requirements for financial statement presentation and disclosure for various categories: financial assets, non-financial assets, revenues, expenses, and losses arising from asset impairment and changes in valuation allowances.
- PS 2601: Foreign Currency Translation – describes accounting treatment for foreign currency transactions, and how they should be presented and disclosed.
- PS 3041: Portfolio Investments – defines portfolio investments and describes accounting treatment and disclosure requirements.
- PS 3450: Financial Instruments – requires additional disclosure in the notes to the Financial Statements to include the various risk components of financial instruments: credit risk, currency risk, interest rate risk, liquidity and market risk.
- PS 3280: Asset Retirement Obligations – describes criteria if there is a legal obligation to remove the tangible capital asset and if the entity controls the tangible capital asset to be retired.

These are effective for fiscal years beginning on or after April 1, 2023:

- PS 3400: Revenue – describes how to account for and report on revenue and specifically differentiates between revenue arising from transactions including and excluding performance obligations.
- PSG-8: Purchased Intangibles – describes the scope of intangibles that are now allowed to be recognized in the financial statements.
- PS 3160: Public private partnerships – establishes standards for the recognition, measurement, presentation, and disclosure for public private partnership arrangements.

2022 Audit Plan: Materiality

When establishing the overall audit strategy, materiality is determined for assessing the risks of material misstatement and determining the nature, timing and extent of further audit procedures.

- Planning Materiality - \$145,000
- Materiality
 - Professional judgment that is made in the context of our knowledge, assessment of risk and reporting requirements
 - Very significant in determining the scope of our work
 - We will review all errors in excess of 2% of materiality

Areas of Emphasis

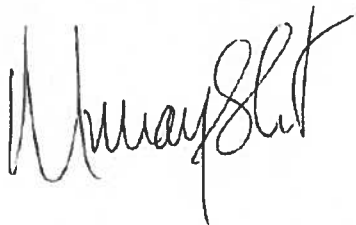
- Taxation revenue and receivables - collectability
- Grant revenue and receivables - completeness and existence
- Operating expenses - completeness and existence
- Tangible capital assets - completeness, existence and valuation
- Reserve, reserve funds and amounts set aside by Council - completeness and existence

If you have any questions about these or other matters relating to any of our professional services, we would be pleased to discuss them further with you.

Yours truly,

RLB LLP

Per:

A handwritten signature in black ink, appearing to read "Murray Short". The signature is written in a cursive, flowing style.

Murray Short, MBA, CPA, CA, C. Dir.
Engagement Partner

DEC 05 2022

John D. Elvidge
City Clerk

City Clerk's Office

Secretariat
Sylvia Przedziecki
Council Secretariat Support
City Hall, 12th Floor, West
100 Queen Street West
Toronto, Ontario M5H 2N2Tel: 416-392-7032
Fax: 416-392-2980
e-mail: Sylvia.Przedziecki@toronto.ca
web: www.toronto.ca**In reply please quote:
Ref.: 22-CC1.2**

November 25, 2022

MUNICIPALITIES IN ONTARIO**Subject: New Business Item 1.2
Update on Bill 23 - More Homes Built Faster Act, 2022 (Ward All)**

City Council on November 23 and 24, 2022, adopted this Item, as amended, and in so doing has:

1. Requested the Province of Ontario to extend the commenting period on Bill 23, More Homes Built Faster Act, 2022 to at least January 31, 2023 to enable time for consultation, consideration of alternative options and thorough analysis of both short and long-term impacts.

2. Requested the Province of Ontario to:

a. not proceed with any changes that reduce municipal development charges, community benefit charges or parkland dedication, including:

i. removing housing services from development charges;

ii. retroactively phasing in development charges over a 5 year period on top of City Council's previously adopted two-year phase-in that was mutually agreed upon with the development industry;

iii. discounting rates for purpose built rental units;

iv. adding new exemptions;

v. introducing caps to the development charges determined date and instalments interest rates;

vi. extending the development charges historic service level caps from 10 to 15 years;

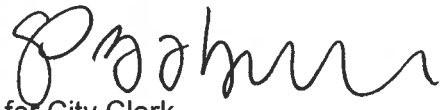
v. removing growth studies and land acquisition costs from development charges recovery; and

vi. reducing caps to parkland dedication by-laws;

b. instead of the above-noted changes, create a provincial incentive program provided directly to developers or homeowners through targeted grants, rebate and other financial incentive programs; and

- c. alternatively, create a municipal compensation fund to compensate municipalities for the impacts of Bill 23 on municipal growth funding revenues.
3. Requested the Province of Ontario to amend Bill 23 to preserve the City's Green standard, Rental Replacement Policy, parkland provisions, community benefits charges and Development Charges to facilitate responsible growth.
 4. Requested the Province of Ontario to amend Bill 23 to preserve Toronto's ability to require a green development standards checklist (Toronto Green Standard) for a complete planning application.
 5. Requested the Province of Ontario to amend the Planning Act to enable the implementation of Inclusionary Zoning across the City and incorporate definitions of affordable housing that respond to low and moderate household income.
 6. Requested the Province of Ontario to amend the definition of "Affordable Housing" to follow the City of Toronto's "Official Plan Amendment 558 - Updating the Definitions of Affordable Rental and Ownership Housing", as approved by City Council on November 9, 2021.
 7. Requested the Province of Ontario to enact a Regulation to permit the use of conditional zoning, pursuant to Section 113 of the City of Toronto Act, 2006.
 8. Requested the Province of Ontario to delay the implementation of refunds for development applications in light of the significant changes to the Planning regulations and internal City processes regarding development.
 9. Requested the Provincial government to provide funding and funding tools to the City, matching the amount of revenue lost through development charges, community benefits charges, and Section 42 of the Planning Act in Bill 23 to ensure the services needed to facilitate responsible growth continue to be delivered.
 10. Requested the Province of Ontario to rescind the proposed changes to the Greenbelt to protect environmental features that support biodiversity, natural spaces, recreation trails, agricultural land, and watersheds that sustain all residents of the Greater Toronto and Hamilton Area.
 11. Requested the Province of Ontario to retain the existing roles and responsibilities of the regional conservation authorities.
 12. Requested the Minister of Municipal Affairs and Housing to change the effective date of the Refund of Fees for official plan amendments, zoning by-laws and site plan control applications contained in Bill 109, from January 1, 2023 to July 1, 2023.
 13. Requested the Minister of Municipal Affairs and Housing to postpone enacting regulations under Schedule 4 of Bill 23, which would grant the Minister authority to impose limits and conditions on municipalities' regulation of demolition or conversion of rental units, until such time as there has been focused consultations with municipalities as part of the development of Minister's regulations to ensure municipalities can continue to require replacement rental housing and support impacted tenants.
 14. Requested the Legislative Assembly of Ontario, through a majority vote, to withdraw Bill 23.

Yours truly,



for City Clerk

S. Przedziecki/mm

Attachment

- Sent to: Premier, Province of Ontario
- Minister of Municipal Affairs and Housing, Province of Ontario
- Leader of the Official Opposition, Province of Ontario
- President, Association of Municipalities of Ontario
- Executive Director, Association of Municipalities of Ontario
- Ontario MPPs
- Ontario Municipalities

- c. City Manager

City Council

New Business - Meeting 1

CC1.2	ACTION	Amended		Ward: All
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Update on Bill 23, More Homes Built Faster Act, 2022

City Council Decision

City Council on November 23 and 24, 2022, adopted the following:

1. City Council request the Province of Ontario to extend the commenting period on Bill 23, More Homes Built Faster Act, 2022 to at least January 31, 2023 to enable time for consultation, consideration of alternative options and thorough analysis of both short and long-term impacts.

2. City Council request the Province of Ontario to:

a. not proceed with any changes that reduce municipal development charges, community benefit charges or parkland dedication, including:

i. removing housing services from development charges;

ii. retroactively phasing in development charges over a 5 year period on top of City Council's previously adopted two-year phase-in that was mutually agreed upon with the development industry;

iii. discounting rates for purpose built rental units;

iv. adding new exemptions;

v. introducing caps to the development charges determined date and instalments interest rates;

vi. extending the development charges historic service level caps from 10 to 15 years;

v. removing growth studies and land acquisition costs from development charges recovery; and

vi. reducing caps to parkland dedication by-laws;

b. instead of the above-noted changes, create a provincial incentive program provided directly to developers or homeowners through targeted grants, rebate and other financial incentive programs; and

c. alternatively, create a municipal compensation fund to compensate municipalities for the impacts of Bill 23 on municipal growth funding revenues.

3. City Council request the Province of Ontario to amend Bill 23 to preserve the City's Green standard, Rental Replacement Policy, parkland provisions, community benefits charges and Development Charges to facilitate responsible growth.
4. City Council request the Province of Ontario to amend Bill 23 to preserve Toronto's ability to require a green development standards checklist (Toronto Green Standard) for a complete planning application.
5. City Council request the Province of Ontario to amend the Planning Act to enable the implementation of Inclusionary Zoning across the City and incorporate definitions of affordable housing that respond to low and moderate household income.
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7. City Council request the Province of Ontario to enact a Regulation to permit the use of conditional zoning, pursuant to Section 113 of the City of Toronto Act, 2006.
8. City Council request the Province of Ontario to delay the implementation of refunds for development applications in light of the significant changes to the Planning regulations and internal City processes regarding development.
9. City Council request the Provincial government to provide funding and funding tools to the City, matching the amount of revenue lost through development charges, community benefits charges, and Section 42 of the Planning Act in Bill 23 to ensure the services needed to facilitate responsible growth continue to be delivered.
10. City Council request the Province of Ontario to rescind the proposed changes to the Greenbelt to protect environmental features that support biodiversity, natural spaces, recreation trails, agricultural land, and watersheds that sustain all residents of the Greater Toronto and Hamilton Area.
11. City Council request the Province of Ontario to retain the existing roles and responsibilities of the regional conservation authorities.
12. City Council request the Minister of Municipal Affairs and Housing to change the effective date of the Refund of Fees for official plan amendments, zoning by-laws and site plan control applications contained in Bill 109, from January 1, 2023 to July 1, 2023.
13. City Council request the Minister of Municipal Affairs and Housing to postpone enacting regulations under Schedule 4 of Bill 23, which would grant the Minister authority to impose limits and conditions on municipalities' regulation of demolition or conversion of rental units, until such time as there has been focused consultations with municipalities as part of the development of Minister's regulations to ensure municipalities can continue to require replacement rental housing and support impacted tenants.
14. City Council request the Legislative Assembly of Ontario, through a majority vote, to withdraw Bill 23.
15. City Council direct the City Manager make public the impacts of Bill 23 on specific capital projects which will not proceed in each Provincial and Federal Riding.

16. City Council direct the City Solicitor and the Chief Planner and Executive Director, City Planning to report to the Planning and Housing Committee on guiding policies to assist City Council in gauging planning importance when considering requests that City Council initiate a Toronto Local Appeal Body appeal.

17. City Council request the City Solicitor and the Chief Planner and Executive Director, City Planning to report to the Planning and Housing Committee with a legal strategy to challenge the Province of Ontario's potential removal of Section 111 of the City of Toronto Act, and explore alternate means to protect rental units from demolition and conversion.

18. City Council direct the Chief Planner and Executive Director, City Planning to commence a public information campaign to inform all City residents of the impacts of Bill 23 and the changes to neighbourhoods, prevailing built forms, housing, civic engagement, the greenbelt, climate change, affordable housing, rental protection, community infrastructure, parks, heritage and cost of living that it may bring about.

19. City Council forward this item to the Premier of Ontario, the Minister of Municipal Affairs and Housing, the Leader of the Official Opposition, all Ontario Members of Provincial Parliament, the Association of Municipalities of Ontario, and all Ontario municipalities for their consideration.

Summary

On October 25, 2022 the Honourable Steve Clark, Minister of Municipal Affairs and Housing, introduced Bill 23, More Homes Built Faster Act, 2022 in the Ontario Legislature.

Bill 23 proposes extensive changes to the policy-led planning and development system under which municipalities in Ontario work. Details and preliminary analysis of the implications of Bill 23 were shared with the Mayor and City Councillors on November 3, 2022 (see Attachment 1).

Bill 23 passed 2nd Reading on October 31, 2022 and was referred to the Standing Committee on Heritage, Infrastructure and Cultural Policy (Standing Committee) for review. The Standing Committee has held two days of public hearings to date (November 8, 2022 in Markham and November 9, 2022 in Brampton), and is scheduled to hear two more on November 16 and 17, 2022 in Toronto.

The Chief Planner, along with supporting staff, is scheduled to depute to the Standing Committee at 1:00 pm on Thursday, November 17, 2022. A livestream of the public hearing will be made available on the Ontario Legislative Assembly website at this link: <https://www.ola.org/en/legislative-business/video/committees-room-no-1>.

Staff are also preparing written comments for submission to the Standing Committee.

The Standing Committee is scheduled to conduct a clause-by-clause review of Bill 23 on Monday, November 21, 2022, during which amendments to the bill may be proposed, considered and voted upon.

Staff will provide a supplementary report outlining City staff's submission to the Standing Committee and the Environmental Registry of Ontario posting regarding Bill 23 and the results from the Standing Committee's consideration of the bill in advance of the November 24, 2022 meeting of City Council.

Background Information (City Council)

(November 16, 2022) Report from the City Manager and the Chief Planner and Executive Director, City Planning on Update on Bill 23, More Homes Built Faster Act, 2022 (CC1.2) (<https://www.toronto.ca/legdocs/mmis/2023/cc/bgrd/backgroundfile-230055.pdf>)

(November 3, 2022) Attachment 1 - Interim City Manager's FYI Briefing Note to Mayor and Members of Council - Bill 23, More Homes Built Faster Act, 2022 (<https://www.toronto.ca/legdocs/mmis/2023/cc/bgrd/backgroundfile-230056.pdf>)

(November 22, 2022) Supplementary report from the Interim City Manager, the Chief Financial Officer and Treasurer, and the Chief Planner and Executive Director, City Planning on City Staff Comments on Proposed Bill 23 - More Homes Built Faster Act, 2022 (CC1.2a) (<https://www.toronto.ca/legdocs/mmis/2023/cc/bgrd/backgroundfile-230130.pdf>)

Attachment 1 - City of Toronto Comments on Proposed Bill 23 (submitted to the Environmental Registry of Ontario and Ontario Regulatory Registry November 22, 2022) (<https://www.toronto.ca/legdocs/mmis/2023/cc/bgrd/backgroundfile-230131.pdf>)

Attachment 2 - Chief Planner Presentation Notes to the Standing Committee on Heritage, Infrastructure and Cultural Policy (November 17, 2022) (<https://www.toronto.ca/legdocs/mmis/2023/cc/bgrd/backgroundfile-230132.pdf>)

Communications (City Council)

(November 21, 2022) Letter from Geoff Kettel and Cathie Macdonald, Co-Chairs, Federation of North Toronto Residents' Associations (FoNTRA) (CC.Supp) (<https://www.toronto.ca/legdocs/mmis/2023/cc/comm/communicationfile-156534.pdf>)

(November 22, 2022) Letter from Andria Babbington, President, Toronto and York Region Labour Council (CC.New) (<https://www.toronto.ca/legdocs/mmis/2023/cc/comm/communicationfile-156573.pdf>)

(November 23, 2022) Letter from Jason Ash, Chair, Leaside Towers Tenants Association (CC.New) (<https://www.toronto.ca/legdocs/mmis/2023/cc/comm/communicationfile-156570.pdf>)

(November 22, 2022) Letter from Les Veszlenyi and Angela Barnes, Co-Chairs, Mimico Lakeshore Community Network (CC.New) (<https://www.toronto.ca/legdocs/mmis/2023/cc/comm/communicationfile-156571.pdf>)

(November 22, 2022) Letter from Maureen Kapral, President, Lytton Park Residents' Organization (CC.New) (<https://www.toronto.ca/legdocs/mmis/2023/cc/comm/communicationfile-156572.pdf>)

(November 24, 2022) Letter from Walied Khogali, Regent Park Neighbourhood Association (CC.New) (<https://www.toronto.ca/legdocs/mmis/2023/cc/comm/communicationfile-156578.pdf>)

(November 24, 2022) Letter from Henry Wiercinski, Vice President, Annex Residents' Association and Sue Dexter, Board, Harbord Village Resident's Association (CC.New) (<https://www.toronto.ca/legdocs/mmis/2023/cc/comm/communicationfile-156579.pdf>)

(November 24, 2022) Letter from Jin Huh, Executive Director, Social Planning Toronto (CC.New) (<https://www.toronto.ca/legdocs/mmis/2023/cc/comm/communicationfile-156581.pdf>)

(November 24, 2022) Letter from Mike Mattos, President, Judith Hayes, Vice President, and Rick Ciccarelli, Executive Board Associate, Mount Dennis Community Association (CC.New) (<https://www.toronto.ca/legdocs/mmis/2023/cc/comm/communicationfile-156542.pdf>)

Ministry of Agriculture,
Food and Rural Affairs

Office of the Minister

77 Grenville Street, 11th Floor
Toronto, Ontario M7A 1B3
Tel: 416-326-3074
www.ontario.ca/OMAFRA

Ministère de l'Agriculture, de
l'Alimentation et des Affaires rurales

Bureau du ministre

77, rue Grenville, 11^e étage
Toronto (Ontario) M7A 1B3
Tél. : 416 326-3074
www.ontario.ca/MAAARO



December 6, 2022

Denise Holmes
CAO/Clerk
Township of Melancthon
dholmes@melancthontownship.ca

Dear Ms. Holmes:

Our government is committed to supporting job creation and the economic development of rural Ontario, and the Rural Economic Development (RED) program is an important tool to enable municipalities, Indigenous communities, and not-for-profits to succeed. I am pleased to share with you that the next intake for the RED program will open on January 23rd, 2023. A formal announcement of the new intake will be made in late January. In addition to launching a new intake, we are updating the guidelines to clearly identify program objectives and clarify eligibility criteria to help make the application process easier for applicants.

You can find all program information as it becomes available, including how to apply, on my ministry's website at ontario.ca/REDprogram.

The RED program provides cost-share funding to rural municipalities, Indigenous communities, and not-for-profit entities that will have tangible impacts in rural Ontario, measurable by one or more of the following outcomes:

- Jobs retained or created
- Investments attracted or retained
- Businesses attracted, retained and/or expanded
- Enhanced strategic economic infrastructure
- Regional partnerships that drive growth

These outcomes align with our government's priorities to remove barriers to investment, open doors to rural economic development and create good jobs across the province. Our government is committed to supporting economic growth in rural communities and ensuring Ontario is open for business.

.../2

I encourage you to take advantage of this funding opportunity and submit an application for your economic development project. Together, we can ensure Ontario's communities thrive.

Please accept my best wishes, I look forward to seeing many of you at the 2023 Rural Ontario Municipal Association Conference.

Sincerely,



Lisa M. Thompson

Minister of Agriculture, Food and Rural Affairs

Did you know about the Farmers' Wellness Initiative?

- Your mental health is important! If you're a farmer or a member of a farm family and in need of mental health support, please call 1-866-267-6255 and arrange to speak with a professional today.
- For additional resources visit: <https://farmerwellnessinitiative.ca/>.



Sent by email to:

Denise Holmes, CAO / Clerk
dholmes@melancthontownship.ca

December 2, 2022

Dear Mayor White and Members of Council,

Re: Dufferin Municipal Provincial Offences Act Board Appointment Request

Congratulations on the beginning of your Term of Council. On behalf of the Town of Caledon, we wish you success and look forward to our continued partnership.

As the new of Term of Council begins, the Town of Caledon is seeking appointed members to serve on the Dufferin Municipal Provincial Offences Act Board. The Dufferin Municipal Provincial Offences Act Board (POA Board) was created to conduct the business of the Dufferin Court Services area. The constitution of the POA Board includes the Board Member composition represented by each of the Municipal Partners. In accordance with the constitution, we are seeking a staff representative from your municipality to join our POA staff on the Board.

Although in previous terms, some Dufferin area municipalities have appointed a member of Council, it remains the Town's position that this appointment be a staff representative of your municipality and not a political appointment. This will ensure that the Town of Caledon does not contravene the operational standards as outlined in the MOU. A survey of the composition of all the POA Boards in the Central West Region was conducted. The results indicated that there was no political representation on any of the other Boards.

To better understand the time commitment of the POA Board, the Board meets approximately 2-4 times a year. Meetings are typically held during the week and in the morning hours. Quarterly updates are also provided to the members.

Once selected and at your earliest convenience, please provide me with the name and contact information of your appointed representative.

Please contact me if you have any questions at all. I can be reached by phone at 416-570-4703 or by email to laura.hall@caledon.ca.

Sincerely,

Laura Hall
Director of Corporate Services / Town Clerk



The Corporation of

THE TOWNSHIP OF MELANCTHON

157101 Highway 10, Melancthon, Ontario, L9V 2E6

REPORT TO COUNCIL

TO: MAYOR WHITE AND MEMBERS OF COUNCIL
FROM: DENISE B. HOLMES, AMCT, CAO/CLERK
SUBJECT: COUNCIL ALTERNATE MEMBER ATTENDANCE
MEETING DATE: DECEMBER 15, 2022

Recommendation

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

Background and Discussion

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

Financial Impact

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

Respectfully submitted,

Denise B. Holmes, AMCT
CAO/Clerk

ACT #2
DEC 15 2022



POLICY & PROCEDURE MANUAL

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

PURPOSE:

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

STATEMENT:

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

PROCEDURES:

Notice

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

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

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

SUBJECT	Council Alternate Member Attendance	POLICY NUMBER	1-2-09
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Compensation

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

Meetings

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

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

Voting

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

Orientation

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

Meeting Preparation

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

Other Items

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

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

THE CORPORATION OF THE TOWNSHIP OF MELANCTHON

BY-LAW NO. _____

A By-law of the Corporation of the Township of Melancthon to appoint a Board of Management for the Horning's Mills Community Park.

WHEREAS it is deemed expedient and necessary to pass a by-law to appoint a Board of Management for the Horning's Mills Community Park.

AND WHEREAS under the provisions of the Public Parks Act, the Board may consist of five members of whom two shall be members of the Municipal Council.

THEREFORE be it enacted by the Municipal Council of the Corporation of the Township of Melancthon, here assembled, that the following persons are hereby appointed to the said Board of the Management for the term of Council.

_____ Member of Council

_____ Member of Council

All By-laws inconsistent with this by-law are hereby repealed.

By-law read a first and second time this 15th day of December, 2022.

By-law read a third time and passed this 15th day of December, 2022.

MAYOR

CLERK

THE CORPORATION OF THE TOWNSHIP OF MELANCTHON

BY-LAW NO. _____

A By-law of the Corporation of the Township of Melancthon to appoint a Board of Management for the Corbetton Community Park.

WHEREAS it is deemed expedient and necessary to pass a by-law to appoint a Board of Management for the Corbetton Community Park.

AND WHEREAS under the provisions of Sections 195-198 of the Municipal Act, 2001, specifically Section 196(2), the Board may consist of five members of whom one shall be a member of the Municipal Council.

THEREFORE be it enacted by the Municipal Council of the Corporation of the Township of Melancthon, here assembled, that the following persons are hereby appointed to the said Board of the Management for the term of Council.

_____ Member of Council

By-law read a first and second time this 15th day of December, 2022.

By-law read a third time and passed this 15th day of December, 2022.

MAYOR

CLERK

CORPORATION OF THE TOWNSHIP OF MELANCTHON

HORNING'S MILLS COMMUNITY HALL

BY-LAW NO. -2022

Being a Bylaw to establish a Municipal Service Board to operate a Community Hall, known as the Horning's Mill's Community Hall and to repeal By-law No. 58-2021.

WHEREAS Section 196 of the *Municipal Act, 2001*, authorizes a municipality to establish a Municipal Service Board;

AND WHEREAS Section 198 of the *Municipal Act, 2001*, provides that a municipality may give a Municipal Service Board the control and management of such services and activities of the municipality consider as appropriate and shall do so by delegating the powers and duties of the municipality to the Board.

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

Board Appointment

1. The Members of the Board shall be appointed by the Council of the Corporation of the Township of Melancthon on an annual basis in accordance with Section 196(1) of the Act.
2. The Board shall be composed of a total of _____ members:
 - Two (2) members shall be an elected member of Council
 - One (1) member shall be from the Horning's Mills Women's Institute
 - _____ members shall be appointed by the Council of the Corporation of the Township of Melancthon

Administration

3. The said Board shall meet on a regular basis.
4. The said Board shall elect a Chairperson and Vice-Chairperson annually from among its members and such other officers as may be required.
5. The said Board shall submit to Council, an annual report of its activities and such other reports as may be required from time to time.

Staff

6. The Board may recommend to Council, the appointment of recreation works and shall be responsible for assigning the duties and responsibilities of such employees.

Programs and Facilities & Functions (in accordance with Section 198(1) of the Act)

7. The Board shall conduct or encourage and assist with programs of recreation which will meet the needs and interest of the residents of the Township of Melancthon in the Horning's Mills area.
8. The Board will be responsible for all activities and expenditures associated with the programmes associated with the Hall, including activities that the Board designs and delivers itself and activities for which the Hall is made available for use by others or for which others provide grants or other support.

9. The said Board shall assist in the co-ordination of community recreation services.

Finance

10. Annually, by January 1st, the Board shall submit and interpret to Council, a budget for its approval and shall make to Council, a full and complete financial report of its previous year's operation.
11. The Board shall not have its own bank account. All deposits and payments will be made through the Treasurer as regulated by the Municipal Act.
12. The Board may solicit or receive on behalf of the Municipality any gifts or bequests of money or services or any donations to be applied, principal or income, for either the temporary or permanent use for facilities, equipment, program or other recreational purposes.
13. The said Board may incur expenditures, to the extent provided in the annual approved budget or as approved by Council.
14. The said Board may prescribe fees for participation in or admittance to any part of the community programme of recreation conducted in the Horning's Mills Community Hall.

Closure

15. This By-law goes into effect forthwith on the passing hereof and other By-laws conflicting with this By-law are hereby repealed and rescinded.
16. In carrying out the provisions of this By-law, the said Board shall at all times be the agent of the Municipal Corporation and while acting bona fide within the limits of the authority of this By-law, neither the Board nor any member thereof shall incur any liability by reason of anything done or left undone by the Board; provided however that nothing in this paragraph contained shall authorize or empower the Board to incur any debt, liability or obligation of which the Municipal Corporation shall become liable without having previously obtained the consent of the Council of the Corporation of the Township of Melancthon.

By-law read a first and second time this day of , 2022.

By-law read a third time and passed this day of , 2022.

MAYOR

CLERK

MELANCTHON RECREATION TASK FORCE REPORT

1. BACKGROUND TO TASK FORCE

The Melancthon Recreation Task Force was created on May 19, 2022 by the Municipal Council of the Township of Melancthon following a suggestion and then discussion on the need for a greater understanding of the needs and wants of the residents of Melancthon in the area of Recreation and Sports that might facilitate and assist Council's planning for the future, including the allocation of financial resources required.

Council then invited Melancthon residents to submit their name if they wished to be considered for membership on the Task Force. On July 14, 2022 the Task Force membership, there having been only three applicants, was named by Resolution of Council. Subsequently one person withdrew as of early August, 2022 from participation in the Task Force. The Task Force has been composed of two persons, David Thwaites and Emma Holmes.

The Task Force composed its Terms of Reference which were received by Council on August 11, 2022. A copy of the Terms of Reference is attached as Schedule A to this Report.

It is noted at the outset that the Task Force was formed and authorized without any financial resources or budget. This Report has no glossy pictures or shiny presentation. Neither of the Task Force members purport to be experts nor, certainly, 'politicians' but we both have roots and connections into and throughout the community and are both aware of the passion and history that can and may drive decision-making as Council considers the recommendations contained herein.

2. BACKGROUND TO THE TASK FORCE FORMATION

By way of background to the suggested need for the Task Force it is understood that there has previously been no comprehensive review of Recreation and Sport in Melancthon. The approach historically has been piecemeal with the focus on the Centre Dufferin Recreation Complex (Shelburne), the North Dufferin Community Centre (Honeywood), the Southgate's Recreation Complex (Dundalk) and the Horning's Mills Park. Melancthon has no Recreation and Sport Strategic Plan or any planning document that addresses the issue comprehensively, unlike municipalities such as Southgate and Shelburne.

The Strategic Plan adopted by Melancthon Council in 2017, after retaining a Consultant and obtaining public input, was essentially silent on Recreation and Sport save for the identification of the need and desire to plan for recreational trails in Melancthon. In fact, since the Plan was adopted nothing has been done to facilitate steps or directions to fulfil this plan. The Strategic Plan was noticeably silent on every other aspect of Recreation and Sport, even on the local parks in Horning's Mills and Corbetton.

Through the governance and recommendations of the Horning's Mills Park Board there had been some steps taken to improve the Horning's Mills Park, example – lighting for the ball diamond. It is understood that the Park Board had been developing a relationship with the Mansfield Baseball

Association for use of the ball diamond. In addition, the Park Board has reported to Council with other considerations that might improve the park facilities and usage.

The Corbetton Park/playground, through the efforts of the Corbetton Park Board and Council, has been equipped with some playground equipment in 2021 thus providing a resource for the children of Corbetton.

In more recent years, namely 2019-2022, there have been several developments, apart from the impact of COVID, that have underlined the need for a better understanding of the needs and wants of Melancthon residents in the area of recreation and sports and to better plan and commit for resources, particularly financial. Those "pressure points" include, but are not limited to:

- (a) North Dufferin Community Centre(Honeywood)- this facility has served the people of Melancthon and Mulmur for many years after being built by the community (1966?). The Centre has operated under a governance board composed of both Mulmur and Melancthon residents and has been funded jointly and equally by the two municipalities, notwithstanding it is located in Mulmur. The facility is very close to being on its last legs (2025?). The Board together with the Townships undertook in 2019-20 a review of the options facing the Board and Townships. A Consultant was retained and reports provided. There were several options presented by the Consultant, all of which were shockingly expensive. The cost of each option had materially increased even by early 2022 and the Grant application for provincial federal funding rejected such that Melancthon might well have been faced with an obligation in excess of \$5 Million Dollars plus materially higher annual cost obligations. Melancthon Municipal Council, it is understood, was not prepared to make this commitment. In addition, there were/are, it is understood some matters of politics and ownership issues.
- (b) Centre Dufferin Recreation Complex- this facility, located in Shelburne, has served the people of Shelburne and the surrounding municipalities of Melancthon, Amaranth and Mono for many years. The governance and funding formula is contained in an Agreement dated in 1994. In 2018 an amended draft Agreement was proposed but never completed. The challenge in recent years has been that with the significant growth in the population of Shelburne, without any similar growth in Melancthon and Amaranth particularly, there have been increasing tensions.

In late, 2021 and 2022 Shelburne Council took steps to initiate a change in the model, i.e., to takeover control and governance, of the CDRC removing the other local municipalities from involvement. By late spring, 2022 Shelburne had backed off, due apparently to the prospect that it would have to refund contributions by the other municipalities to the capital reserves. Further Shelburne is now in the midst of its own review of its Recreation/Sports Master Plan with corresponding demands and expectations from its residents many of whom have no understanding of the history and governance model in place for CDRC. The recent municipal election campaign seemed to underline the discourse. As such the CDRC model of governance and funding is very much unsettled and unstable.

In addition, the funding model for the CDRC has left the area municipalities absorbing, given the substantial increase in Shelburne's population, a disproportionate share of the funding model with a formula that fails to reflect the obligations in a timely manner. From Melancthon's perspective there is the very real challenge that any funding should really reflect that Melancthon has a multi complex financial obligation (unlike Shelburne) and that many residents of Melancthon do not use the CDRC.

Underscoring the challenge is that the CDRC is operating without any vision or strategic plan for the future. There has been no effort to engage and plan at any municipal level to address this fundamental problem as each municipality has dealt (or failed to address) with the future of the CDRC. This has, is and will be create an increasing weak link, unless the fundamental problem is addressed immediately.

- (c) Southgate (Dundalk)- the recreation complex in Dundalk has served the people of Southgate and north Melancthon for many years. Melancthon has, pursuant to an Agreement with Southgate contributed financially to the operation of the facility and has a representative on the Recreation Advisory Committee. The challenge in recent years is that Southgate/Dundalk has grown at a pace that is/will put strains on its resources and needs and the model for financial contribution is based on outdated statistics. In addition, the demographics for Melancthon have changed as there is a sizeable component of north Melancthon residents, namely the Mennonite community, who do not use the recreation facilities (or for that matter any of the Recreation complexes funded by Melancthon). In addition, even as the Task Force has been in place Southgate has initiated a process to annex lands from Melancthon, a process that might well raise signals for the future both for the north end and south ends of Melancthon.

The aforementioned "pressure points" are but three of the points that highlight the need to refocus on what and how Recreation and Sport are defined in Melancthon. The challenge is to recognize that financial resources cannot and should not always drive the decisions of government. Recreation and Sport provide a critical part of how we define ourselves as a community and further is a key piece of Participation for our physical/mental/emotional health.

It is noted that the funding models for the three recreation complex is premised, at least in part, on a population model. This, at the very least, should give the Melancthon Council serious concern for the viability of continuing any Recreation Complex model funding.

The Agreements for each of North Dufferin, Centre Dufferin and Southgate are attached as Schedules 'B', 'C' and 'D'. It is noted, but not a legal opinion, that both the old and proposed Agreements create a challenge for Melancthon (and the other municipalities) as the "withdrawal" obligations are not well-defined.

At the same time as Melancthon Council undertook this Task Force the County of Dufferin had and was undertaking its own review and draft of its Recreation Plan for County owned resources. The Plan was circulated for public input during the summer of 2022. As there are two large forest tracts within

Melancthon and the rail corridor that bisects the Township there should be consideration of the viability of working with the County in the use and development of these assets in the context of its own Recreation/Sports "plan".

3. THE ROLE OF SPORT AND RECREATION

At the outset and before outlining the steps taken and the information gathered by the Task Force it is perhaps of value to consider the role that Recreation and Sport have in any community, be it urban or rural, be it small or large. It would be trite to say if Recreation and Sport have no purpose other than to fulfill the personal desire of an individual then the greater community, including the governance of the community, should have no role and should expend therefore no time or resources. In fact, however it is and should be patently obvious that Recreation and Sport form a key part to the essence of community.

The obvious can be noted from the focus of a community, be it municipal or national, on the Olympics, the national championships of professional and amateur athletes/teams and, even the diehard fans of the Maple Leafs. The community joins in the celebrations of a community member who has achieved success on the podium or in a field of endeavour (example- Aaron Downey). The community celebrates the achievements of community teams, be they school or community based (example-this past winter a team of young (ages 9 and 10) hockey players playing out of Honeywood, including some Melancthon youth, went undefeated and won the Georgina Triangle Local League championship). A community lives and dies with every tick of the clock in a sport activity that somehow contributes to defining who and what we are.

Sport helps shape the character of individuals, our children and grandchildren. It has provided opportunity to show respect, compassion, teamwork, to share success and to share the pain of loss, even in the injuries or death (example - Humboldt Broncos).

Sport and Recreation provides opportunity for not only addressing our physical health but our mental and emotional health. Who can deny the benefit of a walk along the Bruce Trail or the release of workday stress through participating in a sporting activity? One might consider what the cost would be to our health care system without the benefit of sport and recreation?

4. SUMMARY OF EFFORTS OF TASK FORCE

The Task Force, in fulfilling its terms of reference undertook the following:

- (a) The Task Force gathered data and information using Statistics Canada resources and the information available from the Township website related to financial obligations and to obtaining the current agreements governing the various facilities.
- (b) The Task Force extended invitations through email outreach and personal contact for input and feedback from various stakeholders in the greater Melancthon community including the County of Dufferin referencing its draft Recreation Plan.

(c) The Task Force compiled a Survey that was circulated on social media from late September, 2022 onward soliciting the input of Melancthon residents. A copy of the Survey is attached as Schedule 'E'.

(d) The Task Force conducted a public Zoom meeting for Melancthon residents on October 19, 2022.

David attended one of the public meetings in Shelburne in September referencing the Shelburne Recreation Master Plan. He also engaged in some communication with some elected officials from other communities to gain some insight and perspective on Recreation and Sport. It is also noted that David was a member of the CDRC Board from 2019-2020 and Council from 2018-2020 so he gained some further insights and perspective.

Emma brought her perspective as a lifelong resident of Melancthon but also her experience having graduated with a University Degree in Recreation and her more recent work experience in municipal recreation. Emma further served as the Melancthon community representative on the NDCC Board for a brief tenure.

The Report will set forth in the following pages the essence of the data collected as referred to in paragraphs (a) to (d) above.

5. Data and Information (Population and Financial)

For purposes of giving some data context to Melancthon the following **population** information was obtained from Statistics Canada, 2021 Census.

Melancthon's population in 2021 was 3,132, up slightly from the 2016 census data. There were 1032 "permanent" households. The average/median age was 39. The age demographics were:

- (i) Age 0-14 - 19.6%
- (ii) Age 15-64 - 65.5%
- (iii) Age 65 + - 14.4%.

The population density was 10.1 persons/square kilometer. There was no source data that marked the size of hamlets or otherwise identified components of the population of Melancthon (i.e.. Mennonite community).

Shelburne's population in 2021 was 8,994, up 10.7% from 2016. The average age was 37.8. The age demographics were

- (i) Age 0-14 - 22%
- (ii) Age 15-64 - 63.7%
- (iii) Age 65+ - 14.5%

The population density was 1,370.8 persons/square kilometer.

Southgate's population in 2021 was 8,716, up 18.5% from 2016. The age demographics were:

- (i) Age 0-14 - 22.9%
- (ii) Age 15-64 - 62.2%
- (iii) Age 65+ - 14.9%

The population density was 13.6 persons/square kilometer.

Mulmur's population in 2021 was 3,571 up 2.7% from 2016. The age demographics were:

- (i) Age 0-14 - 12.7%
- (ii) Age 15-64 - 66.7%
- (iii) Age 65+ - 20.7%

The population density was 12.5 persons per square kilometer.

The recently released growth projections for the next thirty years project material growth for both Shelburne and Southgate, as in fact the population of each has grown since the May, 2021 Census. Melancthon and Mulmur have, on the other hand, very modest projections for growth. Melancthon planning control documents underline the challenge as there are tight controls on where any growth might occur within the Township. It can only be assumed that the growth projections for Shelburne will entail Shelburne seeking to annex lands from either/both Amaranth and Melancthon as Shelburne is largely landlocked at present. Southgate is growing rapidly and has already initiated annexation outlines with Melancthon.

The following **financial** information was gleaned from the Township of Melancthon financial statements as it relates to Recreation and Sport. The numbers represent the monies expended/budgeted for Libraries, the Horning's Mills and Corbetton parks, the Horning's Mills Hall and the three Recreation Complexes.

2014	2015	2016	2017	2018	2019	2020	2021	2022 (budget)
\$ 137,256	\$170,397	\$143,131	\$180,816	\$274,888	\$288,645	\$260,469	\$320,160	\$243,908

Some breakdown and/or explanation may assist the foregoing numbers. COVID definitely impacted the 2020 figures.

In 2021 Melancthon expended \$21,200 on the Corbetton Park whereas the 2022 budget is \$2,500.

The Horning's Mill Park expended a much higher figure in 2021 than the projected \$12,000 for 2022.

The 2022 Budget includes money for the Heritage Committee (\$5,000) that should not be seen as part of Recreation and Sport.

As this Report has not addressed the Libraries as a component of Recreation/Sport it can be noted that the Libraries (Shelburne and Dundalk) in 2021 cost \$66,150 and the 2022 budget was \$67,100.

The Recreation/Sport Complexes cost breakdown for 2021 and 2022 (budget) is as follows:

	2021	2022 (budget)
CDRC	\$50,522	\$63,550
NDCC	\$53,348	\$76,758
Southgate	\$14,098	\$14,000

- For reference purposes if one refers to other municipalities to compare Dollar's care must be taken to ensure, if possible, an "apples and apples" comparison as municipalities differ in how they allocate.
- The formulas for financial contribution to the Complexes all differ. The authors question the correctness of any of the models for use by Melancthon based upon Melancthon supporting three complexes as well as using historical data that differs from reality.

Developmental Charges Reserve Fund- Recreation

The Task Force solicited information from the Township Treasurer on the nature of the Reserves, if any, for Recreation/Sport. The following information was provided, namely that the 2021 Reserves identify \$2,818.45 for Outdoor Recreation and the sum of \$278,438.01 for Indoor Recreation. As Council would be aware the issue of Development Charges and accessing the funds has been and is a chronic challenge that is tied to identifying the application as tied to the growth of Melancthon. This paragraph is inserted largely to remind Council that there are some very modest funds available but it is dependent on how the Plan is worded. The Task Force offers no specific recommendations in this regard.

6. STAKEHOLDER OUTREACH

A. The Task Force as part of its solicitation for data input and feedback reached out by email to numerous stakeholders' groups, associations, private operators, the Dundalk Recreation Department and the Centre Dufferin Recreation Centre. The response was underwhelming and disappointing. The Task Force does indeed recognize that many of the recreation/sport organizations/groups are volunteer based/run and resources can be stretched sometimes to the point of hardly being able to function, apart from responding to a survey/data information request. This very recognition is critical to the hopes and expectations of any resident who seeks to have programming and activities provided.

The Task Force had sought data from the various stakeholders that might facilitate an understanding of how many Melancthon residents were using the various resources within the greater Melancthon community for recreation and sport. The Task Force had further sought feedback on how Melancthon might partner with the various groups/organizations to promote recreation and sport in and by the people of Melancthon.

The Task Force would like to thank the Shelburne Figure Skating Club, the Shelburne Curling Club and the Shelburne Vets Minor Lacrosse for the information provided on the participation by Melancthon residents. The essence of the information provided was to confirm that there are a modest number of participants from Melancthon and that the organizations would welcome any form of promotion that Melancthon as a whole might provide to promote the activities.

The Task Force further acknowledges the telephone communication with a representative of the Shelburne Cricket Club. The information was not on the numbers of Melancthon residents but to provide a hoped for cricket patch. Subsequently it is understood that the Town of Shelburne is investigating this prospect.

The Task Force did receive some data from the Dundalk Recreation Department that there was no current data available and the last information that had been used, in part, to compile the agreement for Melancthon's contribution to Southgate recreation was very much dated.

The Task Force recommendations that will follow herein are indeed consistent with recognizing that recreation and sport should be encouraged and promoted and that Melancthon as a municipality has a role in so doing but not necessarily undertaking the recreational programming.

B. County of Dufferin Recreation Plan

In late July, 2022 the County of Dufferin released its draft Recreation Plan seeking the comments and input of the residents of Dufferin County. The draft Plan was addressing the various County properties being tracts of forest owned by the County together with the Rail corridor and had as its purpose identifying how the assets were and could be developed and used for recreational purposes. As it pertains to the Township of Melancthon the draft Plan identified the two tracts of forest and the Rail corridor. The two forest tracts are located at/near 8th Line SW at 270 SR and the other being at/near County Road 21 and 5th Line OS. The deadline for input was late August, 2022.

David Thwaites initiated contact with the Dufferin County Forester, Caroline Mach, to inquire about the direction of the Plan to the extent it may or may not impact the work of the Task Force. Following emails and a telephone discussion a site visit was conducted at the Forest Tract on County 21.

The Plan of the County relating to the County 21 tract involves developing and promoting the outdoor recreation use of the lands. The possible and identifiable uses include a hiking trail/nature trail and cross-country ski trails. Other uses are identified within the draft Plan. Ms. Mach identified that there was a rough timeline of having a nature trail in place by early summer, 2023.

Through discussions it was noted that there had been/was little to no use, or even knowledge, by the people of Melancthon of the County tract, that the Recreation Plan sought to provide for promotion of outdoor recreation and that there was a role for Melancthon. The role for Melancthon was seen as a promoter (i.e., website identification of the trail, municipal newsletter) and perhaps a sharing of some of the routine maintenance (summer student shared with County to trim trail etc). The anticipated role

would not require the expenditure of any infrastructure commitment or for that matter any substantial monies.

The County draft Plan was being presented to County Council on October 15, 2022. If adopted, Ms Mach anticipated the County moving forward with the County 21 tract. The development/use of the 8th Line tract was seen as being deferred as the County sees the 8th Line Tract as connecting to another tract on Highway 89.

There were discussions about the Rail Corridor usage and promotion. The discussions recognized the potential for some conflicting usage that would require further discussions and development with possible user groups.

The connection with the County was positive and as outlined in the Recommendations herein should be furthered, especially when factored with the input received through the resident survey conducted by the Task Force.

7. RESIDENT'S SURVEY

In late September, 2022 the Task Force posted a Survey seeking the input of Melancthon residents. The Survey was posted on Facebook and circulated via the Township website, mail chimp and posted on the Horning's Mills Hall Facebook page. The Task Force acknowledges the limitations in the manner of circulation.

The Survey, as circulated, sought both quantitative and qualitative input from residents touching on all matter of questions/issues related to the mandate of the Task Force.

There were fifty-six Survey responses received by the Task Force. It is noted that there were twenty-nine responses from residents who identified living in/near Horning's Mills while the remaining twenty-seven replies were from residents distributed throughout the Township. The age demographic of the Respondents was identified as twelve in the age group of 18-39, thirty-five in the age group 39-64 and nine in the age group of age 65 plus. The total adults residing in the Respondent's residences were one hundred twenty.

To summarize the data feedback:

- (a) There was an endorsement for more/better outdoor trails for a variety of activities including a general widespread lack of awareness of the County forest tracts for such purposes;
- (b) There was a wish for improvements to the Parks in Corbetton and Horning's Mills;
- (c) There was a desire for recreation/sports to be recognized in Melancthon to the area west of Third Line OS (i.e., a parkette in Riverview and other resources/programming);
- (d) There was a desire for more programming at the Horning's Mills Hall for children and seniors;

- (e) The Rail Corridor received widespread affirmation but there was a concern about conflicting usage possibilities (e.g., dirt biking v hiking, cross country skiing versus snowmobiling);
- (f) NDCC – the responses were diverse and generated the most division in direction. There were thirty-six respondents that were against expending monies on the NDCC while there were some real qualifiers within the remaining replies who might otherwise endorse/wish for an investment in the NDCC by Melancthon;
- (g) CDRC – there was general recognition of the value in the ice rink and outdoor pool but the Survey provided less of a defined reply on the future and Melancthon’s future with the CDRC, perhaps in part due to the need for more information about the options and cost;
- (h) Dundalk – generally less defined reply, largely due to the lack of use by Melancthon residents, perhaps an indicator of the lack of respondents and other demographics;
- (i) The Parks, while there was a wish for improvements there was limited use by many of those responding to the survey;
- (j) Municipal tax dollars for Recreation and Sport – generally the respondents favoured spending approximately the same dollars as currently but there were real qualifiers and conditions expressed and certainly there was no consensus that the current allocation should be sustained.
- (k) User fees – the Respondents expressed differing views although few, if any, saw any possible fee as a block to participation. Many expressed the view that User fees should be left to the individual as opposed to Melancthon absorbing the fee;
- (l) Promotion of Recreation and Sport - there were a variety of suggestions which included use of the Township social media platforms for linking/listing and the use of the Township newsletter.

8. PUBLIC ZOOM MEETING

On October 19, 2022 the Task Force conducted a public zoom meeting for residents to provide input to the Task Force. Unfortunately, the number of participants was very low but the input was encouraging. The input encouraged the Task Force to press forward, to encourage the development of a strategic plan by Melancthon for recreation/sport and to keep soliciting for community input not just by the Task Force but on an ongoing basis. There was the suggestion that perhaps if Melancthon were to adopt a focus for its Recreation Sports, for example develop for persons with access needs and/or developmental challenges that it might become a model for other communities to adopt.

9. RECOMMENDATIONS

The Task Force recommends for the consideration of Council of the Township of Melancthon:

- A. Parks –
 - (i) Corbetton Park – furthering the playground development, example basketball court;

- (ii) Horning's Mills Park – improvements such as betterment of playground area and a walking trail on circumference of park, encouragement of a recreational community baseball/softball league for adults and youth (need volunteers to step up and lead);
- (iii) Riverview – planning for a parkette, perhaps as part of any development there might be a dedication of a parcel of land;

B. Trails-

- (i) County Forest tracts – to immediately connect, work with the County as it develops and implements County plans for the Tract on County 21 and continue to promote the County endeavour. The connection and “partnership” should be continued as the Tract at 8thLine SW is developed/promoted;
- (ii) County Rail Corridor – be part of the promotion and use of the Rail Corridor as it is developed and encouraged;
- (iii) As part of any development of Melancthon properties, example Strada pit development/expansion, seek to provide opportunities for outdoor trails for hiking, biking, cross-country skiing;
- (iv) Melancthon should be cognizant of opportunities to work with groups such as Dufferin Driftbusters (snowmobiling) and the Bruce Trail Conservancy to promote the use of trails.

C. Recreation Committee-

That a Recreation Committee composed of Council and community members be formed with the mandate that would develop and implement a Strategic Plan for Recreation and Sport in and for Melancthon residents. It would be anticipated that the Committee would provide a continuing forum for the residents to provide input and recommendations. The Committee might well have a limited mandate, i.e., only the Strategic Plan.

D. Council representation on Boards/Committees referencing Recreation and Sport-

The mandate of any appointee must clearly define and include the commitment to communicate, be transparent and to facilitate the overall plan and direction focused on the best interest of Melancthon and be consistent with an overall direction of Recreation and Sport for the people of Melancthon.

E. That Council immediately engage with the local municipalities of Mulmur, Shelburne and perhaps Amaranth to determine if there is a commitment for a shared vision and plan for Recreation and Sport in the communities of north Dufferin.

F. CDRC-

That if Melancthon is to have a continuing role in the governance/funding of the CDRC that the CDRC (and participating municipalities) prioritize and commit to the development and articulation of a shared Vision and Strategic Plan. Absent this immediate commitment and development then Melancthon should forthwith “withdraw” from the current governance/funding model. This recommendation should be considered a priority and not one to take any time and/or be played politics. Timeline-complete by April, 2023 and before any further capital contributions to the CDRC.

Further, if Melancthon is to continue as part of the CDRC then any governing Agreement must be current in its drafting and understanding, including the recognition that the funding model is current and that capital contribution to reserves are protected. If the other municipalities are not prepared to immediately undertake and address this recommendation then Melancthon should withdraw.

G. NDCC-

The Task Force recognizes that for many the NDCC has been and is part of their life and it forms part of community. The underlining challenge is that the projected financial commitment to the capital and ongoing annual cost is not viable for Melancthon as reflected in the majority of respondents to the Survey.

The recommendation is that Melancthon withdraw from the NDCC and not be part of any ongoing joint operation with Mulmur. Melancthon, with the adoption of this recommendation, might consider adopting, at least for the immediate future, a User Fee reimbursement, if Mulmur were to impose the same, for Melancthon residents with a maximum annual cap on the User fee (hockey/figure skating).

IF there is to be any go-forward jointly by Melancthon and Mulmur (and perhaps any third-party private person/group) then it must be premised on a model that does not create any financial obligation that exceeds the current level, both in terms of debt and annual cost AND the ownership/governance structure must be Fair to Melancthon.

The timeline for this recommendation should also be considered immediate and before any further capital funds are contributed.

H. Southgate-

In the short/immediate term continue the existing Agreement/funding as the Dollar sum is very modest. It would be anticipated that given the developments in Southgate and the impact on Melancthon this Agreement should be terminated in the immediate future (2024?).

I. Recreation programming – while not a recommendation the Task Force acknowledges the numerous suggestions made by Melancthon residents for recreation and sport programming, be it indoor or outdoor. The Task Force can only recommend that those with the suggestions be part of a Volunteer group/persons who would provide the requisite leadership to provide the same, whether in the Parks or at the Horning's Mills Hall.

J. Promotion-

That Council direct staff, perhaps with the assistance of the Recreation Committee, to develop a policy and implement the same for the use of the municipal social media platforms (website, Facebook, newsletter) that would link, encourage and promote Recreation and Sports groups/associations serving greater Melancthon. Timeline- it would be hoped that this Recommendation could be in place in the near future, perhaps the late spring, 2023.

CONCLUSION

The Melancthon Recreation and Task Force thank the people of Melancthon who have provided their input and the Council of the Township for creating the opportunity to consider and make recommendations that might better serve the people of Melancthon.

Sport and Recreation are a critical part of who we are as a community and as a people.

With this Report the mandate of the Task Force is complete.

Submitted by:

David Thwaites and Emma Holmes

December 6, 2022

MELANCTHON RECREATION TASK FORCE

PURPOSE

The Melancthon Recreation Task Force is to investigate, research and make recommendations to the Township of Melancthon referencing Recreation planning, opportunities, funding and the future direction for Recreation in the Township of Melancthon

MANDATE

The Melancthon Recreation Task Force will:

- 1.** review the history and data of Melancthon's "Recreation" commitment and contribution, including an understanding of the composition/makeup of the community;
- 2.** identify the current member groups, organizations and associations, governmental and non-governmental stakeholders;
- 3.** obtain information on the current composition of the Township and identify, if possible, trends that may impact the future;
- 4.** invite and provide a forum for the input of Melancthon residents on the short term and long term vision, plan, development and encouragement of Recreation in and for Melancthon, through public meetings and surveys;
- 5.** invite the input of Recreation stakeholders on data related to Melancthon users and to obtain information relating to the short term and long term plans for the Stakeholder, including suggestions as to how Melancthon might support and encourage users for Stakeholders;
- 6.** connect with other local municipalities, including the County of Dufferin, to solicit information on the development of Recreation "Plans" and strategic planning for the future for purposes of gaining insight and to the prospects for partnering;
- 7.** make recommendations to the Municipal Council for the Township of Melancthon in accordance with the Purpose of the Task Force

TIMELINE

The Melancthon Recreation Task Force understands that its creation, purpose and mandate has been by the current Municipal Council of the Township with a view to making its recommendations to the new Council of the Township in December, 2022, unless its purpose and mandate have been amended or extended by the new Council.

Received by the Council of the Township of Melancthon on August 11, 2022.

THE CORPORATION OF THE TOWNSHIP OF MELANCTHON

BY-LAW NO. 66 - 2021

**BEING A BY-LAW TO AUTHORIZE THE MAYOR AND CLERK TO EXECUTE
A JOINT RECREATION AGREEMENT BETWEEN THE TOWNSHIP OF
MELANCTHON & TOWNSHIP OF MULMUR**

WHEREAS pursuant to s.202 of the Municipal Act, 2001, two or more municipalities may enter into an agreement to provide for matters which are necessary or desirable to facilitate the establishment and operation of a joint municipal service board;

AND WHEREAS the municipal councils of the Township of Melancthon and the Corporation of the Township of Mulmur desire to establish joint recreation services for the mutual benefit of their residences and ratepayers at the North Dufferin Community Centre;

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

1. That the Mayor and Clerk are hereby authorized to execute a Joint Recreation Agreement, which is attached as "Schedule A" hereto and forms part of this By-law.
2. This By-law shall come into force and take effect immediately upon the final passing of same.
3. That By-law 45-2017 is hereby repealed upon the execution of "Schedule A" by both the Township of Melancthon and Corporation of the Township of Mulmur.

READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED on this 4th day of November, 2021.


.....
DARREN WHITE, MAYOR


.....
DENISE HOLMES, CLERK

AGREEMENT AS OF *November 4, 2021*

BETWEEN:

THE CORPORATION OF THE TOWNSHIP OF MULMUR,
hereinafter referred to as "Mulmur"

-and-

THE CORPORATION OF THE TOWNSHIP OF MELANCTHON,
hereinafter referred to as "Melancthon"

This Agreement witnesseth that, in consideration of the mutual covenants and conditions herein contained, Mulmur and Melancthon agree to the following:

1. Mulmur is the owner of the lands identified as Con 3 W E PT Lot 25, RP 7R-4424 Part 3, on which the facility known as the North Dufferin Community Centre ("NDCC") is located. The NDCC includes all land, buildings, improvements, equipment and chattels pertaining to its operations.
2. Mulmur Township shall continue to be the sole owner of the NDCC.
3. The NDCC shall be operated in compliance with the provisions of the *Municipal Act, 2001*, SO 2001, c 25, and any applicable regulations, as amended from time to time.
4. The NDCC shall be managed by a joint municipal service board of the Townships of Mulmur and Melancthon, constituted by this agreement pursuant to s. 202 of the *Municipal Act, 2001*. The said joint municipal service board shall be known as the NDCC Board of Management ("Board"), which shall have all the powers given by the *Municipal Act, 2001*, and those given by this Agreement.
5. The Board shall have eight (8) members, all of whom have voting rights. The Board shall be comprised of one (1) member of Council from each of Mulmur and Melancthon, two (2) community members from each of Mulmur and Melancthon, and two (2) other community members-at-large. The Board shall recommend nominated candidates, drawn from community applicants to the parties. The Board members shall be appointed by both parties by resolution. In the event of a disagreement, each party shall appoint 3 community members of its choice to the Board. Nominated candidates shall serve for a term of which they are appointed. The parties shall also have the power to designate the appointed Council representatives to the Board, and may set their term on the Board, not to exceed the term of the Council on which they sit. The quorum of the Board shall be five (5).
6. No person shall be appointed as a Board member unless that person has been appointed by the parties in accordance with the previous paragraph and has received a Criminal Records Check to the satisfaction of both parties' Councils.
7. The Board shall elect a Chairperson (Chair) and Vice-Chairperson from among its members at the first meeting of the Board each calendar year. The Chair shall preside at all meetings of the Board and be charged with the general administration of the business and affairs of the Board. The minutes of that meeting shall identify the persons elected to each of the identified positions.
8. The Board shall hold an Annual General Meeting at the call of the Chair, with due prior notice to both parties
9. The Board shall operate under the Township of Mulmur's policies and procedures.
10. Insurance shall be provided through Mulmur's insurance provider, and the cost will be billed to the Board.
11. A staff member from Melancthon shall act as the Secretary of the Board at no cost.

12. The Treasurer of Mulmur shall act as the Treasurer of the Board at no cost for his or her time. The Treasurer shall keep full and accurate books and records of all transactions of the Board. The Treasurer shall render to the Board at the meetings thereof, or whenever required, an account of all transactions and of the financial position of the Board. The Treasurer shall pay only such items as are approved by the Board.
13. It shall be the policy of the Board that the current year's operating surplus or deficit be allocated to the following year's budget over and above a \$40,000 operating reserve maintained for cash flow purposes.
14. Each Township shall contribute \$20,000 on January 1, 2018, to create an operating reserve for the Board to utilize for cash flow purposes.
15. Commencing 2018, levies shall be paid on February 1st, May 1st, August 1st and October 1st of each year.
16. The Board will maintain a recreational capital reserve account to hold any unused capital contributions each year. This reserve will be used to absorb the impact of large purchases and/or unforeseen emergency capital requirements as approved by the Board. A report on the balance of the reserves shall be provided on an annual basis or as requested by the parties.
17. The Township of Mulmur shall have responsibility and authority, over the human resources and staffing.
18. Subject to statutory restrictions and those set out in this agreement, the Board shall be responsible for the development of standard operating procedures and policies for the facility operations and programs as required to be approved by each Township.
19. The Board may recommend annual user fee charges to be approved by each Township.
20. The Board shall prepare the estimate of the Board's net financial requirements for the year ("Budget"). There shall be no deficit budgeting. The Board shall work co-operatively and equitably with the parties to the Agreement to fund all operational and developmental expenses.
21. The Budget shall be submitted annually to each Township for approval no later than October 31st. The parties shall have the right to amend the Budget by mutual agreement prior to approval.
22. Upon approval of the Budget by both parties, each party shall appropriate such monies as may be requisitioned by the Board from time to time not to exceed the monies identified in the approved Budget.
23. The Board shall not make or incur liability for any expenditure that is not approved as part of its Budget, and the parties shall not be liable for any expenditure that is not approved.
24. Regardless of the source and extent of funding, the Board must recommend to each Township, for approval, any capital improvements not already approved in the budget.
25. The Township of Mulmur may spend monies on the NDCC facility in addition to the NDCC budget at 100% contribution at its sole discretion as required.
26. The parties shall be responsible for the approved operating and capital levies expenditures and any deficit of the Board as follows:

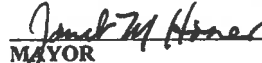
Mulmur 50%
Melancthon 50%
27. The Board shall keep books and records, approve expenditures and issue cheques in accordance with the approved Budget.

- a. The Board shall maintain its own separate bank account.
 - b. All accounts to be paid shall be approved by the Board (this may occur after payment has happened in order to avoid late payment fees).
 - c. The Board's accounts shall be audited annually by the Municipal auditor or more frequently as may be required.
 - d. The draft minutes of the Board shall be promptly circulated to the respective municipal Councils.
28. In the event that either Mulmur or Melancthon wishes to cease participating in the Board, they may do so by providing one (1) year written notice of termination to the other party and the Board. Any written notice given as aforesaid shall terminate this Agreement as of the 31st of December of the next calendar year.
29. The parties shall renegotiate this agreement in the event that an additional municipality or other permitted party wishes to join in this agreement and is approved by all parties to this agreement.
30. This Agreement is personal to the parties and may not be assigned.
31. The parties covenant that they are entering into this Agreement in good faith and that they shall carry out its provisions in good faith.
32. All previous agreements signed are hereby null and void.

In WITNESS WHEREOF each of the parties hereto has affixed its corporate seal attested to by the proper officers duly authorized in that behalf;


SIGNED, SEALED AND DELIVERED
in the presence of:

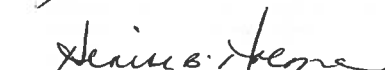
THE CORPORATION OF THE
TOWNSHIP OF MULMUR


MAYOR


CLERK

THE CORPORATION OF THE
TOWNSHIP OF MELANCTHON


MAYOR


CLERK

AGREEMENT AS OF JANUARY 1, 1994

AMONG:

THE CORPORATION OF THE TOWN OF SHELBURNE
("Shelburne")

-and-

THE CORPORATION OF THE TOWNSHIP OF AMARANTH
("Amaranth")

-and-

THE CORPORATION OF THE TOWNSHIP OF MELANCTHON
("Melancthon")

-and-

THE CORPORATION OF THE TOWNSHIP OF MONO
("Mono")

MANAGEMENT AGREEMENT

IN CONSIDERATION of the mutual covenants the parties agree to the following. The background facts are that:

(A) Shelburne is the owner of lands, the legal description of which is Part 2, Plan 7R-1308, and part 1, Plan 7R-1148, being Part of Lot 2, Concession 2, Old Survey, Township of Melancthon, County of Dufferin, known as Centre Dufferin Recreation Complex ("Complex"). The Complex includes all buildings, improvements and chattels pertaining to its operations.

(B) Pursuant to the provisions of Community Recreation Centres Act the parties have entered into an agreement to manage the Complex, dated February 24, 1978, which agreement was further amended by an agreement in 1992, to expire January 1, 1994.

(C) The Parties are desirous of amending their previous agreements.

1. This Agreement shall run for five years. Unless at least one of the parties shall give a written notice of termination to the other parties at least 60 days before the expiry of this agreement, the term of this agreement shall be deemed to be renewed for a period of one year and so on from year to year.

2. The Complex shall be operated in compliance with the provisions of the Community Recreation Centres Act, R.S.O. 1990, c. C.22, and Regulations, as amended from time to time.

3. The Town shall continue to be the sole owner of the Complex.

4. For the duration of this Agreement the parties shall keep the Complex for recreational use.

5. The Complex shall be managed by a Committee of Management ("Board" or "Board of Management"), which shall have all the powers given by the Community Recreation Centres Act, and those given by this agreement. The Board of Management shall be a local board within the meaning of the appropriate legislation.

6. The Board of Management shall have nine members. The Board members shall be appointed by the parties, who shall also have the power to replace or remove their appointed Board members. The number of Board members to be appointed is as follows:

Shelburne	4 (two of whom shall be council members)
Amaranth	2
Melancthon	2
Mono	1

No person shall be appointed a Board member, unless that person is qualified to be elected as a member of the council of the appointing party.

7. The Board of Management shall have a Chairman, Vice-Chairman, Secretary, and Treasurer, to be elected by the Board members. The Board of Management shall develop other organization structure and procedural rules as may be thought desirable. The quorum of the Board of Management shall be five.

8. Subject to statutory restrictions and those set out in this agreement, the Board of Management shall develop policies, rules, and fee schedules.

9. The Board of Management shall prepare the estimate of the Board's net financial requirements for the year ("Budget"). There shall be no deficit budgeting. Funds required for development, improvement, maintenance and repairs may be raised through rentals, grants, donations or other means. The Board of Management shall work co-operatively and equitably with the parties to the Agreement to fund all operational and developmental expenses.

10. The Budget, with a statement as to the proportion of the Budget to be charged to each party shall be submitted to each party for approval. As provided in the Community Recreation Centres Act, the parties shall have the right to amend the Budget prior to approval. The parties agree that the statutory right of amendment is given in proportion to the financial responsibilities of the parties, that is to say, the amendments must be approved by parties responsible for more than 50% of the annual operating costs of the Complex.

11. As provided in the Community Recreation Centres Act, each party shall approve the Budget and shall appropriate such moneys as may be requisitioned by the Board from time to time, but not exceeding in any year the party's share of the amount of the approved Budget.

12. As provided in the Community Recreation Centres Act, the Board shall not make or incur liability for any expenditure that is not approved as part of its Budget, and the parties shall not be liable for any expenditure that is not approved.

13. Regardless of the source and extent of funding, all development and all improvement must be approved by the Board of Management.

14. The parties shall be responsible for the approved expenditures of the Board in the following proportions:

Shelburne	62%
Amaranth	15%
Melancthon	15%
Mono	8%
Total	100%

15. The Board of Management shall keep accounts under the direction of the Municipal Auditor, approve expenditures and issue cheques in accordance with the Budget.

a. The Board of Management shall maintain its own separate bank account/s.

b. All accounts shall be approved by the Board of Management.

c. All cheques shall be signed by one of the designated Board members and the Treasurer.

d. The Board of Management accounts shall be audited by the Municipal auditor annually, or more frequently as may be required by the Board of Management.

e. The minutes of the Board of Management (together with the statements of revenues, expenses, accounts) shall be promptly circulated to the respective municipal Councils.

16. The parties shall renegotiate this agreement, including terms of admission, proportion of representation and proportion of financial responsibility, in the event that an additional municipality or other permitted party wishes to join in this agreement, and is approved by all the parties to this agreement.

17. This Agreement is personal to the parties and may not be assigned.

18. The parties covenant that they are entering into this Agreement in good faith and that they shall carry out its provisions in good faith.

This Agreement is executed by the parties under the hands of their duly authorized officers, all of whom have the authority to bind their respective organizations.

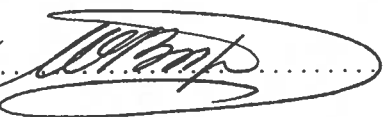
The Corporation of the Town of Shelburne
per:


.....
Mayor

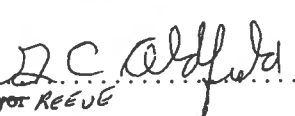

.....
Clerk

The Corporation of the Township of Amaranth
per:


.....
Mayor REEVE

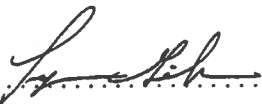

.....
Clerk


The Corporation of the Township of Melancthon
per:


.....
Mayor REEVE


.....
Clerk

The Corporation of the Township of Mono
per:


.....
Mayor


.....
Clerk

**The Corporation of the Township of
Southgate By-law Number 2019-184**

**being a by-law to authorize an agreement
between The Corporation of the Township of Melancthon
and The Corporation of the Township of Southgate**

Whereas the Municipal Act, 2001, Chapter 25, as amended, Section 5 (3), states that municipal power, including a municipality's capacity, rights, powers and privileges, shall be exercised by by-law unless the municipality is specifically authorized to do otherwise; and

Whereas Section 8 of the Municipal Act, 2001, Chapter 25, as amended, provides that a municipality has the authority to govern its affairs as it considers appropriate and enables the municipality to respond to municipal issues; and

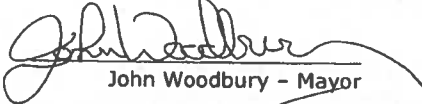
Whereas Section 9 of the Municipal Act, 2001, Chapter 25, as amended, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act; and


Whereas it is deemed necessary and desirable that the Council of the Corporation of the Township of Southgate enact a by-law authorizing the Corporation to enter into an agreement with the Corporation of the Township of Melancthon,

Now therefore be it resolved that the Council of the Corporation of the Township of Southgate enacts as follows:

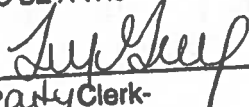
1. **That** the agreement between The Corporation of the Township of Melancthon and The Corporation of the Township of Southgate, attached hereto at Schedule A is hereby ratified and confirmed; and
2. **That** the Mayor and Deputy Clerk are authorized to sign the agreement on behalf of the Township of Southgate; and
3. **That** where the provisions of any other by-law, resolution or action of Council are inconsistent with the provisions of this by-law, the provisions of this by-law shall prevail.

**Read a first, second and third time and finally passed this 4th day of
December, 2019.**


John Woodbury - Mayor


Lindsey Green - Deputy Clerk

CERTIFIED TO BE A TRUE & CORRECT COPY


Deputy Clerk-
Township of Southgate.

THIS AGREEMENT made in duplicate this 4th day of December, 2019

BETWEEN:

**THE CORPORATION OF THE
TOWNSHIP OF SOUTHGATE**
hereinafter called "Southgate" of the First Part;

And

**THE CORPORATION OF THE
TOWNSHIP OF MELANCTHON**
hereinafter called "Melancthon" of the Second Part;

WHEREAS each of the Parties hereto wishes to clarify its obligations to the other Party with respect to the Southgate Recreation Services in Dundalk providing access to the residents of Melancthon in the Dundalk services area. These services include access to the Dundalk Arena & Community Centre facilities, Dundalk Swimming Pool, Baseball diamonds, soccer fields, parks, playgrounds and other recreation infrastructure in the Village of Dundalk;

NOW THEREFORE THIS AGREEMENT WITNESSETH that in consideration of the mutual covenants of each Party, the one with the other, the Parties hereto covenant and agree as follows:

1. The Dundalk Recreation services and facilities shall be used jointly by the parties hereto with all parties to have equal rights, and shall be under the management and control of the Recreation Department of the Township of Southgate and will report to the Southgate Recreation Advisory Board (Board) or its future committee structure and the Township of Southgate Council.
2. It is agreed that the Board or committee shall be appointed every four years by resolution, by the Council of Southgate, and shall be composed of membership of the Township of Southgate and qualify to be elected as members of the Council of Southgate, and one (1) of whom shall be from Melancthon Council.
3. The Council members that act as committee members at recreation committee level take part in the budget discussions. Discussions and proposals will be communicated through meeting minutes and council representatives to both municipal councils. Concerns from Melancthon Council on recreation budget concerns should be sent in writing to Southgate Council prior to the 15th day of April in every year.
4. It is agreed that subject to the provisions of Section 5 of the Act, the Board shall formulate policies, rules and regulations for and relating to the administration and the use of the Dundalk Community Recreation facilities with Southgate Council approval.

5. It is agreed that the operating and capital cost deficits for the operating of the facilities shall be split by the municipalities as follows:

Southgate	90%
Melancthon	10%

Further Melancthon's deficit contributions are capped and will not exceed \$8,000.00 for operating and \$6,000.00 for capital, per year.

6. It is agreed that this agreement will be indexed annually starting in the 2021 calendar year to the Cost of Living Allowance (COLA) established for Ontario based on the October of the previous year published COLA rate.
7. It is in Southgate councils best interest seeing as 90% of all recreation deficits in Dundalk is the burden of Southgate tax payers to manage these costs, which ultimately Melancthon council benefits from as well. However large capital requirements are necessary from time to time. In light of this capital costs will be managed as low as possible. However the replacement of high cost infrastructure and unforeseen failures periodically cause larger than normal capital costs. Some are budgeted and predictable and some are not. Southgate maintains reserve accounts for higher than normal and these unforeseen expenses.

Southgate will maintain a Melancthon Recreation reserve account to hold any unused capital contributions each year. This reserve will be to absorb the impact of large purchases and or unforeseen emergency capital requirements in future years where capital costs or failures of a single purchase exceeds \$50,000.00. Melancthon will not be indebted to Southgate for more than the annual capital plus the balance of the Melancthon reserve account at that point in time will be provided on an annual basis by the Southgate Treasurer.

8. It is further agreed that Capital costs shall be shared by the participating municipalities in the same proportions as set out in Clause 5 providing that a five year capital plan be presented to the Councils for approval and that they are kept current.
9. It is agreed that this agreement shall be for a period of 4 years starting January 1, 2020 and expire December 31, 2023. At that time the agreement will be reviewed and may be extended by agreement of both parties.
10. The parties hereto shall execute such further assurance as may be reasonably required to carry out the terms hereof.
11. It is further agreed that these presents and everything herein shall respectively ensure to the benefit of and be binding upon the parties hereto and their respective successors and assigns.

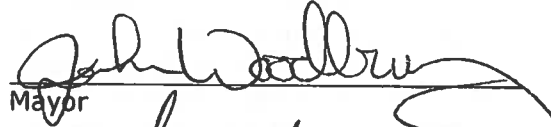
12. The parties agree that this agreement may be amended at any time by the mutual consent of the parties, after the party desiring the amendment(s) gives the other party a minimum of thirty (30) days written notice of the proposed amendment(s).

13. The previous agreement dated December 17, 2014 shall be in effect until December 31, 2019.

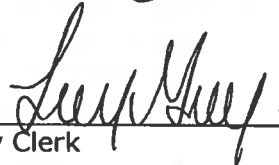
In WITNESS WHEREOF each of the parties hereto has affixed its corporate seal attested to by the proper officers duly authorized in that behalf;

SIGNED, SEALED AND DELIVERED
in the presence of:

THE CORPORATION OF THE
TOWNSHIP OF SOUTHGATE



Mayor



Deputy Clerk

THE CORPORATION OF THE
TOWNSHIP OF MELANETHON



Mayor



Clerk



The Corporation of

THE TOWNSHIP OF MELANCTHON

157101 Highway 10, Melancthon, Ontario, L9V 2E6

melrectaskforce@outlook.com

SURVEY- MELANCTHON RECREATION TASK FORCE

The Melancthon Recreation Task Force was created by the Township Council in July, 2022 in response to a suggestion of a Melancthon resident that Melancthon governance have a better understanding of the needs and wants of the residents in the area of Recreation/Sports and the need for a Recreation Plan rather than an ad hoc approach to simply financially supporting different facilities.

The Terms of Reference for the Task Force were endorsed by Council on August 11, 2022 and are available for viewing on the Township website.

This Survey forms part of the outreach by the Task Force to solicit the input of Melancthon residents. Please return the completed Survey to the Task Force email referenced or by mail to the Township municipal office. There will be a public zoom meeting conducted in the near future as well. Input can also be provided direct to the Task Force by email: melrectaskforce@outlook.com

The Survey does not require that you identify yourself or provide any personal information beyond the few demographic questions. Identification would however allow Task Force members to follow-up with you if you wished or if there were questions arising from any comments/suggestions. The Task Force undertakes not to share/release any personal data/information without your consent.

The Task Force recognizes, as with any survey, that there is no perfect question or format. We do want your input and therefore invite such beyond the strict format of the Survey if you so wish. The Task Force members are not survey experts, we simply will use to the data/information for purpose of making recommendations to the Council of the Township by, hopefully, late 2022.

Thank you for taking the time to provide your input.

Task Force Members: Emma Holmes and David Thwaites

PS- It is noted that there are no municipal personnel or financial resources being used by the Task Force as there existed no budget line for this venture.

QUESTIONS

DEMOGRAPHICS

1. In what area of Melancthon do you reside?
2. In what age demographic are you? (please circle)
Under 18 18-39 39-64 65 over
3. How many persons occupy your family residence?
Adults- Children (under age 18)

PERSONAL RECREATION/SPORTS

4. In what recreational/sport activities, if any, do you and your family participate?

5. What sport/recreation facilities/resources would you like to see encouraged and promoted for yourself and the residents of Melancthon?

FACILITIES

6. Melancthon Township provided in 2021 approximately \$118,000 to support the Centre Dufferin (CRDC), the North Dufferin Centre (Honeywood Arena) and the Dundalk/Southgate Recreation complex. In 2022 the budget for the three facilities totals \$155,000. In addition the Township contributed some funds to the Corbetton Park and Hornings Mills Park.

Do you support the use of municipal tax dollars for these facilities?

Do you believe Melancthon should be spending more/less in the promotion of recreation and sports?

7. Do you/your family use the facilities at CRDC? Honeywood Arena? Dundalk Arena? Parks at Corbetton or Hornings Mills?
If so, for what purpose and with what frequency?

8. Melancthon Township has over the years had a "partnership" with Mulmur Township for the operations at the Honeywood Arena. There is, apparently, a very limited life expectancy for the current complex. The Townships recently undertook to consider the redevelopment of a multi-use complex with a price tag of multiple millions of dollars. (grant application to co-fund project was rejected). In your opinion should Melancthon undertake the requisite funding, regardless of cost, or what other option should Melancthon pursue?

9. Melancthon Township has over the years been part of a multi-local government governance operated CDRC in Shelburne, contributing approximately 15% of the operating and capital needs (the sharing % is determined based on population as adjusted periodically). The governance model has recently been the subject of review as Shelburne has sought to take over the ownership/governance. Other local governments, including Melancthon, are considering the options. Do you support the existing model or a different model? At what cost?

10. Melancthon has, pursuant to an agreement with Dundalk/Southgate, been contributing approximately \$10,000 annually to the Dundalk recreation complex. Melancthon has a seat at the Recreation Advisory Board. Do you support this continued model and at what cost? Options?

PARKS

11. Melancthon currently has two community parks, Hornings Mills Park and Corbetton Park. Do you/your family use either park and if so with what frequency and for what purpose?

12. What are your suggestions for either park that would provide a more user friendly park and promote use? At what cost?

13. The County of Dufferin has most recently presented a draft Recreation Plan for the development and use of the two tracts of forest lands (one off 8thLine SW, the other at County 21 and 5th Line). Have you used these resources? Would you use these resources for the purposes outlined in the draft Recreation Plan? Should Melancthon "partner" with the County to promote the use of the properties?

14. The County of Dufferin owns/controls the use of the rail corridor between Shelburne and Dundalk. The County Recreation Plan contemplates various recreational uses. Do you use the corridor? If so for what recreational activities? Suggestions?

GOLF COURSES

15. There are two privately owned golf courses in Melancthon, Shelburne Golf and Dundel Golf. Have you and do you use these facilities?

RECREATION AND SPORTS

16. There are numerous recreation and sporting activities available throughout the greater Melancthon area. What are your suggestions for how, if at all, Melancthon as a Township should promote, encourage, partner with organizations involved with recreational and sports activities?
17. Some municipalities require that "non-resident user fees" be paid by individuals involved in certain activities (eg, Shelburne Minor Soccer, baseball, Orangeville recreational programs). What is your opinion on the use of this "fee"? Should this be a fee paid by Melancthon as a whole or by the individual? Would the imposition of such a fee impact your participation in the activity?
18. What other comments and suggestions would you like to share with the Task Force for its consideration?



The Corporation of

THE TOWNSHIP OF MELANCTHON

157101 Highway 10, Melancthon, Ontario, L9V 2E6

REPORT TO COUNCIL

TO: MAYOR WHITE AND MEMBERS OF COUNCIL

FROM: DENISE B. HOLMES, AMCT, CAO/CLERK

SUBJECT: INTEGRITY COMMISSIONER SERVICES

MEETING DATE: DECEMBER 15, 2022

RECOMMENDATION

That the Council for the Township of Melancthon accept the recommendation from Denise Holmes, CAO/Clerk and appoint Guy Giorno, Fasken Martineau as the Township's Integrity Commissioner for the term of Council. Further, that Staff be directed to contact Mr. Giorno and have him prepare the required Agreement of Service to be brought back to the January 12th, 2023 meeting of Council for execution.

BACKGROUND AND DISCUSSION

The Modernizing Ontario Municipal Legislation Act, 2017 requires all municipalities to have a Code of Conduct and to appoint an Integrity Commissioner. In 2016, Council appointed Guy Giorno, Fasken Martineau as the Integrity Commissioner for the Township of Melancthon. Mr. Giorno's contract was extended on May 6, 2021 until the end of the term of Council being November 14, 2022.

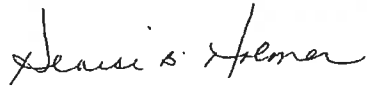
I reached out to Mr. Giorno on November 24, 2022 to get a quotation from him as Council is required to appoint an Integrity Commissioner. Mr. Giorno's rate since 2016 has been \$100.00 per hour + \$90 annual retainer. He has advised that for Dufferin County Municipalities that renew for a full Council term, he is offering a slightly increased rate of \$130.00 per hour, with an increased annual retainer of \$200.00. This is the Agreement that he currently has with the Town of Mono and Township of East Garafraxa. Travel time from Toronto would be billed at half the rate.

I am of the opinion that the above rates prove to be good value for the Township, as the County of Dufferin appointed an Integrity Commissioner in April, 2021 with an annual retainer of \$2,000.00 and services being billed at \$300.00 per hour. Therefore, I am recommending to Council, that Mr. Giorno of Fasken Martineau be re-appointed as the Township's Integrity Commissioner for the term of Council.

Financial Impact

The Township budgeted \$5,000.00 for Integrity Commissioner Services in 2022. As of the writing of this report, the actual costs to date are \$6,755.00. This is as a result of a lengthy Code of Conduct complaint earlier in 2022, as well as the cost of several inquiries from residents and Members of Council. The Township will be discussing budget in January, 2023 and Staff will be budgeting at least \$5,000.00 for his services.

Respectfully submitted,



Denise B. Holmes, AMCT
CAO/Clerk



The Corporation of

THE TOWNSHIP OF MELANCTHON

157101 Highway 10, Melancthon, Ontario, L9V 2E6

MEMORANDUM TO COUNCIL

TO: MAYOR WHITE AND MEMBERS OF COUNCIL

FROM: DENISE B. HOLMES, AMCT, CAO/CLERK

SUBJECT: HORNING'S MILLS COMMUNITY HALL – MUNICIPAL SERVICE BOARD

MEETING DATE: DECEMBER 15, 2022

Background and Discussion

At the meeting of Council held on December 1, 2022, Staff were directed to put the Horning's Mills Municipal Service Board By-law 58-2021 on the December 15th Agenda for review, discussion and amendment.

This was a result of the request from the Hall Board to add an additional member to the Board for the purposes of handling the treasury component of the Board and activities associated with the Hall.

Attached to this Memo are the following:

- Horning's Mills Community Hall By-law 58-2021
- Memorandum of Understanding dated July 15th, 2021
- Request from Hall Board for additional member
- New By-law – Number of Board Members to be appointed by Council has been left blank. With the passage of any By-law, the Township has to provide Notice, therefore Staff will include a Notice of Intent to Pass By-law under the Notice section on the Agenda.

CORPORATION OF THE TOWNSHIP OF MELANCTHON

HORNING'S MILLS COMMUNITY HALL

BY-LAW NO. 58 -2021

Being a Bylaw to establish a Municipal Service Board to operate a Community Hall, known as the Horning's Mill's Community Hall and to repeal By-law No. 16-2013 and By-law No. 8-2021

WHEREAS Section 196 of the *Municipal Act, 2001*, authorizes a municipality to establish a Municipal Service Board;

AND WHEREAS Section 198 of the *Municipal Act, 2001*, provides that a municipality may give a Municipal Service Board the control and management of such services and activities of the municipality consider as appropriate and shall do so by delegating the powers and duties of the municipality to the Board.

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

Board Appointment

1. The Members of the Board shall be appointed by the Council of the Corporation of the Township of Melancthon on an annual basis in accordance with Section 196(1) of the Act.
2. The Board shall be composed of a total of seven (7) members:
 - Two (2) members shall be an elected member of Council
 - One (1) member shall be from the Horning's Mills Women's Institute
 - Four (4) members shall be appointed by the Council of the Corporation of the Township of Melancthon

Administration

3. The said Board shall meet on a regular basis.
4. The said Board shall elect a Chairperson and Vice-Chairperson annually from among its members and such other officers as may be required.
5. The said Board shall submit to Council, an annual report of its activities and such other reports as may be required from time to time.

Staff

6. The Board may recommend to Council, the appointment of recreation works and shall be responsible for assigning the duties and responsibilities of such employees.

Programs and Facilities & Functions (in accordance with Section 198(1) of the Act)

7. The Board shall conduct or encourage and assist with programs of recreation which will meet the needs and interest of the residents of the Township of Melancthon in the Horning's Mills area.
8. The Board will be responsible for all activities and expenditures associated with the programmes associated with the Hall, including activities that the Board designs and delivers itself and activities for which the Hall is made available for use by others or for which others provide grants or other support.
9. The said Board shall assist in the co-ordination of community recreation services.

Finance


10. Annually, by January 1st, the Board shall submit and interpret to Council, a budget for its approval and shall make to Council, a full and complete financial report of its previous year's operation.
11. The Board shall not have its own bank account. All deposits and payments will be made through the Treasurer as regulated by the Municipal Act.
12. The Board may solicit or receive on behalf of the Municipality any gifts or bequests of money or services or any donations to be applied, principal or income, for either the temporary or permanent use for facilities, equipment, program or other recreational purposes.
13. The said Board may incur expenditures, to the extent provided in the annual approved budget or as approved by Council.
14. The said Board may prescribe fees for participation in or admittance to any part of the community programme of recreation conducted in the Horning's Mills Community Hall.

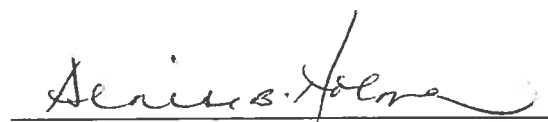
Closure

15. This By-law goes into effect forthwith on the passing hereof and other By-laws conflicting with this By-law are hereby repealed and rescinded.
16. In carrying out the provisions of this By-law, the said Board shall at all times be the agent of the Municipal Corporation and while acting bona fide within the limits of the authority of this By-law, neither the Board nor any member thereof shall incur any liability by reason of anything done or left undone by the Board; provided however that nothing in this paragraph contained shall authorize or empower the Board to incur any debt, liability or obligation of which the Municipal Corporation shall become liable without having previously obtained the consent of the Council of the Corporation of the Township of Melancthon.

By-law read a first and second time this 16th day of September, 2021.

By-law read a third time and passed this 16th day of September, 2021.


MAYOR (Deputy)


CLERK

Memorandum of Understanding made this 15th day of July, 2021

Between:

The Horning's Mills Community Hall Board (the "Board")

and

The Township of Melancthon (the "Township")

(jointly referred to as the "Partners")

Purpose and Scope

The purpose of this MOU is to identify clearly the roles and responsibilities of the Partners in connection with the Horning's Mills Community Hall (the "Hall").

Goals of the Partners

The Partners aim to work together to make the Hall a vibrant hub of community life in the Township of Melancthon. They desire that through their joint efforts, the management and operation of the Hall should be effective, efficient and transparent.

Responsibilities of the Partners

The Township will be responsible for all of the operational activities and expenditures associated with the ownership of the building (the "Township Activities"), including capital planning and expenditures, and all regular maintenance of the building and the surrounding land.

In accordance with an annual plan, the Board will be responsible for all activities and expenditures associated with the programmes associated with the Hall, including activities that the Board designs and delivers itself and activities for which the Hall is made available for use by others or for which others provide grants or other support (the "Hall Activities").

Annual Plan

Each year, the Partners will work together to develop an annual plan for the Hall (the "Annual Plan"). The Annual Plan will be the primary planning tool for the orderly and transparent management of the Hall. The Board will submit a draft Annual Plan request setting out in brief its report on the previous year, its annual goals, revenue plan, special funding requirements, general funding requirements, any other requests in connection with Hall Activities for the upcoming year. The Township will review the draft Annual Plan and accept or modify. Once the Annual Plan has been approved by

the Township, the Board will be solely responsible for decisions in connection with Hall Activities provided that they are within the scope of the Annual Plan. The Partners may agree to utilize 3-5 year plans with annual updates.

Annual Goals for the Hall

It is understood and agreed that the Board should continue to support activities that have historically been central to the Hall, such as fundraisers, holiday events, serving as a polling station during elections, etc. The Annual Plan should also include any new goals the Board intends to pursue during the year. It is further understood and agreed that the Board will consult with the residents of Melancthon – virtually and/or in person – on the goals of the Hall prior to finalizing them in the Annual Plan.

Annual Funding for Hall Activities

It is understood that the Hall Activities will be managed in such a way as to achieve a reasonable level of cost recovery in accordance with comparable best practices and policies to be agreed and published by the Board. The Annual Plan will include a funding allocation from the Township to meet any anticipated shortfall between revenues and expenditures in connection with Hall Activities.

Special Fund for Hall Activities

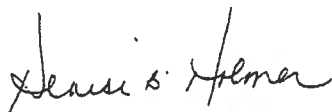
It is understood that the monies currently held by the Township for the account of the Hall are intended to support Hall Activities and will not be used for Township Activities. In particular, the Special Activities Fund should be drawn on to fund new or innovative activities, as may be provided in the Annual Plan.

Mutual Support

The Township and the Board will at all times work together in good faith and use their best efforts to support each other in achieving the agreed upon goals for the Hall and in resolving amicably any differences that may arise between them.

Signatures

For the Township of Melancthon



Denise B. Holmes, CAO/Clerk

For the Horning's Mills Community Hall Board



James Webster, Chair

Denise Holmes

From: Ruth <srplow@sympatico.ca>
Sent: Friday, November 25, 2022 12:21 PM
To: Denise Holmes
Subject: New position

Hi Denise

On behalf of the Horning's Mills Community Hall Board, I am formally requesting Melancthon Council to increase the number of seats on the Board by one seat. This seat would be made available to a member of the public and would carry the title "Treasurer"

Thank you

Ruth Plowright

Plowright Signs

519-942-6333

Surround yourself with good people, good thoughts, good ideas and more good things will happen!

CORPORATION OF THE TOWNSHIP OF MELANCTHON

HORNING'S MILLS COMMUNITY HALL

BY-LAW NO. -2022

Being a Bylaw to establish a Municipal Service Board to operate a Community Hall, known as the Horning's Mill's Community Hall and to repeal By-law No. 58-2021.

WHEREAS Section 196 of the *Municipal Act, 2001*, authorizes a municipality to establish a Municipal Service Board;

AND WHEREAS Section 198 of the *Municipal Act, 2001*, provides that a municipality may give a Municipal Service Board the control and management of such services and activities of the municipality consider as appropriate and shall do so by delegating the powers and duties of the municipality to the Board.

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

Board Appointment

1. The Members of the Board shall be appointed by the Council of the Corporation of the Township of Melancthon on an annual basis in accordance with Section 196(1) of the Act.
2. The Board shall be composed of a total of _____ members:
 - Two (2) members shall be an elected member of Council
 - One (1) member shall be from the Horning's Mills Women's Institute
 - _____ members shall be appointed by the Council of the Corporation of the Township of Melancthon

Administration

3. The said Board shall meet on a regular basis.
4. The said Board shall elect a Chairperson and Vice-Chairperson annually from among its members and such other officers as may be required.
5. The said Board shall submit to Council, an annual report of its activities and such other reports as may be required from time to time.

Staff

6. The Board may recommend to Council, the appointment of recreation works and shall be responsible for assigning the duties and responsibilities of such employees.

Programs and Facilities & Functions (in accordance with Section 198(1) of the Act)

7. The Board shall conduct or encourage and assist with programs of recreation which will meet the needs and interest of the residents of the Township of Melancthon in the Horning's Mills area.
8. The Board will be responsible for all activities and expenditures associated with the programmes associated with the Hall, including activities that the Board designs and delivers itself and activities for which the Hall is made available for use by others or for which others provide grants or other support.

9. The said Board shall assist in the co-ordination of community recreation services.

Finance

10. Annually, by January 1st, the Board shall submit and interpret to Council, a budget for its approval and shall make to Council, a full and complete financial report of its previous year's operation.
11. The Board shall not have its own bank account. All deposits and payments will be made through the Treasurer as regulated by the Municipal Act.
12. The Board may solicit or receive on behalf of the Municipality any gifts or bequests of money or services or any donations to be applied, principal or income, for either the temporary or permanent use for facilities, equipment, program or other recreational purposes.
13. The said Board may incur expenditures, to the extent provided in the annual approved budget or as approved by Council.
14. The said Board may prescribe fees for participation in or admittance to any part of the community programme of recreation conducted in the Horning's Mills Community Hall.

Closure

15. This By-law goes into effect forthwith on the passing hereof and other By-laws conflicting with this By-law are hereby repealed and rescinded.
16. In carrying out the provisions of this By-law, the said Board shall at all times be the agent of the Municipal Corporation and while acting bona fide within the limits of the authority of this By-law, neither the Board nor any member thereof shall incur any liability by reason of anything done or left undone by the Board; provided however that nothing in this paragraph contained shall authorize or empower the Board to incur any debt, liability or obligation of which the Municipal Corporation shall become liable without having previously obtained the consent of the Council of the Corporation of the Township of Melancthon.

By-law read a first and second time this day of , 2022.

By-law read a third time and passed this day of , 2022.

MAYOR

CLERK



The Corporation of

THE TOWNSHIP OF MELANCTHON

157101 Highway 10, Melancthon, Ontario, L9V 2E6

MEMORANDUM TO COUNCIL

TO: MAYOR WHITE AND MEMBERS OF COUNCIL

FROM: DENISE B. HOLMES, AMCT, CAO/CLERK

**SUBJECT: NORTH DUFFERIN COMMUNITY CENTRE – COUNCIL REVIEW
OF MELANCTHON’S PARTICIPATION**

MEETING DATE: DECEMBER 15, 2022

Background and Discussion

At the meeting of Council held on April 21, 2022, the following motion was introduced and passed:

Moved by White, Seconded by Mercer

Be it resolved that: “The Council of the Corporation of the Township of Melancthon defer any decisions on its participation in the North Dufferin Community Centre until such time as the 2022 Election is complete.”. **Carried.**

With regards to the above motion, Council noted that this would include any decisions regarding the full-scale review of the NDCC Agreement, the NDCC renovation project and the Joint Recreation Sub-Committee.

For the review, I have attached the following, to this Memo:

- NDCC Agreement that was entered into with the Township of Mulmur on November 21, 2021
- NDCC Efficiency Review Final Report October 2020 prepared by Sierra Planning and Management
- NDCC Assessment Report – April 13, 2022 prepared by Dickinson and Hicks
- Melancthon Motion passed on March 18, 2021 regarding appointments to the Mulmur-Melancthon Recreation Sub-Committee
- County of Dufferin and Municipalities Service Delivery Review – Excerpt Section A2 and 5.1 – Indoor Recreation Facilities (attachments for context as to the purpose of the creation of the Joint Recreation Sub-Committee)
- Report from Tracey Atkinson, CAO, Township of Mulmur, regarding NDCC Updates

- Report from Tracey Atkinson, CAO, Township of Mulmur regarding the NDCC Board of Management
- Email from Tracey Atkinson, CAO, Township of Mulmur, regarding the Green and Inclusive Community Building Program Grant
- Report from Sarah Culshaw, Treasurer, Township of Melancthon – NDCC Cost Benefit Analysis
- Special Joint Meeting Minutes of Mulmur and Melancthon Council – June 3, 2020, October 2, 2020 and February 17, 2021
- Joint Recreation Sub-Committee Minutes – March 24, 2021, April 21, 2021, May 25, 2021, July 9, 2021, September 22, 2021, November 18, 2021, November 22, 2021 and December 1, 2021

THE CORPORATION OF THE TOWNSHIP OF MELANCTHON

BY-LAW NO. 66 - 2021

**BEING A BY-LAW TO AUTHORIZE THE MAYOR AND CLERK TO EXECUTE
A JOINT RECREATION AGREEMENT BETWEEN THE TOWNSHIP OF
MELANCTHON & TOWNSHIP OF MULMUR**

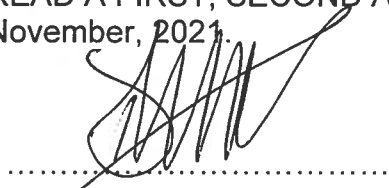
WHEREAS pursuant to s.202 of the Municipal Act, 2001, two or more municipalities may enter into an agreement to provide for matters which are necessary or desirable to facilitate the establishment and operation of a joint municipal service board;

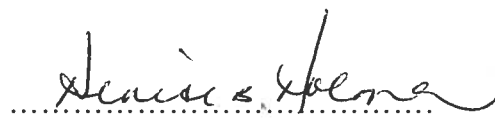
AND WHEREAS the municipal councils of the Township of Melancthon and the Corporation of the Township of Mulmur desire to establish joint recreation services for the mutual benefit of their residences and ratepayers at the North Dufferin Community Centre;

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

1. That the Mayor and Clerk are hereby authorized to execute a Joint Recreation Agreement, which is attached as "Schedule A" hereto and forms part of this By-law.
2. This By-law shall come into force and take effect immediately upon the final passing of same.
3. That By-law 45-2017 is hereby repealed upon the execution of "Schedule A" by both the Township of Melancthon and Corporation of the Township of Mulmur.

READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED on this 4th day of November, 2021.


.....
DARREN WHITE, MAYOR


.....
DENISE HOLMES, CLERK

AGREEMENT AS OF November 4, 2021

BETWEEN:

THE CORPORATION OF THE TOWNSHIP OF MULMUR,
hereinafter referred to as "Mulmur"

-and-

THE CORPORATION OF THE TOWNSHIP OF MELANCTHON,
hereinafter referred to as "Melancthon"

This Agreement witnesseth that, in consideration of the mutual covenants and conditions herein contained, Mulmur and Melancthon agree to the following:

1. Mulmur is the owner of the lands identified as Con 3 W E PT Lot 25, RP 7R-4424 Part 3, on which the facility known as the North Dufferin Community Centre ("NDCC") is located. The NDCC includes all land, buildings, improvements, equipment and chattels pertaining to its operations.
2. Mulmur Township shall continue to be the sole owner of the NDCC.
3. The NDCC shall be operated in compliance with the provisions of the *Municipal Act, 2001*, SO 2001, c 25, and any applicable regulations, as amended from time to time.
4. The NDCC shall be managed by a joint municipal service board of the Townships of Mulmur and Melancthon, constituted by this agreement pursuant to s. 202 of the *Municipal Act, 2001*. The said joint municipal service board shall be known as the NDCC Board of Management ("Board"), which shall have all the powers given by the *Municipal Act, 2001*, and those given by this Agreement.
5. The Board shall have eight (8) members, all of whom have voting rights. The Board shall be comprised of one (1) member of Council from each of Mulmur and Melancthon, two (2) community members from each of Mulmur and Melancthon, and two (2) other community members-at-large. The Board shall recommend nominated candidates, drawn from community applicants to the parties. The Board members shall be appointed by both parties by resolution. In the event of a disagreement, each party shall appoint 3 community members of its choice to the Board. Nominated candidates shall serve for a term of which they are appointed. The parties shall also have the power to designate the appointed Council representatives to the Board, and may set their term on the Board, not to exceed the term of the Council on which they sit. The quorum of the Board shall be five (5).
6. No person shall be appointed as a Board member unless that person has been appointed by the parties in accordance with the previous paragraph and has received a Criminal Records Check to the satisfaction of both parties' Councils.
7. The Board shall elect a Chairperson (Chair) and Vice-Chairperson from among its members at the first meeting of the Board each calendar year. The Chair shall preside at all meetings of the Board and be charged with the general administration of the business and affairs of the Board. The minutes of that meeting shall identify the persons elected to each of the identified positions.
8. The Board shall hold an Annual General Meeting at the call of the Chair, with due prior notice to both parties
9. The Board shall operate under the Township of Mulmur's policies and procedures.
10. Insurance shall be provided through Mulmur's insurance provider, and the cost will be billed to the Board.
11. A staff member from Melancthon shall act as the Secretary of the Board at no cost.

12. The Treasurer of Mulmur shall act as the Treasurer of the Board at no cost for his or her time. The Treasurer shall keep full and accurate books and records of all transactions of the Board. The Treasurer shall render to the Board at the meetings thereof, or whenever required, an account of all transactions and of the financial position of the Board. The Treasurer shall pay only such items as are approved by the Board.
13. It shall be the policy of the Board that the current year's operating surplus or deficit be allocated to the following year's budget over and above a \$40,000 operating reserve maintained for cash flow purposes.
14. Each Township shall contribute \$20,000 on January 1, 2018, to create an operating reserve for the Board to utilize for cash flow purposes.
15. Commencing 2018, levies shall be paid on February 1st, May 1st, August 1st and October 1st of each year.
16. The Board will maintain a recreational capital reserve account to hold any unused capital contributions each year. This reserve will be used to absorb the impact of large purchases and/or unforeseen emergency capital requirements as approved by the Board. A report on the balance of the reserves shall be provided on an annual basis or as requested by the parties.
17. The Township of Mulmur shall have responsibility and authority, over the human resources and staffing.
18. Subject to statutory restrictions and those set out in this agreement, the Board shall be responsible for the development of standard operating procedures and policies for the facility operations and programs as required to be approved by each Township.
19. The Board may recommend annual user fee charges to be approved by each Township.
20. The Board shall prepare the estimate of the Board's net financial requirements for the year ("Budget"). There shall be no deficit budgeting. The Board shall work co-operatively and equitably with the parties to the Agreement to fund all operational and developmental expenses.
21. The Budget shall be submitted annually to each Township for approval no later than October 31st. The parties shall have the right to amend the Budget by mutual agreement prior to approval.
22. Upon approval of the Budget by both parties, each party shall appropriate such monies as may be requisitioned by the Board from time to time not to exceed the monies identified in the approved Budget.
23. The Board shall not make or incur liability for any expenditure that is not approved as part of its Budget, and the parties shall not be liable for any expenditure that is not approved.
24. Regardless of the source and extent of funding, the Board must recommend to each Township, for approval, any capital improvements not already approved in the budget.
25. The Township of Mulmur may spend monies on the NDCC facility in addition to the NDCC budget at 100% contribution at its sole discretion as required.
26. The parties shall be responsible for the approved operating and capital levies expenditures and any deficit of the Board as follows:

Mulmur 50%
Melancthon 50%
27. The Board shall keep books and records, approve expenditures and issue cheques in accordance with the approved Budget.

- a. The Board shall maintain its own separate bank account.
 - b. All accounts to be paid shall be approved by the Board (this may occur after payment has happened in order to avoid late payment fees).
 - c. The Board's accounts shall be audited annually by the Municipal auditor or more frequently as may be required.
 - d. The draft minutes of the Board shall be promptly circulated to the respective municipal Councils.
28. In the event that either Mulmur or Melancthon wishes to cease participating in the Board, they may do so by providing one (1) year written notice of termination to the other party and the Board. Any written notice given as aforesaid shall terminate this Agreement as of the 31st of December of the next calendar year.
29. The parties shall renegotiate this agreement in the event that an additional municipality or other permitted party wishes to join in this agreement and is approved by all parties to this agreement.
30. This Agreement is personal to the parties and may not be assigned.
31. The parties covenant that they are entering into this Agreement in good faith and that they shall carry out its provisions in good faith.
32. All previous agreements signed are hereby null and void.

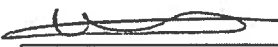
In WITNESS WHEREOF each of the parties hereto has affixed its corporate seal attested to by the proper officers duly authorized in that behalf;

SIGNED, SEALED AND DELIVERED
in the presence of:

**THE CORPORATION OF THE
TOWNSHIP OF MULMUR**




MAYOR

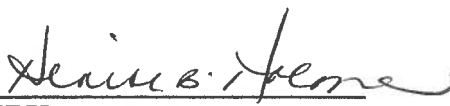


CLERK

**THE CORPORATION OF THE
TOWNSHIP OF MELANCTHON**



MAYOR



CLERK



Sierra Planning and Management
advice • strategy • implementation

Townships of Mulmur & Melancthon

North Dufferin Community Centre Efficiency Review

Final Report | October 2020

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1.1 Project Background & Purpose

The North Dufferin Community Centre (NDCC), an indoor recreation facility, is located in Honeywood within the Township of Mulmur. The building is situated on a broader property that includes outdoor recreational amenities. While this project focuses on the building, a future planning strategy for the entire Honeywood site (building and land) is an important component of a separate study, a Recreation Master Plan for the Township of Mulmur specifically.

A comprehensive service delivery review is currently underway by Dufferin County, which seeks to provide the appropriate services to residents at the right cost. One of the services being reviewed is indoor recreation facilities, including their governance structure, accountability, roles and responsibilities of the contributing municipalities, as well as resource stewardship for future planning.

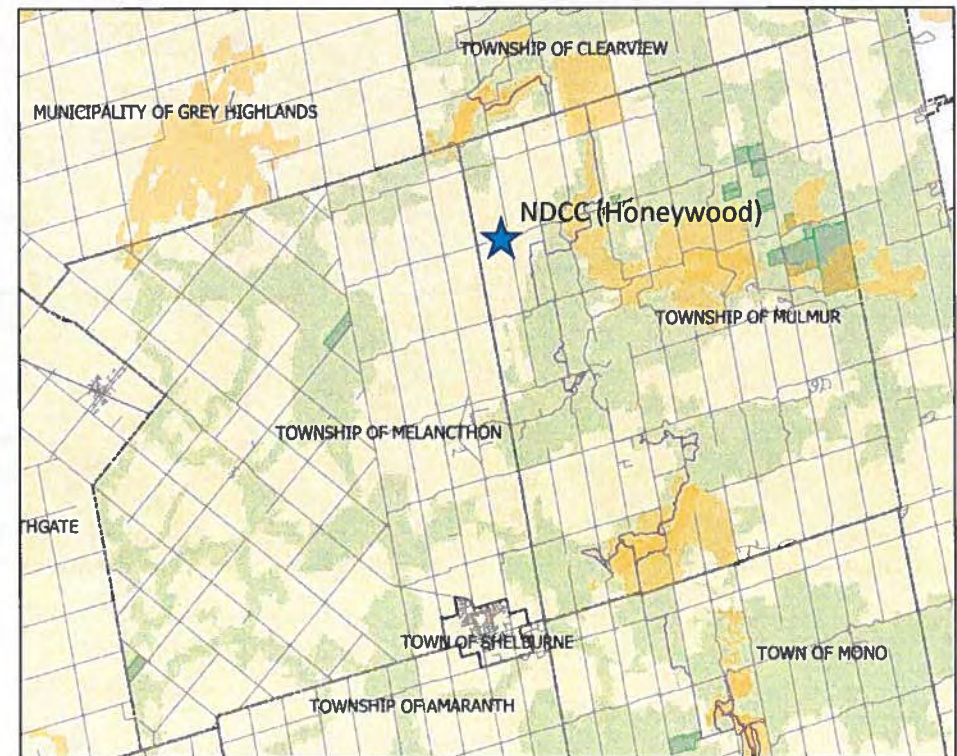
This project is a product of the higher-level service review underway at this time. Its purpose being to assess the existing governance structure and recreational operations of the NDCC and investigate the range of options for the future of the facility that will be able to provide a variety of programs available to the community in a financially sustainable manner. This results in a strategy for the physical asset (building), services within the building, and the governance structure of the facility. At present, the facility is operated collectively by the Townships of Mulmur and Melancthon, through a Board of Management.

The Phase 1 report provided a background analysis and situational review of the existing North Dufferin Community Centre, including future needs and opportunities, local, provincial and national trends, as well as best practice related to facility design, partnerships, and collaboration.

This report (Phase 2) will help to facilitate decision-making arising from the directions identified in Phase 1, lay out operational business plan options for the NDCC in the future, and provide recommendations for additional recreational amenities and programs to meet the needs of the joint community.

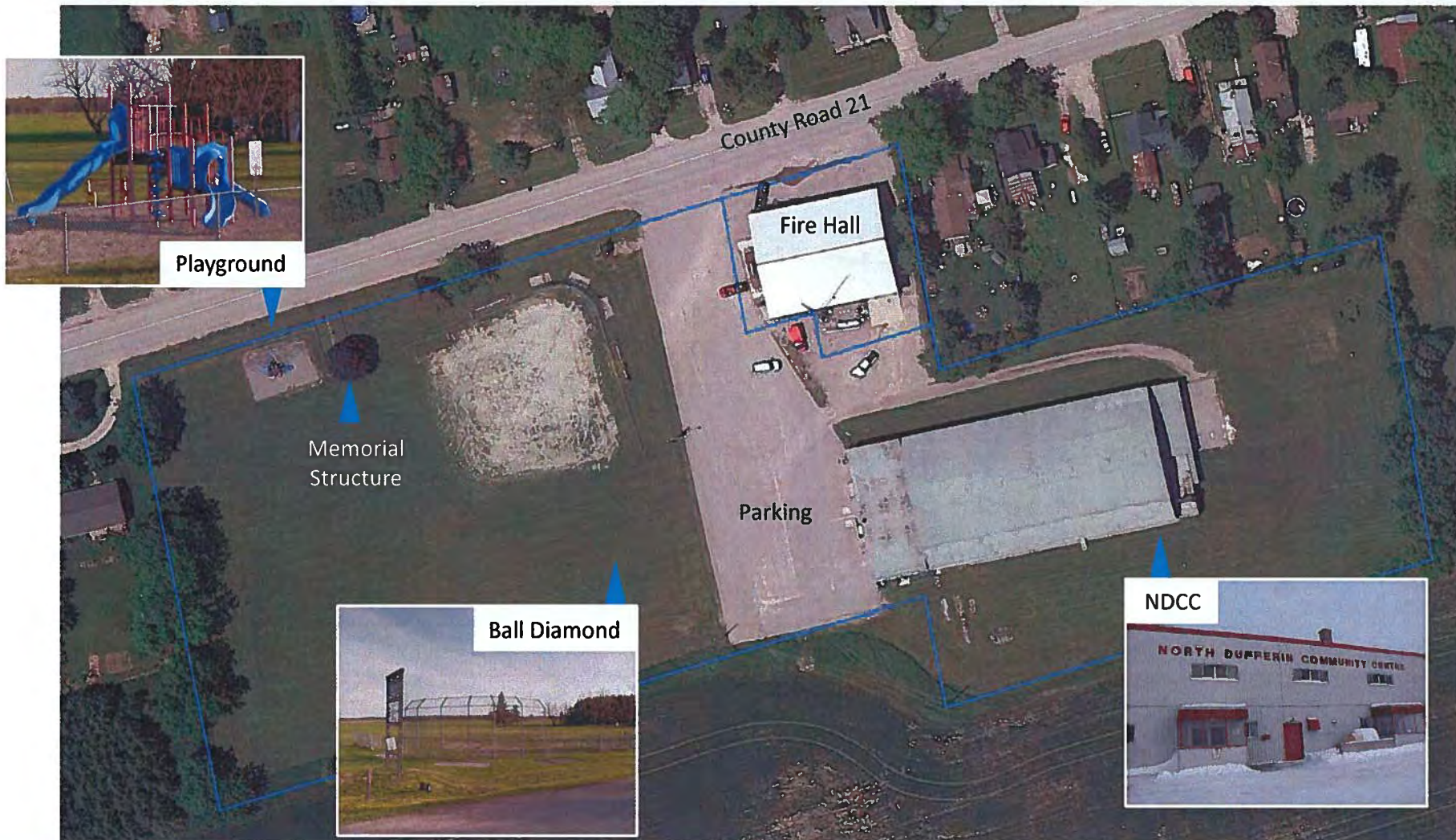
1.2 Locational Analysis

The NDCC is located in the village of Honeywood, in the northwest reach of the Township of Mulmur's jurisdiction.



1.3 Site Overview

The NDCC site is 2.28 hectares / 5.63 acres. It provides a variety of amenities used for everyday activities as well as special events, including a ball diamond, playground, open space for events, and the building itself which houses an arena and community room.

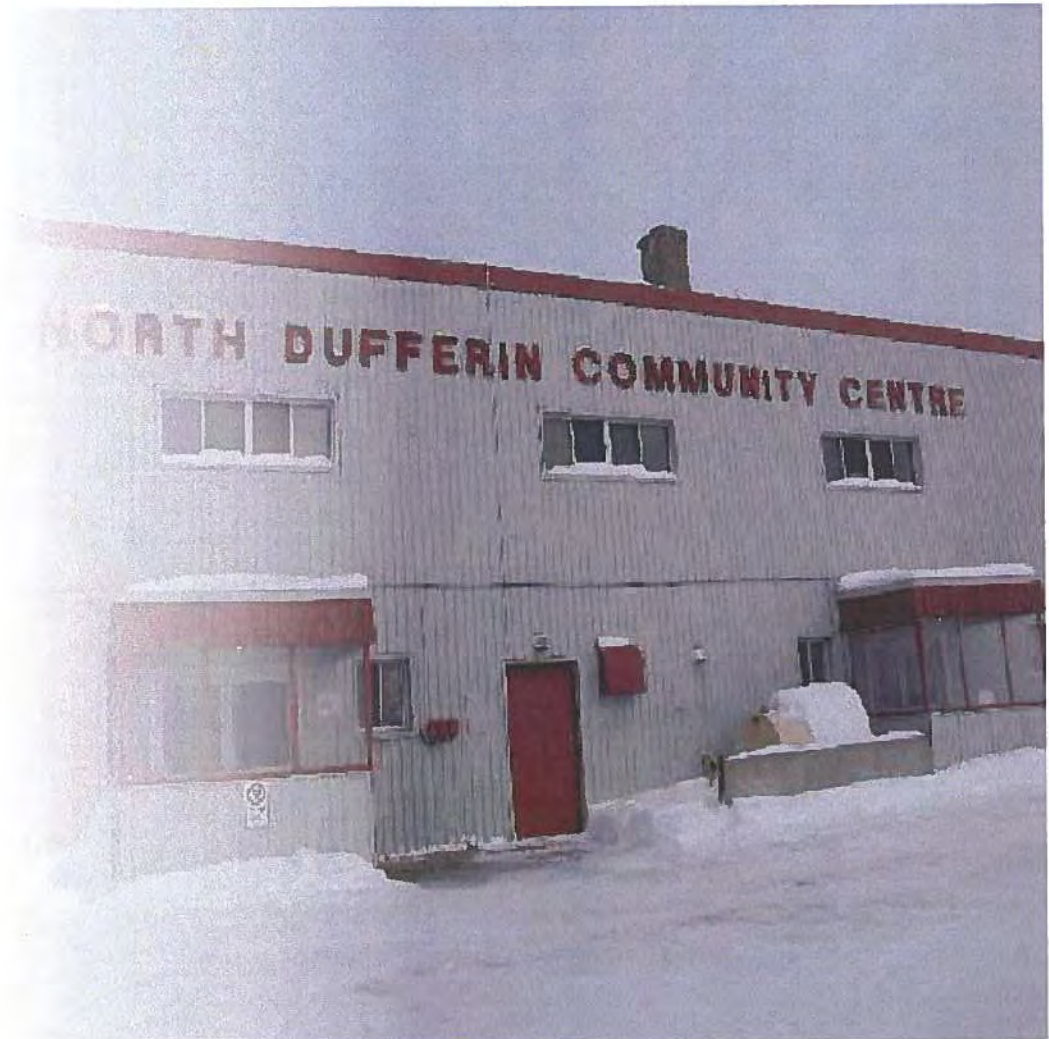


1.4 The Importance of the NDCC as a Community Hub

The North Dufferin Community Centre (NDCC), being the only indoor recreation facility within the Township of Mulmur, is an important hub for recreation within the community. Beyond being an arena, the facility provides community space, in the form of the Norduff Room located on the facility's second floor. This facility is utilized for a variety of sporting practices, games, tournaments, community programs and events, including the annual Beef BBQ and Strawberry Supper. As a cost-shared proposition, the NDCC is also an important asset for the Township of Melancthon.

Through a comprehensive Recreation Master Planning exercise for the Township of Mulmur, guidance for developing an appropriate level of service for residents was provided. This included the prudent advancement of an expansion of services related to recreation which can be realized through improvements to the NDCC building, or via the preferred option of a new multi-use recreation facility located at an alternative location on the same site. A new facility would enable opportunities to provide an expanded suite of programs and develop recreation within Mulmur and Melancthon.

Being an aging facility with an undersized ice pad, decisions must be made as to the direction for the future of the NDCC building and site as a whole. The continued provision of ice and the ability to expand community uses of the facility were key consideration for the recommendations presented within this report.



2.1 Population & Demographics Review

Population Growth

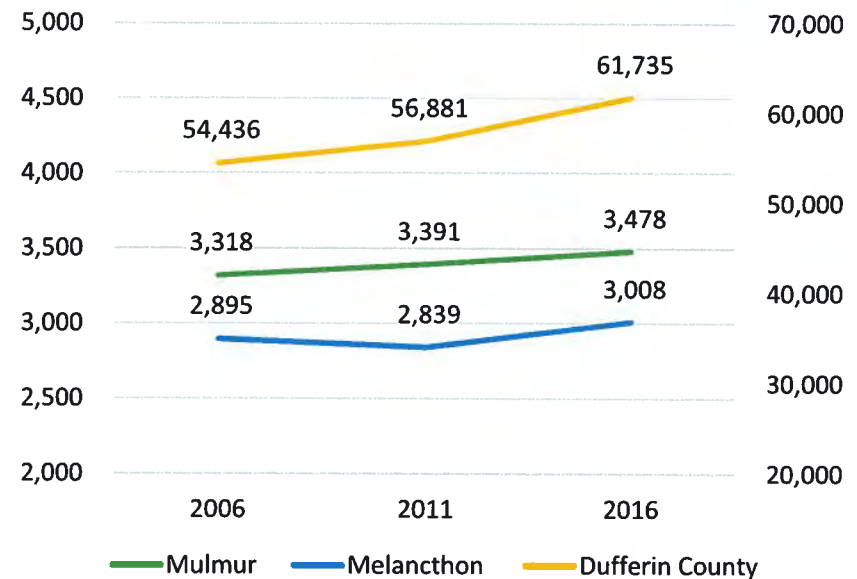
Historic Growth

Since 2006, both Townships have experienced moderate growth – 5% in Mulmur and 4% in Melancthon. Over the same period, Dufferin County’s population as a whole has grown by 13%, from 54,436 to over 61,000.

Forecasted Growth

Based on the Comprehensive Municipal Review completed by WSP, Dufferin County is anticipated to grow to over 85,000 residents by 2031. Based on population projections included in the Dufferin County Official Plan, Mulmur is estimated to grow by 756 residents to 4,234 by 2031, while Melancthon’s population is estimated to grow by 402 residents to 3,410 residents by 2031.

Historic Population Growth Comparison (2006-2016)



2.2 Facility Overview

The NDCC, built in 1965, is approximately 27,774 square feet in size, in a two storey structure. The facility consists of two primary spaces and a variety of ancillary or supporting amenities, including:

Main floor:

- Ice surface (75x175);
- Spectator seating;
- Lobby;
- Food concession booth;
- Changerooms;
- Washrooms.

Second floor:

- Norduff Room (40x80, capacity of 180 banquet style);
- Stage;
- Kitchen facilities;
- Washrooms.

The NDCC is designated as one of Dufferin County's 12 emergency shelters.

Events held at the facility include:

- Annual Beef BBQ held on 4th Saturday in July.
- Annual Strawberry Supper.



Lobby / concession area



Kitchen (second floor)

2.3 Utilization

In order to calculate the prime-time utilization rate of the ice surface and Norduff Room at the NDCC, the following assumptions were employed:

Prime Time Hours Assumptions		
Weekdays	5	days
4pm -10pm	6	hours
Total weekday	30	hrs/week
Weekends	2	days
8am -10pm	14	hours
Total weekend	28	hrs/week
Total Prime Time	58	hrs/week



Ice surface

Ice Surface

The ice surface is primarily used by local sport groups (Honeywood Minor Hockey Association, Honeywood Figure Skating Club, and Honeywood Hockey Moms) for practices, games, and tournament hosting, and the public for hockey and skating. Free public skating is offered on Sundays from 1:00 - 3:00 pm.

Utilization of the ice surface has remained relatively steady over the past 4 seasons, however it is consistently low – around 50%. The dry floor has been used for ball hockey in the past, however it currently is not.

Ice Surface (NDCC)	2016	2017	2018	2019
Prime Time Hours Booked	822	757	723.18	887.12
Weeks Operational (Ice In)	26	27	26.5	30
Prime Time Hours Available	1508	1566	1537	1740
Prime Time Utilization Rate (%)	55%	48%	47%	51%

2.3 Utilization (Cont'd)

Norduff Room

The Norduff Room (hall on 2nd floor) is typically rented for banquets, weddings, family reunions, meetings, and used by local community clubs. It is also used as a staging area during hockey tournaments that occur at the NDCC, providing the necessary organizational space for such events.

Based on the data provided by the Township, the utilization of the Norduff Room is low (less than 5%), however, it is important to note that low utilization rates (often less than 10% or 15%) are common for community hall facilities that are in rural locations, close to larger population centres, and in need of upgrades.

A review of recent utilization rates for similar facilities in comparable communities shows that use of the Norduff Room is in line with the rates experienced elsewhere. For example, the Town of Erin's most rural community hall has an annual utilization rate of 2%, while the more urban hall facilities ranged from 5% to 16% annually. Similarly, the Township of Scugog has a variety of hall facilities (urban/rural, stand-alone, and as part of a larger arena complex), with utilization rates ranging from less than 1% to 21%.



Norduff Room

2.4 Building Condition Review

A high level visual review of the North Dufferin Community Centre (Honeywood Arena and Community Hall) building was conducted by WGD Architects to determine the general state of repair and functionality.

The facility is generally tired, and in many respects does not meet user needs. This is especially true for accessibility. By 2025 municipalities are required to provide accessible public facilities. This relates to circulation, water closet facilities and spectator viewing for the arena.



Building Entrance

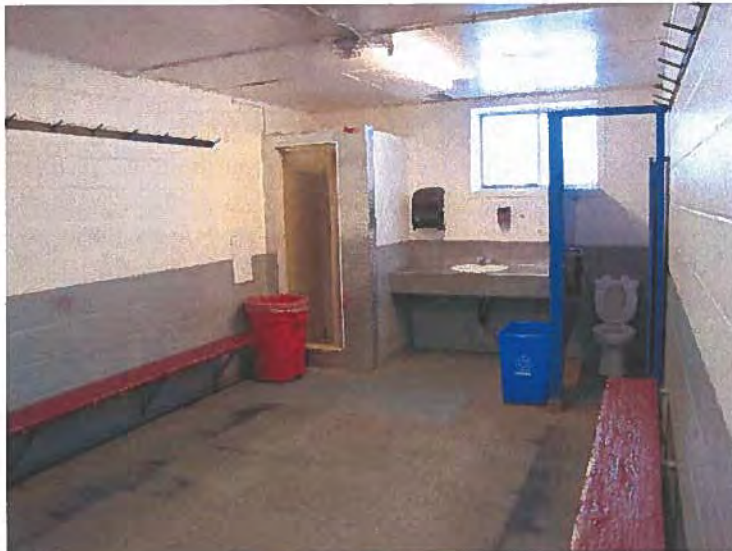
Key observations are as follows:

- Presently the two storey community hall is not accessible and an elevator would need to be provided to make the community hall compliant;
- In addition, there are no accessible water closets anywhere within the building;
- Door widths are suspected to be an issue throughout, and the installation of new wider door frames may be required to meet current OBC standards;
- It is also reported that the ice slab is due for replacement. Presently it is not an NHL Regulation size, and expansion is difficult;
- The facility dressing rooms are far below modern industry standards in terms of size, number, and general layout.
- The kitchen serving the community hall lacks adequate ventilation for cooking;
- The lobby is small; and,
- The arena entrances lack a proper vestibule or air curtain, making the lobby uncomfortable during cold windy weather.

2.4 Building Condition Review (Cont'd)

In general the facility is due for major additions and alterations to make it a more usable facility for the community. As part of the assessment, a high level order of magnitude cost estimates was prepared for the necessary replacement and repairs identified within the report. This totals over \$2 million in hard construction costs.

The full facility condition review report completed by WGD Architects has been provided to the Townships under separate cover.



Changeroom

Replacement and Repair Order of Magnitude Budget	
New ice slab	\$ 500,000
New dasher boards	\$ 125,000
New ice maker overhead door	\$ 20,000
New dressing rooms (6 @ 550 sf each x \$250 psf)	\$ 850,000
Accessible washrooms (1 @ 250 sf x \$350 psf)	\$ 87,500
New elevator	\$ 100,000
Accessible entrances	\$ 25,000
Accessible viewing	\$ 100,000
Ice plant upgrades	\$ 50,000
Washroom renovations	\$ 100,000
Ceiling tile repairs	\$ 20,000
Kitchen vent	\$ 20,000
New vinyl / skate flooring	\$ 45,000
Total	\$2,017,500
Soft Costs, excludes FF&E at this time (20%)	\$403,500
Design Contingency (20%)	\$484,200
Total Class D Cost Estimate	\$2,905,200

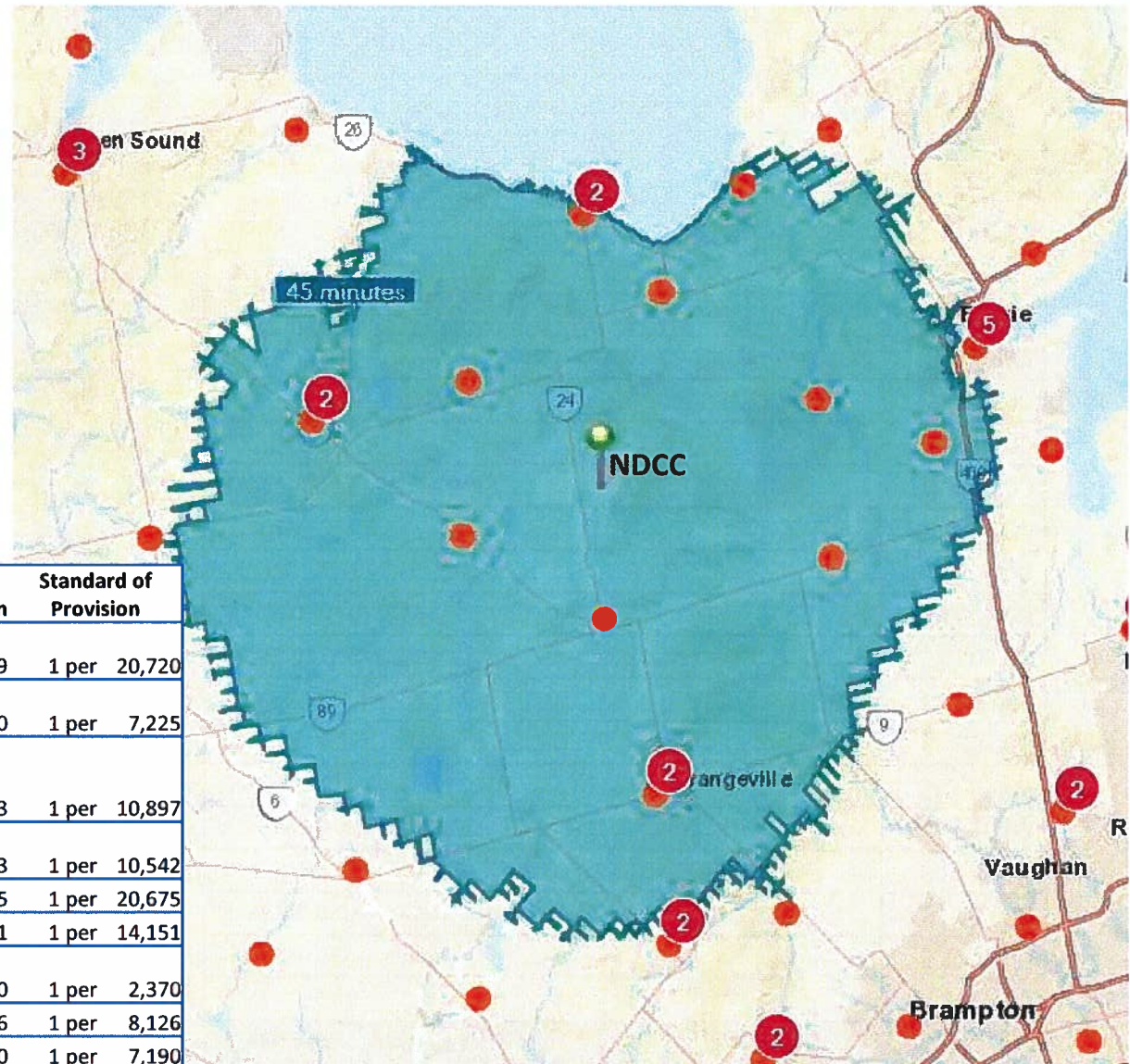
3.1 Service Based Standards

Population Based Standards

The NDCC arena is within a circuit of arenas within the regional area that are used by local groups.

Together, Mulmur and Melancthon provide 1 ice sheet for their 6,486 residents. When considering ice on a regional scale (those arenas within a 45 minute drive of the NDCC), ice is provided at 1 sheet per 9,438 residents. This is a very good standard of provision, typical of rural Ontario communities.

Municipality	Ice Sheets	Facility/ies	Population	Standard of Provision
Town of New Tecumseth	2	Alliston Arena, Beeton	41,439	1 per 20,720
Orangeville	4	Alder Street Arena, Tony Rose Memorial Arena	28,900	1 per 7,225
Collingwood	2	Collingwood Arena, Eddie Bush Memorial	21,793	1 per 10,897
Essa Township	2	Angus Arena, Thornton	21,083	1 per 10,542
Wasaga Beach	1	Wasaga Arena	20,675	1 per 20,675
Clearview	1	Stayner Arena	14,151	1 per 14,151
Grey Highlands	4	Flesherton & District Arena, Markdale Arena	9,480	1 per 2,370
Shelburne	1	CDRC	8,126	1 per 8,126
Southgate	1	Dundalk Arena	7,190	1 per 7,190
Mulmur / Melancthon	1	NDCC	6,486	1 per 6,486
Total	19		179,323	1 per 9,438



3.2 Summary of Consultation Outcomes

As part of the assessment for the NDCC, it is important to understand the needs and wants of the community at large. This input was facilitated through a public workshop and public online survey.

Public Workshop

A public workshop was held on February 4, 2020 at the NDCC. In total, 25 interested participants were in attendance. Participants broke out into 3 smaller groups to discuss needs, wants, and their visions for the NDCC going forward.

What do you need the most?

- Expanded program offer.
- Accessible and energy efficient community centre.
- Improvements to existing amenities at NDCC (kitchen, washrooms, changerooms, etc.)
- Ability to use NDCC on a year-round basis.

What do you want the most?

- More community events.
- Unstructured sport / recreation space.
- Multi-purpose room, fitness room, storage space, gathering space.
- Improved outdoor amenities (e.g. picnic / shade structure, play structure).

The following provides a draft vision statement for the NDCC, based on what we heard at the public workshop:

Building upon what already exists, the NDCC will be an inclusive, balanced and accessible community hub, providing a variety of spaces, to meet the needs of both permanent and seasonal residents.



Existing Ice Pad at NDCC

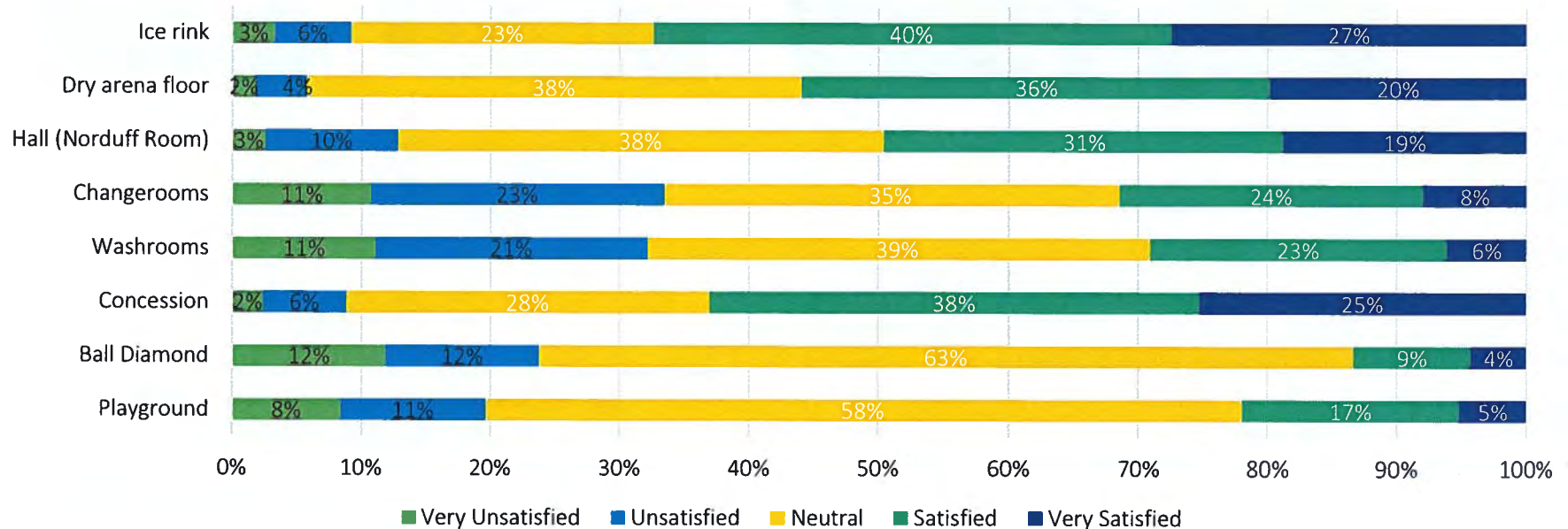
3.2 Summary of Consultation Outcomes (Cont'd)

Public Survey

A public survey was available online via the Townships of Melancthon and Mulmur public websites between January 17 and February 21, 2020, as well as in hard copy format. The survey garnered 467 responses, providing views and experiences with the NDCC and Mulmur Township-owned facilities, programs and services in general. A complete summary of survey results was provided to the Townships under separate cover.

The ice rink had the highest level of satisfaction, with 67% of respondents indicating they were either 'satisfied' or 'very satisfied'. This was followed by the concession with 63% of respondents being 'satisfied' or 'very satisfied', and the Norduff Room with 50% of respondents being 'satisfied' or 'very satisfied'. The changerooms and washrooms, as well as the outdoor amenities had higher levels of neutrality and/or dissatisfaction.

Please rate your satisfaction with the amenities provided at the North Dufferin Community Centre (n=282)

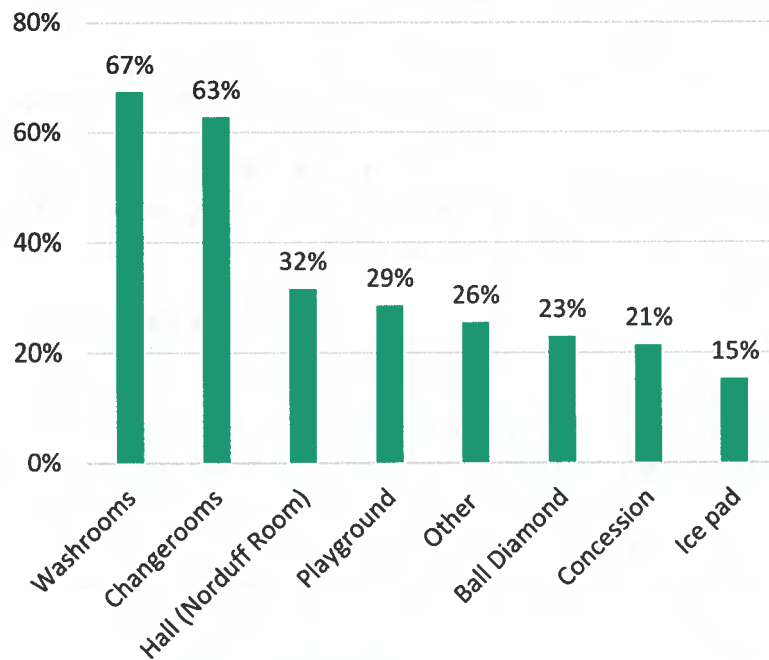


3.2 Summary of Consultation Outcomes (Cont'd)

Public Survey (Cont'd)

80% of respondents (n=238) felt that upgrades or improvements were needed at the NDCC. Washrooms and changeroom improvements were identified by the most people as areas of upgrading.

What existing amenities would you like to see upgraded/expanded? Please check all that apply.
(n=196)

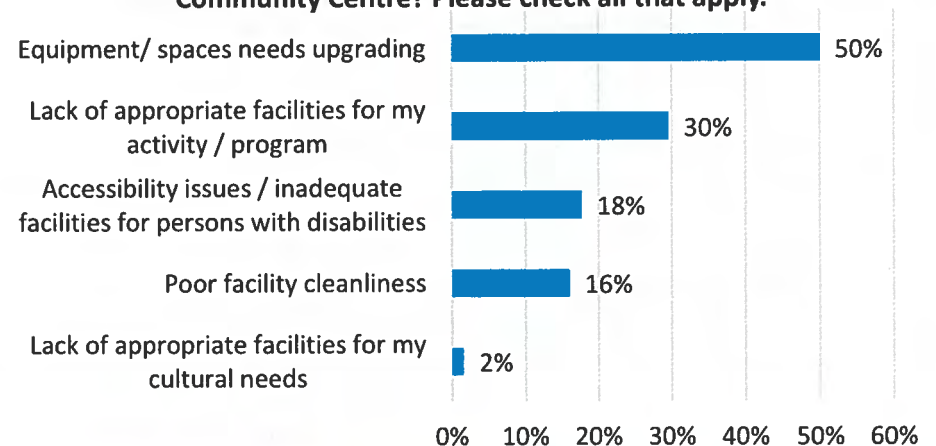


Access to, and accessibility within the facility, as well as equipment and space improvements were identified as key barriers affecting resident's participation in activities and programs at the NDCC.

In order to enable improved access and participation at the NDCC, respondents provided a variety of suggestions, many of which centred around general facility modernization and accessibility issues, including:

- Improved lobby area;
- Additional spectator seating in the ice rink;
- Expanded / reorganized parking lot with drop off area; and
- Accessible washrooms, elevator to access second floor, automatic door openers, etc.

Which barriers, if any, limit your participation in activities, programs or access to the North Dufferin Community Centre? Please check all that apply.



3.3 Best Practice Review

According to a 2010 Parks and Recreation Ontario report, well designed and functioning recreation and sport facilities, trails and parks is key to creating and maintaining healthy communities. Current trends and best practice related to the design and functionality of recreation facilities are summarized below.

Multi-Use Facilities

There is an increasing focus on creating flexible multi-use “destination” facilities as recreation, entertainment and family centres and community hubs.

Accessibility

Improving accessibility within recreation facilities for people with disabilities due to the passing of the Accessibility for Ontarians with Disabilities Act (2001) where municipalities are required to improve opportunities for participation for people with disabilities through the removal of barriers.

Sustainability

There is an increasing focus on the overall sustainability of a facility (e.g. net zero/carbon neutral) overachieving a specific certification program status (e.g. LEED).

New Arena Facilities

Generally, for facilities of a certain age many municipalities consider replacement and some opt for a twin pad facility when demand for such a facility is high (or protect the land to twin in the future).

Due to the size and configuration of the site coupled with low utilization, this option may not be feasible in the case of the NDCC.

Examples of single pad facilities built within the last 10 years are provided on the following page.

3.4 Current Practice: New Arena Facilities

Facility	Amenities	Imagery
Ingredion Centre, Cardinal, ON Cost: \$6.3 M Completed: 2013	<ul style="list-style-type: none"> • Single ice pad • Elevated walking track • 6 change rooms • Concession • Meeting room 	 
Cayuga Memorial Arena, Cayuga, ON Cost: \$11.0 M Completed: 2011	<ul style="list-style-type: none"> • Single ice pad (474 spectators) • Elevated walking track • 6 change rooms • Upper level meeting room with kitchen • Concession • Designed to LEED Silver 	 
The Fleming Centre, Beamsville, ON Cost: \$17.5 M Completed: 2013	<ul style="list-style-type: none"> • Single ice pad (500 spectators) • Walking track • 6 dressing rooms • Community meeting rooms • Public Library branch 	
Arena, Prescott, ON Estimated Cost: \$13.8 M (Yet to be implemented)	<ul style="list-style-type: none"> • Single ice pad with seating on both sides • Walking track • Second storey on one side for community meeting rooms 	<p>The arena is currently in the design stages and has not been constructed.</p>

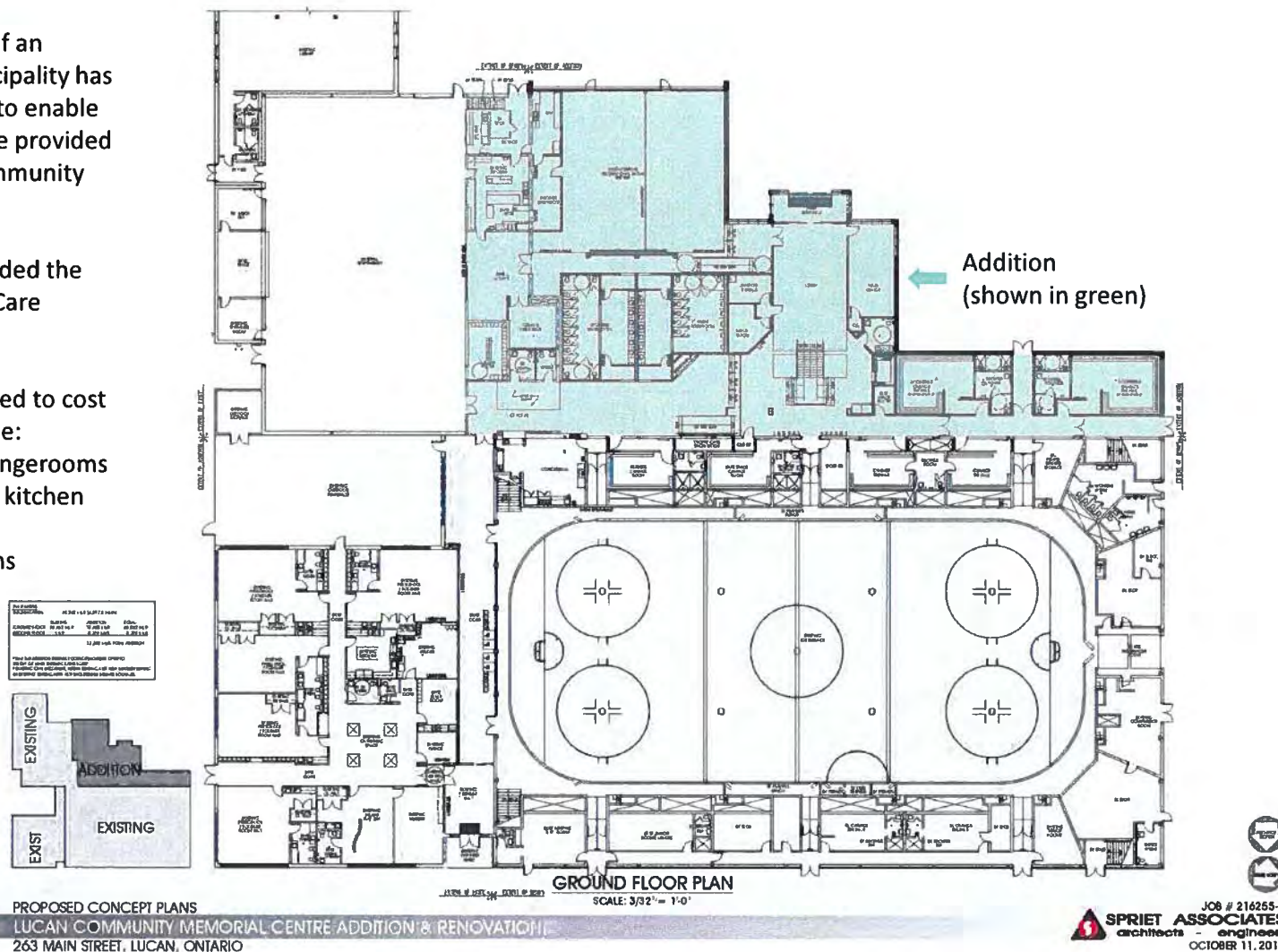
3.5 Current Practice: Expanded Arena Facilities

Lucan Biddulph is an example of an existing arena where the municipality has decided to invest in expansion to enable complementary amenities to be provided at the same site, creating a community hub.

Phase 1 of the renovation included the development of a YMCA Child Care centre. This has been built.

The Phase 2 addition is estimated to cost just over \$7.0 M and will include:

- 2 new accessible changerooms
- Community hall with kitchen
- Fitness room
- Accessible washrooms



4.1 Prospective Options for the NDCC

The following tables provide the pros and cons for a series of 6 prospective options for the future of the NDCC. These options were developed to encompass the full spectrum of possible actions ranging from maintaining the facility in its current state to constructing an entirely new facility.

Prospective Option	Option 1: Do Nothing	Option 2: Undertake list of Improvements Identified by Study Team
Pros / Supports	<ul style="list-style-type: none"> Capital funding constraints (an inverse support for this option) Absent a building condition assessment (BCA) for building, our assessment shows potential for scoped investment to spread capital expenses over period of time Arena is functionally obsolete but can be maintained 	<ul style="list-style-type: none"> Subject to a full BCA (as recommended), undertaking a phased approach will maintain current functionality Improves accessibility to existing upper floor Improved accessibility warrants subsequent improvements in kitchen facilities and washrooms (and a range of other improvements such as improved noise amelioration) Change room development could be undertaken without impeding seasonal use of arena
Cons / Challenges	<ul style="list-style-type: none"> Arena is functionally obsolete Change rooms, foyer, concession, and upper floor community room functionally obsolete Renovation is not practically an option Declining level of service Deferring capital cost (the cost of doing nothing is not nothing) Ultimate (medium to long term) requirement to replace entire building 	<ul style="list-style-type: none"> Current functionality throughout building (especially upper floor use) is not significantly improved Significant expenditure to improve functionality only modestly – and no increase in gross floor area Significant cost relative to existing depreciated replacement cost of the entire facility This is not an option in and of itself but a list of recommended changes that respond to the most pressing needs Expenditure on expanded change rooms implies both a new footprint addition and renovation/re-use of existing change rooms – this suggests there is a better, more comprehensive option that should be considered No capacity to service other potential dedicated uses in the building

4.1 Prospective Options for the NDCC (Cont'd)

Prospective Option	Option 3: Removal and full redevelopment of the two storey (non ice barn) portion IN-SITU	Option 4: Redevelopment of the entire building with a replacement facility (components to be a single sheet, modern support facilities as a minimum) a. In situ or b. Elsewhere on site
Pros / Supports	<ul style="list-style-type: none"> • Significant opportunity to re-plan multi-purpose use of the facility and improve arena related uses. • Given rink structure and ice is generally functional for community level play (albeit with non-regulation size), a new multi-use addition will SIGNIFICANTLY improve visitor experience • Development will improve multi-seasonal sport and community functionality • Can be developed as a separate structure • Examples of incremental addition represent normal practice 	<ul style="list-style-type: none"> • Represents long-term planning based on investment in a 4 season multi-use facility • Location improves likelihood of cost sharing • Highest value for money solution • New facility option opens up potential for more significant multi-use capability within site limits and within limits of identified future community need • Capacity to rebuild on western portion of site without ceasing arena operations
Cons / Challenges	<ul style="list-style-type: none"> • New connected to old – eventual need for replacement of arena structure may constrain future site planning, design, and functionality of replacement arena • May impede arena use for one season (will require temporary change rooms outside of building) • New addition on an old arena places limits on acceptable expenditure before total replacement of arena and ancillary space is warranted. This limits capacity for significant addition of net new GFA 	<ul style="list-style-type: none"> • Highest cost option • Question whether a new arena represents a long term need relative to existing regional supply (need to understand local hockey association boundary requirements) • In regional terms, site limits and location may not justify a larger, more efficient scale facility which is in the interests of better regional planning (regardless of who pays for capital and operating costs). Site likely represents a continuance of the “local arena” rather than regional multi-use concept. <i>{needs further research to conclude this}</i> • In-situ replacement would represent a loss of the existing arena during construction

4.1 Prospective Options for the NDCC (Cont'd)

Prospective Option	Option 5: Recommended Improvement to Arena and NEW single storey multi-use community hub building attached	Option 6: Decommissioning of the building and demolition with replacement facility built in Mansfield (or elsewhere) – remaining site used for parkland / sports fields primarily
Pros / Supports	<ul style="list-style-type: none"> • Potential for at the side (north or south corners) providing for larger banquet/meeting and the expansion of the change room requirements. • Could house other uses (demand permitting) • Could/ should include consideration of upper floor space where warranted to maximise use of the footprint – available area for development is limited 	<ul style="list-style-type: none"> • Similar benefits to option 4 • Opportunity to meet regional needs {need more observation on this per Recreation Master Plan component}
Cons / Challenges	<ul style="list-style-type: none"> • Site is limited in size and expansion north and south particularly limited within property boundary (is there the potential for purchase of land at south?) • Potential need to expand parking into area currently designed for sports field (creates opportunity to permit new uses in the balance of lands {recreation master plan to provide comment on this}) • Similar limitation on level of expenditure and new GFA because of linkage to existing arena that eventually will need to be replaced (is there an option to further invest in arena to ensure not only its long term use but significant improvement in functionality – unlikely) 	<ul style="list-style-type: none"> • Cost sharing jeopardized • Site uncertain – needs investigation • Likely to ultimately be larger more expensive functional program • Pending cost neutral lease opportunity, existing building would need to be decommissioned and site repurposed {recreation master plan will consider range of non-arena needs that could be established over time at the Honeywood site}

4.2 Finalized Options to Move Forward

Based on the full spectrum of possible options presented above, only certain options were considered to be viable solutions to move forward and explore in greater detail.

Option 1 (do nothing) and Option 3 (redeveloping the second storey), have been excluded from further analysis as they do not adequately address the significant short and medium term needs of the existing facility.

Similarly, Option 6 was discounted from further analysis due to the fact that the existing site is the preferred location for future development of a community facility that is shared between the two Townships.

The remaining prospective options have been refined into the following finalized options:

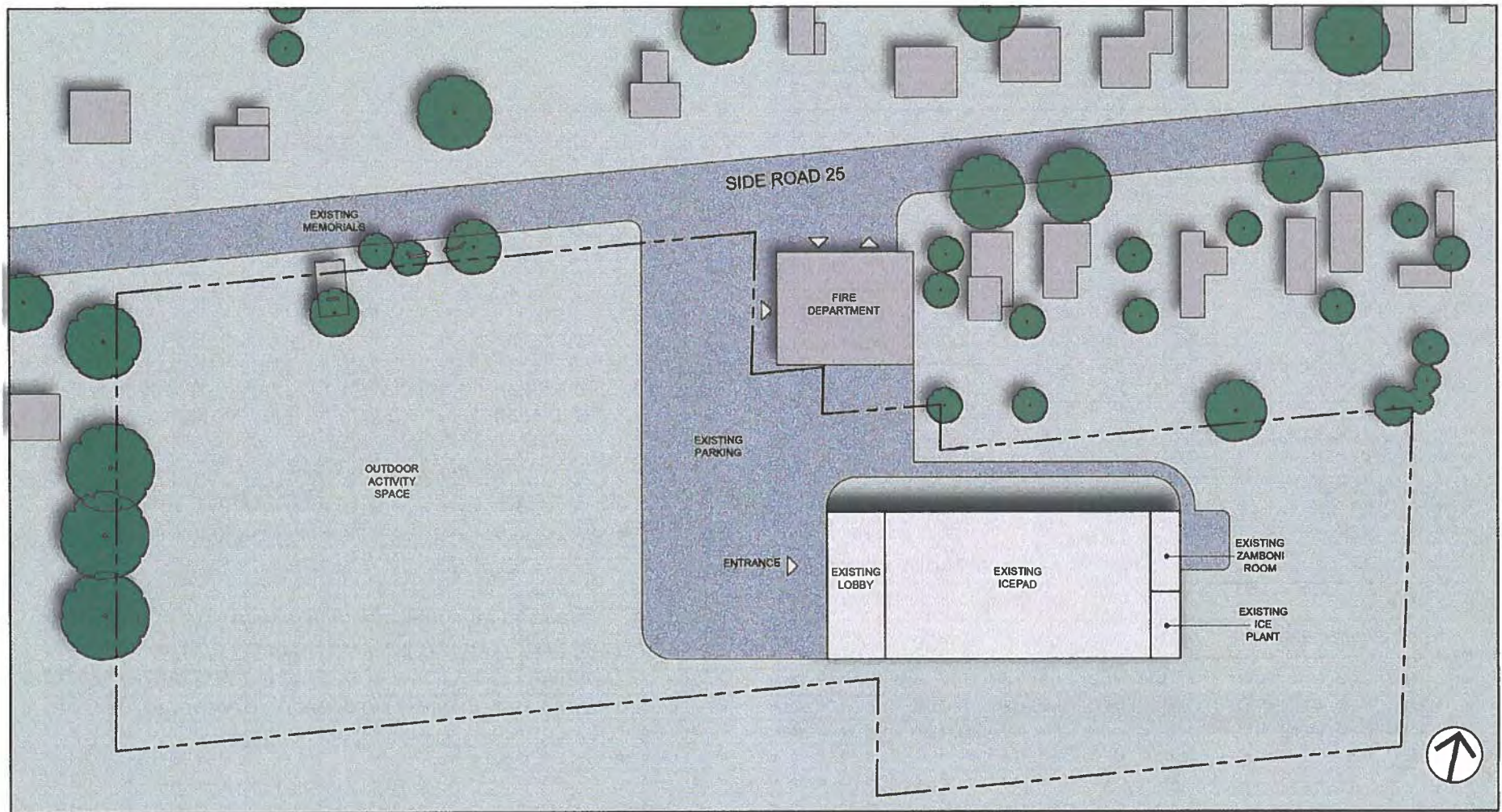
- A. **Maintain Existing Facility** – Undertake the repair and maintenance items included in the Facility Assessment (provided under separate cover).
- B. **New Dressing Rooms** – In addition to the repair and maintenance items of Option A, add new dressing rooms as an expansion to the facility.
- C. **New Build Facility** – Replace the existing facility with an entirely new building, at an alternative location on the site, consisting of a modern arena and new community space.
- D. **Existing Facility Plus Expansion** – Undertake repair and maintenance of the existing arena, but replace the second storey with a new larger community space on the ground floor.

The following sections (Section 5 and 6) presents these options in further detail including concept site plans, capital costs, and estimated operating performance.

The capital costs presented within this report are subject to design review.

5.1 Option A – Maintain Existing Facility

Concept Plan



Note: Concept is schematic only. Property boundaries need to be confirmed through a property survey.

5.1 Option A – Maintain Existing Facility (Cont'd)

Capital Costs

Option A is to maintain the existing facility. This is the least expensive option in the short term, but it is not without significant cost. **To maintain the facility at its current level will require up to \$1.7 million in investment with design contingency.**

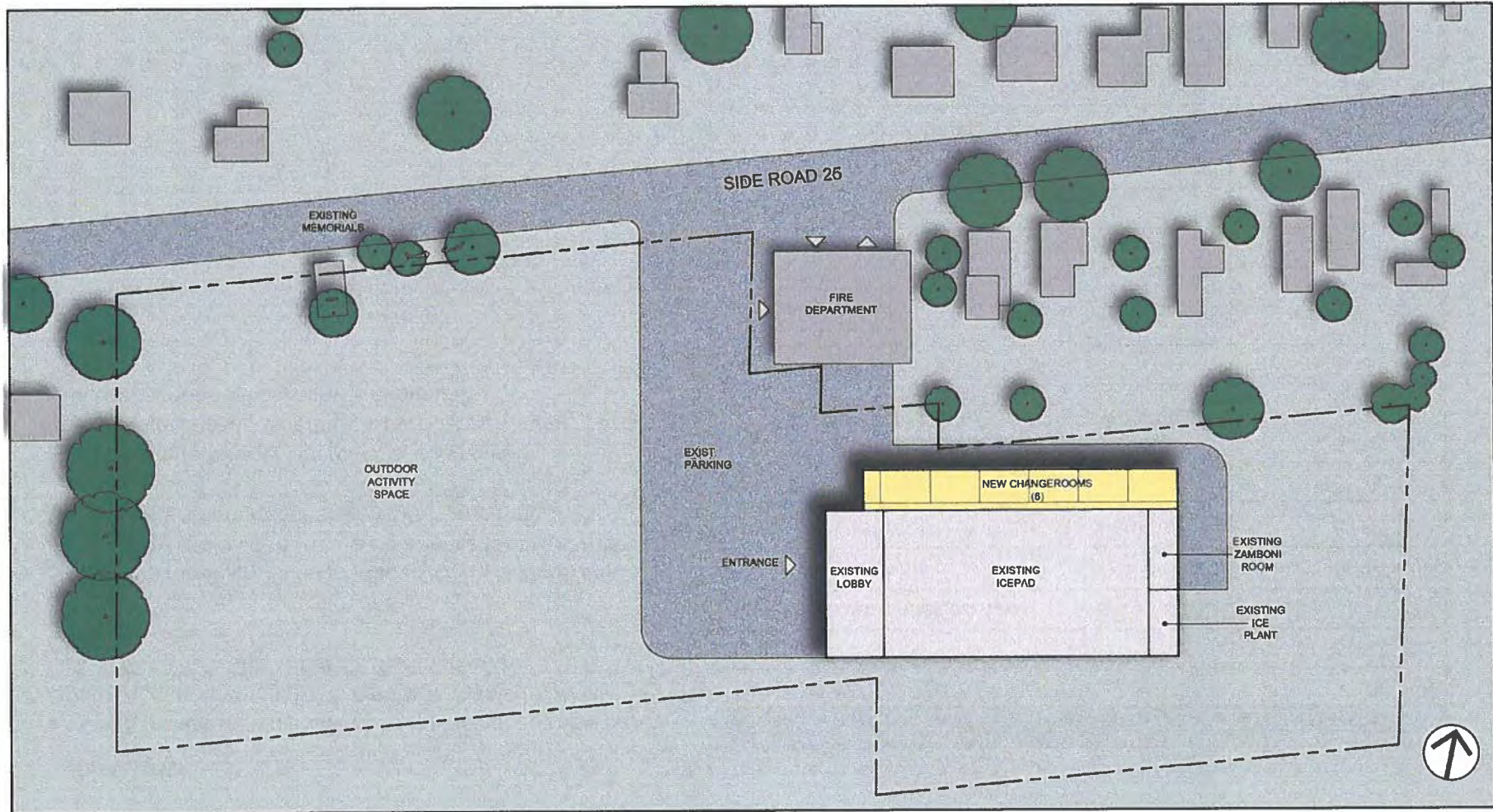
This includes \$500,000 for a new ice slab, \$125,000 for new dasher boards, and \$100,000 each for a new elevator, accessible viewing, and washroom renovations.

These investments would improve the accessibility of the facility and allow for continued use in the short and medium term.

Replacement and Repair Order of Magnitude Budget	
New ice slab	\$ 500,000
New dasher boards	\$ 125,000
New ice maker overhead door	\$ 20,000
Accessible washrooms (1 @ 250 sf x \$350 psf)	\$ 87,500
New elevator	\$ 100,000
Accessible entrances	\$ 25,000
Accessible viewing	\$ 100,000
Ice plant upgrades	\$ 50,000
Washroom renovations	\$ 100,000
Ceiling tile repairs	\$ 20,000
Kitchen vent	\$ 20,000
New vinyl / skate flooring	\$ 45,000
Total	\$1,192,500
Soft Costs, excludes FF&E at this time (20%)	\$238,500
Design Contingency (20%)	\$286,200
Total Class D Cost Estimate	\$1,717,200

5.2 Option B – New Dressing Rooms

Concept Plan



Note: Concept is schematic only. Property boundaries need to be confirmed through a property survey.

5.2 Option B – New Dressing Rooms (Cont'd)

Capital Costs

Option B includes all the repair and replacement items in Option A, plus additional changerooms at an additional cost of \$850,000. **This totals \$2.9 million with contingencies.**

This option modestly increases the usability of the arena, making for a more comfortable experience for users and can help to accommodate more visitors at a time.

As all of other items will be required to maintain functionality, the incremental cost is relatively modest to gain some improvement for the community.

Replacement and Repair Order of Magnitude Budget	
New ice slab	\$ 500,000
New dasher boards	\$ 125,000
New ice maker overhead door	\$ 20,000
New dressing rooms (6 @ 550 sf each x \$250 psf)	\$ 850,000
Accessible washrooms (1 @ 250 sf x \$350 psf)	\$ 87,500
New elevator	\$ 100,000
Accessible entrances	\$ 25,000
Accessible viewing	\$ 100,000
Ice plant upgrades	\$ 50,000
Washroom renovations	\$ 100,000
Ceiling tile repairs	\$ 20,000
Kitchen vent	\$ 20,000
New vinyl / skate flooring	\$ 45,000
Total	\$2,017,500
Soft Costs, excludes FF&E at this time (20%)	\$403,500
Design Contingency (20%)	\$484,200
Total Class D Cost Estimate	\$2,905,200

5.3 Option C – New Build Facility

Concept Plan



Note: Concept is schematic only. Property boundaries need to be confirmed through a property survey.

5.3 Option C – New Build Facility (Cont'd)

Capital Costs

Option C is a new build that would include a NHL size ice pad with spectator seating for 200, six team rooms, a concession area, and community space with kitchen that can accommodate up to 240 visitors.

This option has the highest capital, but also the highest quality of facility as a new modern build. **The cost range with contingencies is between \$17.8 and \$19.2 million.**

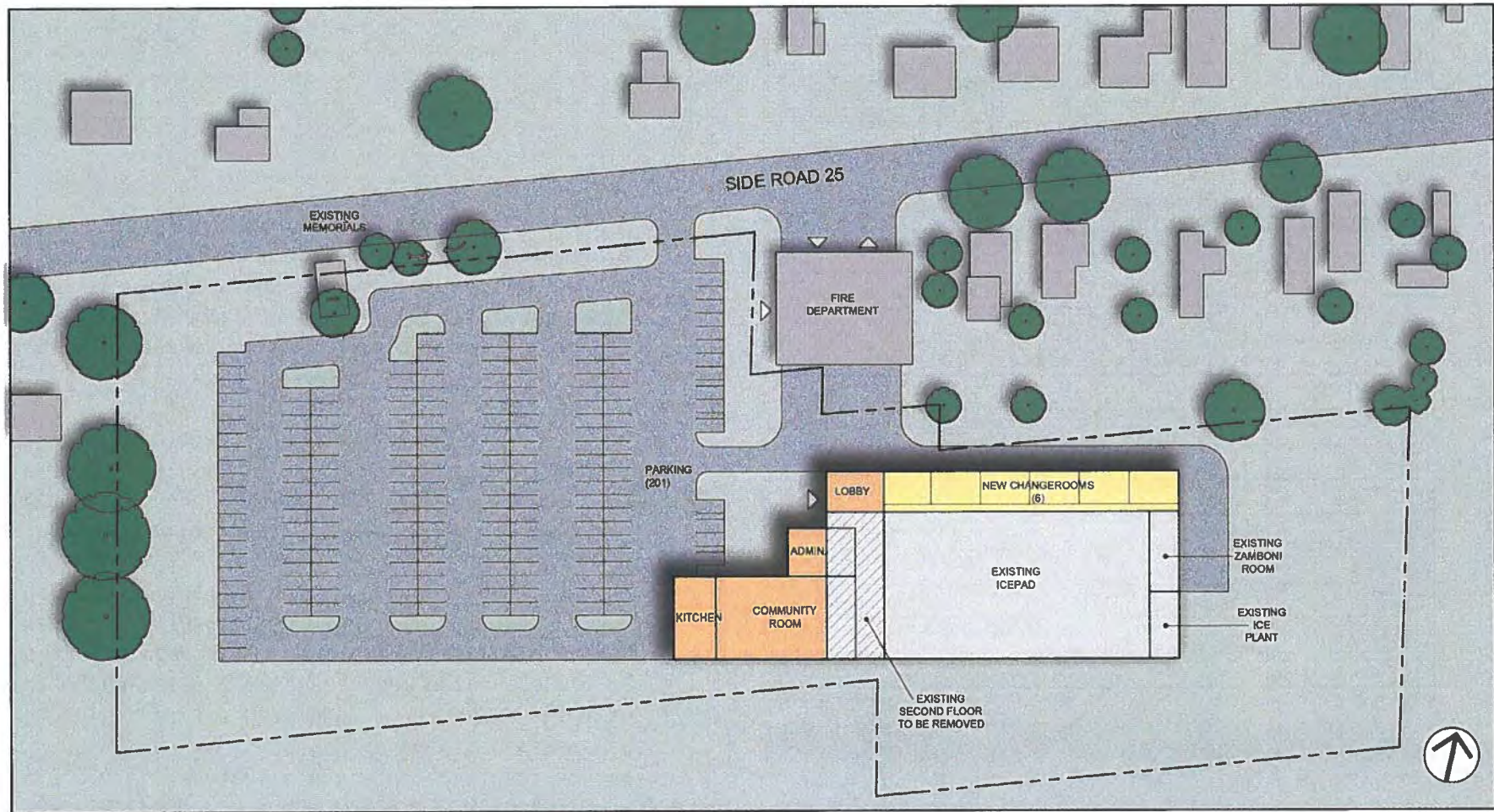
However, the costs to the Townships for a new a facility could be significantly lower, as there are funding opportunities available from other orders of government. In 2016, the Canadian government launched the Investing in Canada Infrastructure Program (ICIP), a cost-shared infrastructure funding program between the federal government, provincial governments, and municipalities. New recreation facilities are eligible for funding through the Community, Culture, and Recreation Stream.

Through this program, municipalities are required contribute only 26.7% with the federal and provincial governments funding the remainder. With Mulmur and Melancthon sharing the municipal contribution, that could reduce each Township's contribution to \$2.1 to \$2.3 million before contingencies, or 13.35% of the total cost.

Option 4 - New Facility		
Cost Per ft2 Range*	Low	\$325
	High	\$350
Total Cost Range	Low	\$14,846,650
	High	\$15,988,700
Class D Contingency	Low	\$2,969,330
	High	\$3,197,740
Total Cost (incl. Contingency)	Low (Rounded)	\$17,800,000
	High (Rounded)	\$19,200,000
Facility GFA (ft2)		45,682

5.4 Option D – Existing Facility Plus Expansion

Concept Plan



Note: Concept is schematic only. Property boundaries need to be confirmed through a property survey.

5.4 Option D – Existing Facility Plus Expansion (Cont'd)

Capital Costs

Option D consists of maintaining the existing arena, a new community room and kitchen, updated administration offices and new changerooms. The new renovation would be a single storey addition and would require the demolition of the existing 2-storey entrance.

The estimated total capital cost with contingencies range from \$7.2 million to \$7.6 million, which includes the expansion (\$5.7 million to \$6.1) and the necessary arena maintenance and repair items (\$1.5 million).

The community space provided in this option would be a significant improvement over the current Norduff Room. It would be larger and more accessible on the first floor with a kitchen and a more spacious lobby and administrative office. The new changerooms would also provide the same arena experience improvement as in Option B.

Replacement and Repair Order of Magnitude Budget	
New ice slab	\$500,000
New dasher boards	\$125,000
New ice maker overhead door	\$20,000
Accessible washrooms (1 @ 250 sf x \$350 psf)	\$87,500
Accessible entrances	\$25,000
Accessible viewing	\$100,000
Ice plant upgrades	\$50,000
Washroom renovations	\$100,000
New vinyl / skate flooring	\$45,000
Total	\$1,052,500
Soft Costs, excludes FF&E at this time (20%)	\$210,500
Design Contingency (20%)	\$252,600
Total Class D Cost Estimate	\$1,515,600

Capital Budget for New Community Hub Building attached		
Cost Per ft2 Range*	Low	\$290
	High	\$310
Total Cost Range	Low	\$4,756,000
	High	\$5,084,000
Class D Contingency	Low	\$951,200
	High	\$1,016,800
Total Cost (incl. Contingency)	Low (Rounded)	\$5,700,000
	High (Rounded)	\$6,100,000
Facility GFA (ft2)		16,400

6.1 Operating Assumptions

General Assumptions

Municipal recreation facilities typically require subsidization to balance revenues with operating costs year to year. This is uniformly the case for ice arenas. The following models are intended to be indicative of the operating surplus/deficit that the NDCC will experience under each option before subsidy contributions from the Townships.

Although a new facility is far more efficient than the older facility it may replace, the scale is likely to be larger, and the degree of use greater, resulting in higher revenues but also higher costs. While operating costs on a per sq. ft. basis may be lower, the result is often that the replacement of an older, smaller, less well used facility results in an absolute increase in subsidy requirement. Balancing this is the improved level of service and quality, and longer expected lifespan of the facility. The new facility can also expect to operate with a lower budget for lifecycle replacement over the short to medium term, although we recommend the use of a capital reserve from the outset to cover annual average lifecycle capital costs over the expected full operational life of the building.

Donation and fundraising revenue are per the current 5-year average.

The term “Year 1” is used to refer to the first year of operations and the dollar figures are current dollars without escalation. However, the first year of operations varies between options, as only Option A represents the continuation of business as usual. Option C would have to undergo a process that would take at least five years. In reality, for options taking longer to achieve functionality, Year 1 will have both higher revenues and higher expenses than expressed in the models.

Option A – Maintain Existing Facility

- Revenues and expenses normalized using 5 year-average

Option B – Change Room Expansion

- Revenue:
 - Incremental increase (10%) in ice bookings, sponsorship, vending
- Expenses:
 - Increase in utilities, custodial, and maintenance on a per sq. ft. basis

Option C – New Build Facility

- Revenue:
 - Significant increase in ice bookings (ranging from 1.5 x to double that of Option A)
 - 40 event hours and 60 tournament hours booked per year
 - Sponsorship: Triple that of Option A
 - Small fee introduced for public skating
 - Significant increase in room revenue (fees increased 25%, bookings increased to 150 per year)
 - Concessions: 30 attendees per utilized hour spending \$0.50 per capita, vending revenue of \$1,500
- Expenses:
 - Increased staffing: Manager, concession staff, and front desk staff hired, increased custodial costs
 - Increased utility costs to approximately \$3 per square foot to account for increased use

Option D – Existing Facility Plus Expansion

- Revenue:
 - Significant increase in room revenue (fees increased 25%, bookings increased to 150 per year)
 - Incremental increase (10%) in ice bookings, sponsorship, vending
- Expenses:
 - Increase in utilities, custodial, and maintenance on a per square foot basis

6.2 Option A – Maintain Existing Facility

Option A is to maintain the facility continue to operate it at its current level of functionality. As such, the operating deficit calculated for Year 1 is similar to current conditions and is based on a normalized 5-year average of revenues and deficits.

Annual revenue has declined from approximately \$144,000 in 2016 to a budgeted \$132,000 in 2020, while expenses have increased from \$217,000 to \$236,000. This gap will continue to widen, increasing the operating deficit in the future.

It is important to note that, as discussed in Section 5.1 the facility will require extensive work totalling approximately \$1.4 million to remain functional at its current level of usage.

Item	Year 1	Year 5	Year 10
<i>Escalation</i>	2.00%		
Revenues			
Ice Rentals	\$106,930	\$115,745	\$127,792
Sporting / Non-Sporting Events	\$0	\$0	\$0
Tournaments	\$0	\$0	\$0
Sponsorship / Advertising	\$4,006	\$4,336	\$4,788
Ancillary Revenue	\$180	\$195	\$215
Hall Rental	\$2,864	\$3,100	\$3,423
Penalties & Interest	\$1,002	\$1,085	\$1,197
Donation Revenue (per existing)	\$2,024	\$2,191	\$2,419
Fundraising Revenue (per existing)	\$19,325	\$20,918	\$23,095
Total Revenues	\$136,332	\$147,570	\$162,929
Expenses			
Management	\$0	\$0	\$0
Wages and Benefits	\$62,970	\$68,161	\$75,255
Utilities	\$75,504	\$81,728	\$90,234
Supplies and Equipment	\$1,266	\$1,370	\$1,513
Insurance	\$14,926	\$16,157	\$17,838
Maintenance	\$35,843	\$38,798	\$42,836
Other Expenses	\$25,791	\$27,917	\$30,822
Total Expenses	\$216,300	\$234,130	\$258,499
Net Operating Position	(\$79,969)	(\$86,561)	(\$95,570)
Mulmur Contribution	\$39,984	\$43,280	\$47,785
Melancthon Contribution	\$39,984	\$43,280	\$47,785

6.3 Options B – New Dressing Rooms

This site option would allow for 6 new changerooms for players, and referee rooms. The changerooms would allow for up to 18 players at a time.

The Year 1 operating deficit (in the range of \$90,000) is similar to that of Option A, with modestly higher utility and maintenance expenses offset by an incremental increase in revenue from ice rentals that would arise from the improved user experience.

Item	Year 1	Year 5	Year 10
<i>Escalation</i>	2.00%		
Revenues			
Ice Rentals	\$117,623	\$127,319	\$140,571
Sporting / Non-Sporting Events	\$0	\$0	\$0
Tournaments	\$0	\$0	\$0
Sponsorship / Advertising	\$4,407	\$4,770	\$5,266
Ancillary Revenue	\$198	\$214	\$237
Hall Rental	\$3,150	\$3,410	\$3,765
Penalties & Interest	\$1,002	\$1,085	\$1,197
Donation Revenue (per existing)	\$2,024	\$2,191	\$2,419
Fundraising Revenue (per existing)	\$19,325	\$20,918	\$23,095
Total Revenues	\$147,730	\$159,907	\$176,550
Expenses			
Management	\$0	\$0	\$0
Wages and Benefits	\$67,937	\$73,537	\$81,191
Utilities	\$83,502	\$90,386	\$99,793
Supplies and Equipment	\$1,512	\$1,637	\$1,807
Insurance	\$17,833	\$19,304	\$21,313
Maintenance	\$39,355	\$42,599	\$47,033
Other Expenses	\$27,324	\$29,577	\$32,655
Total Expenses	\$237,465	\$257,039	\$283,792
Net Operating Position	(\$89,735)	(\$97,132)	(\$107,242)
Mulmur Contribution	\$44,868	\$48,566	\$53,621
Melancthon Contribution	\$44,868	\$48,566	\$53,621

6.4 Option C – New Build Facility

Option C is a new build that would include a NHL size ice pad with spectator seating for 200, six team rooms, a concession area, and community space with kitchen that can accommodate up to 240 visitors.

As a modern facility with greater amenities, both the ice and community space can be expected to attract significantly greater use. The estimated use will depend in part on whether the facility is operated in a similar manner to the existing NDCC, or if there is an expanded operating season, or changes to programming. To account for this variation, the anticipated revenue is presented as a range on this page and the following page.

The operating deficit of close to \$189,000 in Year 1 shown here reflects a more conservative approach to revenue generation, which is slightly offset with lower operating costs.

Lower Usage / Higher Deficit Model (Excludes Capital Reserve)

Item	Year 1	Year 5	Year 10
<i>Escalation</i>	<i>2.00%</i>		
Revenues			
Ice Rentals	\$166,742	\$180,487	\$199,272
Sporting / Non-Sporting Events	\$6,000	\$6,495	\$7,171
Tournaments	\$18,000	\$19,484	\$21,512
Sponsorship / Advertising	\$22,018	\$23,833	\$26,314
Ancillary Revenue	\$20,892	\$22,614	\$24,968
Hall Rental	\$19,690	\$21,314	\$23,532
Penalties & Interest	\$1,002	\$1,085	\$1,197
Donation Revenue (per existing)	\$2,024	\$2,191	\$2,419
Fundraising Revenue (per existing)	\$19,325	\$20,918	\$23,095
Total Revenues	\$275,694	\$298,420	\$329,479
Expenses			
Management	\$57,000	\$61,699	\$68,120
Wages and Benefits	\$142,317	\$154,049	\$170,082
Utilities	\$135,174	\$146,317	\$161,546
Supplies and Equipment	\$14,276	\$15,452	\$17,061
Insurance	\$30,000	\$32,473	\$35,853
Maintenance	\$37,650	\$40,754	\$44,995
Other Expenses	\$48,148	\$52,116	\$57,541
Total Expenses	\$464,565	\$502,860	\$555,198
Net Operating Position	(\$188,871)	(\$204,440)	(\$225,719)
Mulmur Contribution	\$94,436	\$102,220	\$112,859
Melancthon Contribution	\$94,436	\$102,220	\$112,859

Option C – New Build Facility (Cont'd)

At the higher usage end of our range, the new facility would have a lower deficit of \$148,000 in Year 1. This reflects higher revenue from ice rentals and concession revenue.

This model assumes a longer operating season resulting which leads to modestly higher operating costs that are more than offset through greater revenue.

A new modern facility would provide greatly improved community benefits compared to retention of the existing arena, as indicated by this option's significantly higher utilization and revenue.

Higher Usage / Lower Deficit Model (Excludes Capital Reserve)

Item	Year 1	Year 5	Year 10
<i>Escalation</i>	2.00%		
Revenues			
Ice Rentals	\$218,511	\$236,523	\$261,141
Sporting / Non-Sporting Events	\$6,000	\$6,495	\$7,171
Tournaments	\$18,000	\$19,484	\$21,512
Sponsorship / Advertising	\$22,018	\$23,833	\$26,314
Ancillary Revenue	\$26,856	\$29,070	\$32,095
Hall Rental	\$19,690	\$21,314	\$23,532
Penalties & Interest	\$1,002	\$1,085	\$1,197
Donation Revenue (per existing)	\$2,024	\$2,191	\$2,419
Fundraising Revenue (per existing)	\$19,325	\$20,918	\$23,095
Total Revenues	\$333,426	\$360,911	\$398,475
Expenses			
Management	\$57,000	\$61,699	\$68,120
Wages and Benefits	\$147,058	\$159,180	\$175,748
Utilities	\$147,052	\$159,174	\$175,740
Supplies and Equipment	\$14,276	\$15,452	\$17,061
Insurance	\$30,000	\$32,473	\$35,853
Maintenance	\$37,650	\$40,754	\$44,995
Other Expenses	\$48,148	\$52,116	\$57,541
Total Expenses	\$481,183	\$520,848	\$575,058
Net Operating Position	(\$147,756)	(\$159,936)	(\$176,583)
Mulmur Contribution	\$73,878	\$79,968	\$88,291
Melancthon Contribution	\$73,878	\$79,968	\$88,291

6.5 Option D – Existing Facility Plus Expansion

In Option D, the improvements to the arena and accompanying changes to demand and operating costs resulting from new changerooms are the same as in Option B.

What differentiates Option D is the new first floor community space replacing the Norduff Room, which will provide a larger, more modern space, and as a result will see significantly more usage.

The operating deficit is estimated to be in the range of \$89,000 in Year 1, as revenue increases are offset by increased utility and maintenance costs.

Item	Year 1	Year 5	Year 10
<i>Escalation</i>	2.00%		
Revenues			
Ice Rentals	\$117,623	\$127,319	\$140,571
Sporting / Non-Sporting Events	\$0	\$0	\$0
Tournaments	\$0	\$0	\$0
Sponsorship / Advertising	\$4,407	\$4,770	\$5,266
Ancillary Revenue	\$198	\$214	\$237
Hall Rental	\$19,690	\$21,314	\$23,532
Penalties & Interest	\$1,002	\$1,085	\$1,197
Donation Revenue (per existing)	\$2,024	\$2,191	\$2,419
Fundraising Revenue (per existing)	\$19,325	\$20,918	\$23,095
Total Revenues	\$164,270	\$177,811	\$196,317
Expenses			
Management	\$0	\$0	\$0
Wages and Benefits	\$71,708	\$77,619	\$85,697
Utilities	\$89,521	\$96,900	\$106,985
Supplies and Equipment	\$1,700	\$1,840	\$2,031
Insurance	\$20,041	\$21,693	\$23,951
Maintenance	\$42,021	\$45,485	\$50,220
Other Expenses	\$28,489	\$30,837	\$34,047
Total Expenses	\$253,479	\$274,374	\$302,931
Net Operating Position	(\$89,210)	(\$96,563)	(\$106,614)
Mulmur Contribution	\$44,605	\$48,282	\$53,307
Melancthon	\$44,605	\$48,282	\$53,307

7.1 Potential for Partnerships

Funding Partnerships

Possible sources for capital grant funding include programs under the Investing in Canada Infrastructure Program (ICIP), Community, Culture and Recreation stream. This a cost-shared infrastructure funding program between the federal government, provinces and territories, and municipalities and other recipients.

Note: recent adjustments to ICIP announced by the Government of Canada under the COVID Resiliency Funding Program – URL: <https://www.canada.ca/en/office-infrastructure/news/2020/08/infrastructure-program-expands-to-support-covid-19-community-resilience.html>

An example of this is City of Kingston, with plans to contribute capital funds for the development of a replacement pool in neighbouring Loyalist Township to enable its residents use of the facility at the same cost as township residents.

Further cost sharing agreements with other municipalities in Dufferin or Simcoe Counties should be explored.

Range of Operating Scenarios

The spectrum of partnerships and collaboration efforts for the development and operation of recreation facilities is broad.

Municipal Partnerships (Governance Particulars Vary)

- The NDCC is currently operating through a partnership between the Townships of Mulmur and Melancthon.
- One example is the Township of Leeds and the Thousand Islands and the Town of Gananoque share the operating and capital costs (as they arise) of the local arena.

Municipal – Not-for-Profit Partnerships

- Partnerships with external public organizations, such as the YMCA, are common for operation of recreation facilities across the country (usually warm side amenities, not ice). Typically (in smaller communities), the municipality owns the building, while the YMCA operates the facility and associated programming. Approach to risk sharing varies by type and scale of facility. Full discussion with potential partners is recommended.
- Examples include:
 - Clarence Rockland YMCA (City owned facility).
 - Downtown Brantford YMCA, which is a full partnership between the YMCA and Wilfrid Laurier University, with capital funding from the City.

Private Operations

- Private organizations develop, operate and own the recreation facility, which are often centred on ice operations.
- Examples include:
 - Scotiabank Pond in Toronto (Buckingham Sports)
 - Canlan Ice Sports Arena at York University

Public



Private

7.2 Review of Governance Models

The NDCC Board of Management is a joint municipal service board of the Townships of Mulmur and Melancthon. It was established by agreement dated September 7, 2017. Beyond the composition of the Board and its officers, the Board has the responsibility and authority for staff for both the facilities and programs.

The choice of operational model and associated governance for a facility that is co-funded by two or more institutional entities should reflect the most efficient means by which to operate the facility successfully while also ensuring accountability and transparency in operations. These goals of efficiency, quality of service, accountability and transparency are not mutually exclusive of one another.

Where the operations of the facility necessitate a high degree of managerial experience and/or technical competence, the governance model needs to reflect a staffing and reporting structure that takes full advantage of the relative staff resources of each of the funders.

For ease of illustration, this is reflected in two models: (i) cost sharing with operational responsibility retained by one of the parties; (ii) cost sharing with facility management resting with a dedicated third-party entity. See next page for details.

Where one municipality is better equipped to provide managerial oversight, this advantage should be incorporated into the staff reporting hierarchy as well as the governance model. Where the operation is entirely specialized or of a scale that does not lend itself to being operated by one of the contributing parties, there is a case for management and operation via a joint funded third-party entity.

The NDCC model as currently constructed is more akin to the second approach, albeit lacking the scale of resources to be considered an independent, third-party operation. The use of a joint service board is a choice more than it is an operational necessity.

In the context of a new facility or significantly revamped existing facility, retention of this model would necessitate greater management resources at the operational level in order for the facility to operate at its fullest potential.

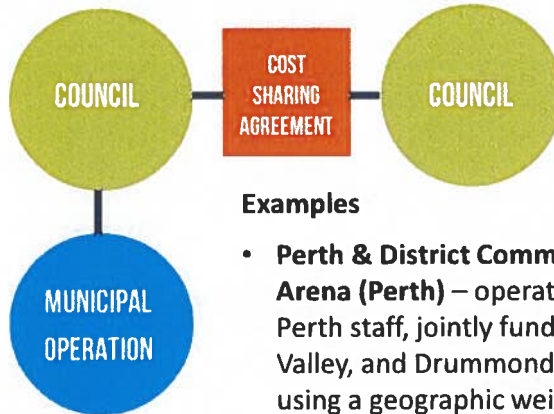
If the NDCC is either replaced or retrofitted and additional operational capacity added, the role and mandate of the Board should be clarified going forward to improve managerial capability and accountability.

The aim of any review of board mandate and authority should be based on maximizing the value of the community centre to the communities. This includes not only cost control and operational efficiency but enhanced community programming and use of the facility. In our view, this is either achieved through a realignment of operational control to one of the townships or adjusting the board of management to achieve greater independence in management, rate setting, secretarial and treasury functions.

The solution may lie in the relative costs of one approach over the other: (i) enhancing the resources of the Board to operate more independently (additional staff and management resources at the operational level) versus (ii) seeking the efficiencies of direct operational control by one municipality supported by an advisory board and effective reporting to both councils.

7.2 Review of Governance Models (Cont'd)

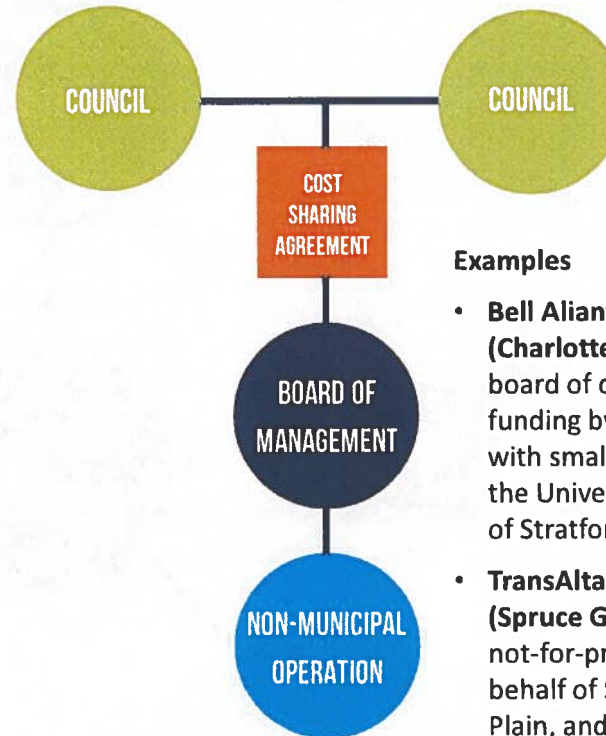
1. Operated by One Municipality



Examples

- **Perth & District Community Centre Arena (Perth)** – operated by Town of Perth staff, jointly funded by Perth, Tay Valley, and Drummond/North Elmsely using a geographic weighted assessment models
- **Lou Jeffries Arena (Gananoque)** – operated by the Town of Gananoque, with operating and capital costs split on a 50/50 basis between Gananoque and Leeds and the Thousand Islands.

2. Co-Management Through Board

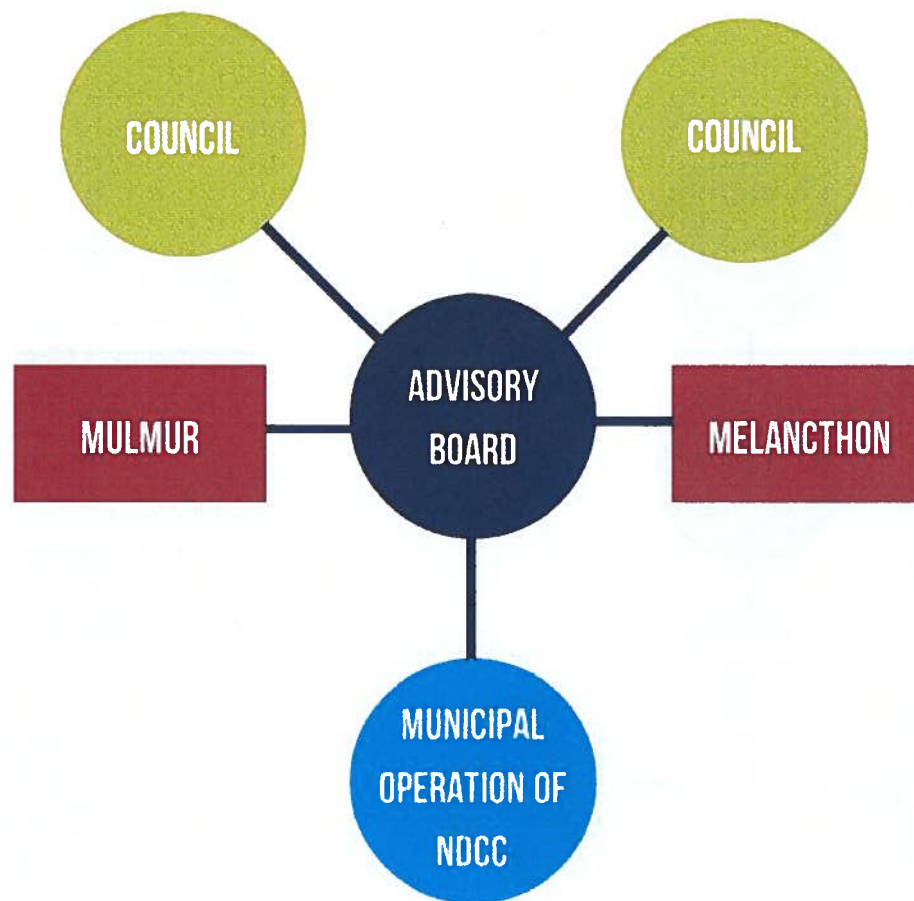


Examples

- **Bell Aliant Centre (Charlottetown)** – governed by a board of directors, majority of funding by City of Charlottetown with smaller contributions from the University of PEI and the Town of Stratford.
- **TransAlta Tri Leisure Centre (Spruce Grove)** – operated by a not-for-profit corporation on behalf of Spruce Grove, Stony Plain, and Parkland County with equal representation on the board of directors and contributions adjusted to reflect changes in population distribution.

7.2 Review of Governance Models (Cont'd)

Advisory Board Option



8.1 Recommended Option

Based on the full scope of the work undertaken as part of this planning exercise, the preferred option is Option C – building a new multi-use recreation facility elsewhere on the site. In summary, this siting and building program offers the following advantages over the other options:

- Provides a high-quality municipal standard and recreation facility for expanded community use. As a modern facility with greater amenities, both the ice and community space can be expected to attract significantly greater use.
- The capital costs contributions required from the Townships, while higher than the other options, have the potential to be significantly reduced through funding opportunities. As capital funding is likely to be achieved only with the significant support of government grants, the strategic goal should be to prioritize the full rebuild of the arena and improve the overall functioning of the Honeywood park site.
- The expansion option is not an effective long-term planning solution although it is assumed that the improvements to the ice barn itself will extend its useful life. It is a cheaper option in capital terms but as a strategic goal falls short of the long-term benefits associated with the rebuild option.
- Operational subsidy may well be higher in the rebuild option but overall value for money for community use as a year-round facility catering to a range of activities, is likely to be significantly enhanced.
- While the option of business as usual is always available, it is not recommended. Ultimately, the operating deficits will increase, and maintenance of the facility demands a significant investment relative to the existing value of the building. As a result, adopting a strategy of capital investment will lead to greater opportunity for better use of the Honeywood complex by a wider range of users from both Mulmur and Melancthon.

8.2 Potential Risks

While there are risks associated with rebuilding the facility, certainly in terms of the challenges to secure necessary capital funding, the partial rebuild of the arena may hold greater risk. This includes potential risks associated with design and construction as the existing building is removed and the new construction attached to the original arena structure, and new changerooms added to the north wall of the arena.

The least degree of risk and maximum advantage, in future planning terms, rests with the full rebuild.

8.3 Next Steps

Specific next steps associated with pursuing any of the options outlined in this assessment are listed below:

1. Develop a Funding Plan (Immediate Next Step)

The Townships should utilize the findings of this report as a basis for the application to upper levels of government for funding support and further discussion with the public as to the likely level of development that is warranted: specifically, the level of expenditure on a new multi-use recreation facility.

2. Establish a New Cost-Sharing Agreement (In-Principle; Detailed Discussion Pending Achievement of Capital Funding)

Redrafting a new cost-sharing agreement is where ongoing design and costing information is critical to scoping the overall envelop of capital and operational costs which are central to any quantification of impact on the partners of an agreement. The details of the cost-sharing model will be further informed by the ongoing business planning that will be required for this project.

3. Site Assessment (Immediate Next Step)

As an immediate next step, the Townships should undertake all necessary site assessments to include geotechnical investigation and environmental assessment for the preferred option / siting, as necessary. This work is required to verify the appropriateness of the site for development, inform the footprint location and design of the facility on the site, and provide necessary input for the capital costs and design solutions for site servicing and building construction.

4. Design Progression

If funding commitments are in place, and assuming that the project does not generate insurmountable challenges as a result of the required initial due diligence, the project can move into design and engineering as follows:

1. Advance the building program to a detailed level.
2. Initial Schematic Design (typically this equates to about 12.5% of the total architectural fees to completion).
3. Design Development (typically takes the project to 25% of the total architectural fees to completion completion). As part of design development, the Townships should expect to receive a capital costing estimate equivalent to a Class B level of estimation.

The project can then be assessed in terms of the appropriate method of final design and construction – either through a traditional design and tender approach or a Design-Build approach.

8.4 Immediate Considerations

The reality of translating any feasibility assessment into a financially affordable option is one of funding strategy. Our report and next steps has made the development of a funding strategy an immediate next step. However, such strategies, and particularly commitments to funding from government and partners arising from these strategies, take time to develop. During this time, the NDCC must fulfill its operating mandate and this includes maintenance of all life and safety-related operations, and associated capital expenditures. In addition, the facility will need to be operated as efficiently as possible without unnecessary capital expenditures. Achieving a balance between capital expenditure minimization over the next 5 years, while also maintaining the facility to its maximum current operational capacity, is not easy. In all likelihood this will translate into a case by case assessment of whether expenditures are necessary or can be deferred pending a decision on the fundability of a new facility or the renovation of the existing one.

For these reasons it is important to work diligently to identify the envelope of capital costs and operating cost deficits that each municipality is willing to tolerate (assuming that capital costs from grants cover part, but not all, of the costs). This requires further review of the fiscal capacity of each municipality to establish reserves to help fund renovation or replacement along with applications for grant funds from government. The funding strategy will inform the final choice of replacement or renovation option, or a decision to retain the facility in its current configuration and work to ensure necessary upgrades as outlined in this report under Option A.

It should be recognized that the province, through the Accessibility for Ontarians with Disabilities Act (AODA), has a goal for an accessible Ontario by 2025. This is a target, identified in 2005 when the Act was developed, towards improving opportunities for people with disabilities that municipalities and businesses should strive towards.

While there is no requirement to improve existing facilities (that are not going to be renovated), if the NDCC is to remain in place for the foreseeable future without a definitive commitment to replace or renovate, the municipalities should budget for some upgrades to improve accessibility over the next several years to be responsive to user needs and improve the general usability of the facility. The municipalities will need to use its respective discretion in determining needs in this regard, and what would be most beneficial (considering costs).

8.4 Immediate Considerations (Cont'd)

It is therefore important that the findings of this report and the requirements to commence next steps in planning are undertaken in order to bring greater clarity to the timing of any replacement and therefore the merit of any interim capital expenditure. The goals should be to avoid “throw-away” capital costs which comprise major items of expense in the short to medium term that are then subject to near term replacement when the building is either decommissioned and replaced or retrofitted. Part of the decision-making process with regard to capital spending on the facility in this interim period includes the following considerations:

1. Establish a reasonable expectation (based on a funding strategy and other considerations) as to the remaining period in which the existing facility will be operated: assume a minimum and a maximum.
2. Is the capital expense essential to maintain safe operations and the integrity of the building, its structure, major systems and functionality?

3. How significant is the expense and the estimated life cycle of the capital asset (i.e. is the amortization period over a shorter or longer period of time)?
4. Is the capital expense movable or can be relocated to a new facility (e.g. ice plant; major equipment, etc.) or is it fixed in place.
5. Does the expense represent an investment in state of good repair (SOGR) and otherwise is at a scale of expense that is warranted for the period of time that the arena is deemed to be operational.

Addressing these questions will help the municipalities budget any necessary capital expenditures and defer those for which the benefits over the assumed remaining operational period of the arena are outweighed by the costs.



The Corporation of

THE TOWNSHIP OF MELANCTHON

157101 Highway 10, Melancthon, Ontario, L9V 2E6

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Website: www.melancthontownship.ca

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MEMORANDUM

TO: MAYOR WHITE AND MEMBERS OF COUNCIL

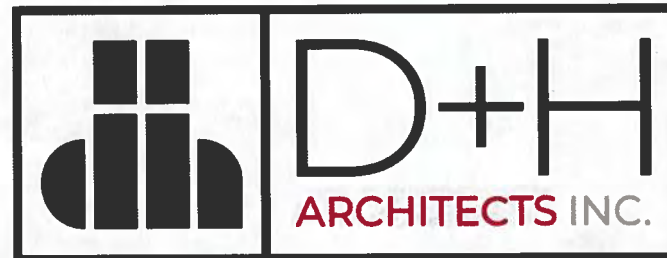
FROM: DENISE B. HOLMES, AMCT, CAO/CLERK

SUBJECT: NDCC ASSESSMENT REPORT PREPARED BY DICKINSON AND HICKS

DATE: APRIL 14, 2022

Attached is the PowerPoint Presentation, presented by Dickinson and Hicks at the NDCC Meeting held on April 13, 2022, as well as the NDCC Assessment Report that was prepared by Dickinson and Hicks.

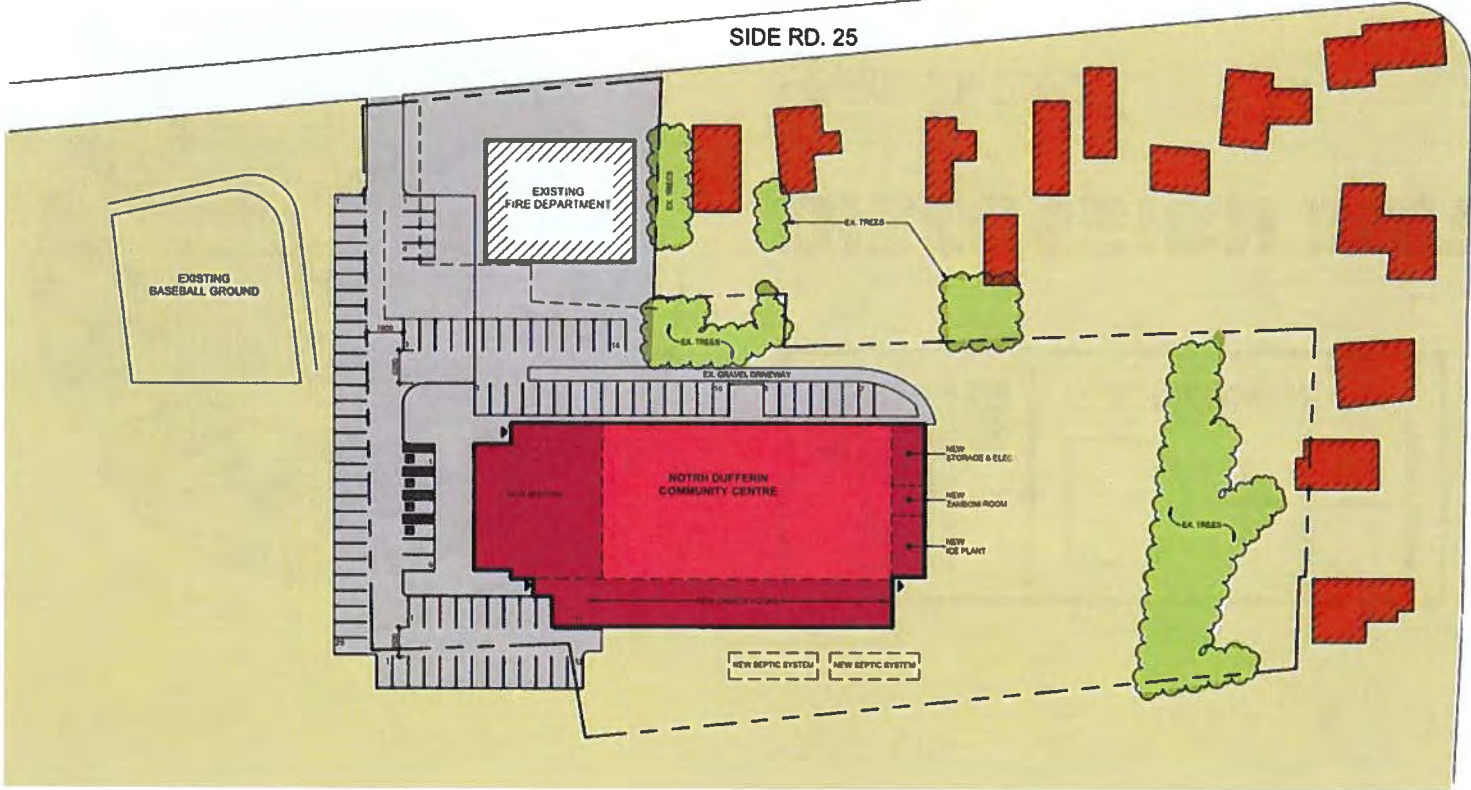
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DISCUSSION MATERIALS

APRIL 13, 2022

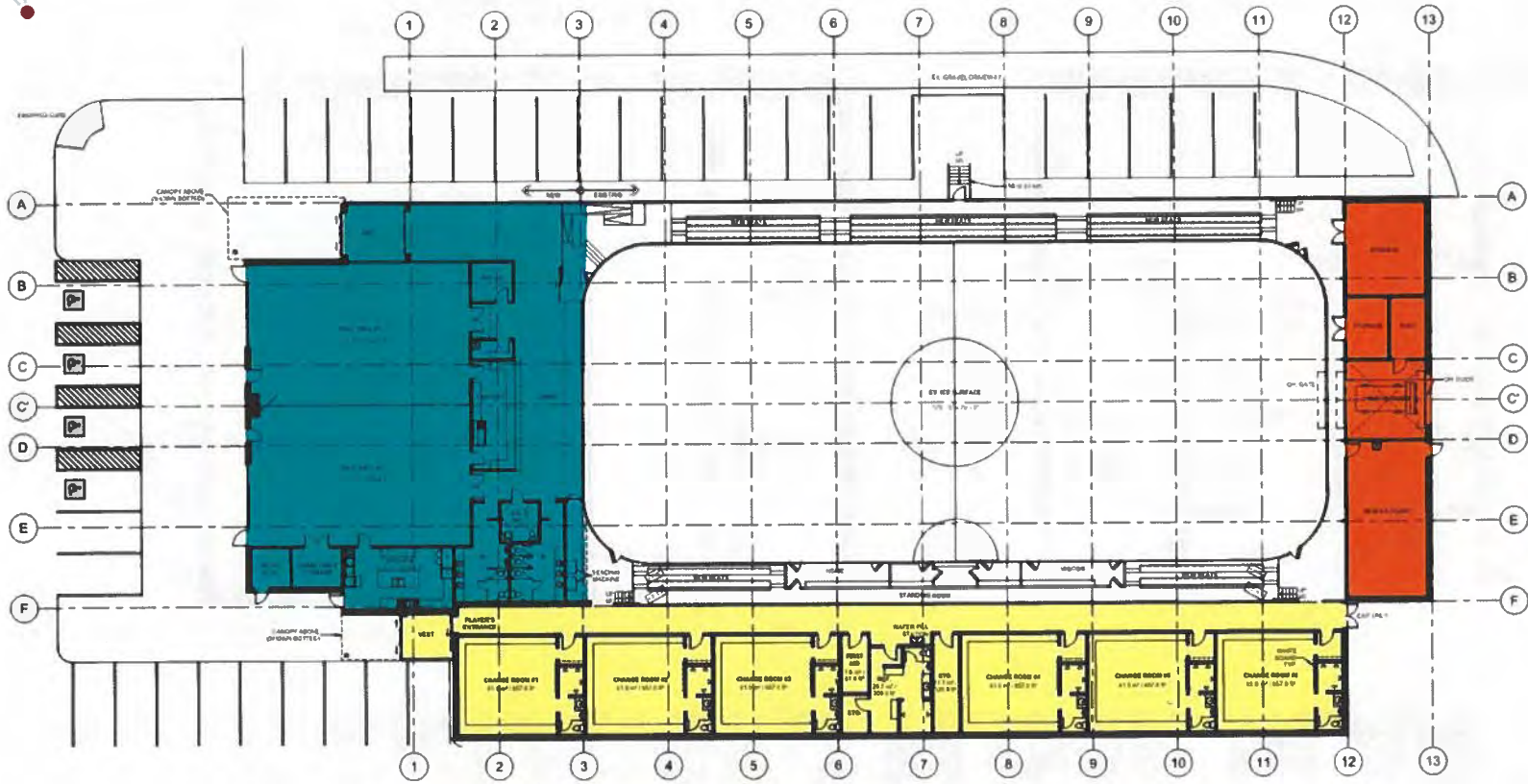
PROPOSED SITE PLAN



- NDCC
- Asphalt
- Grass
- Tree
- Ex. Residential



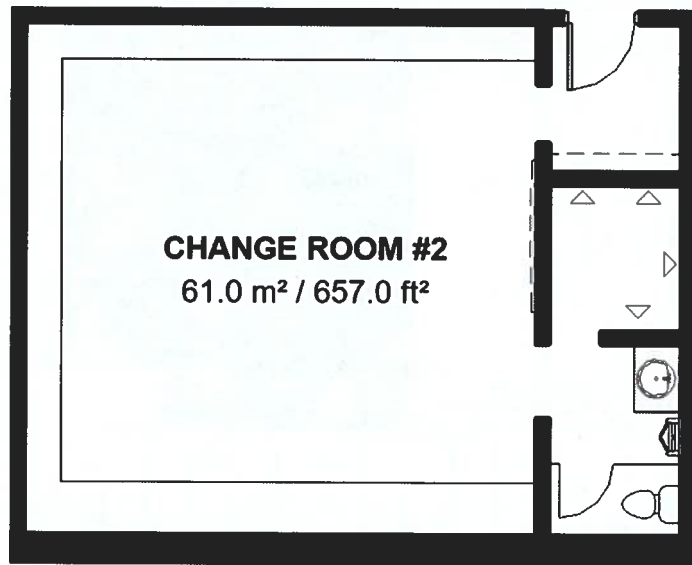
PROPOSED FLOOR PLAN



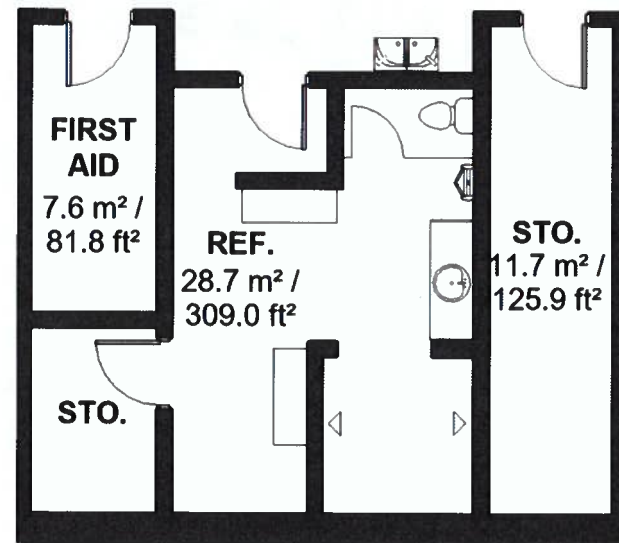
- East Addition
- West Addition
- South Addition



ENLARGED FLOOR PLAN

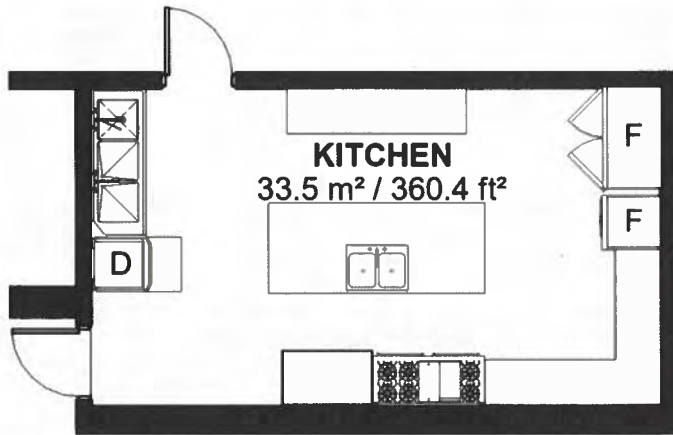


TYPICAL CHANGE ROOM LAYOUT
QUANTITY: 6

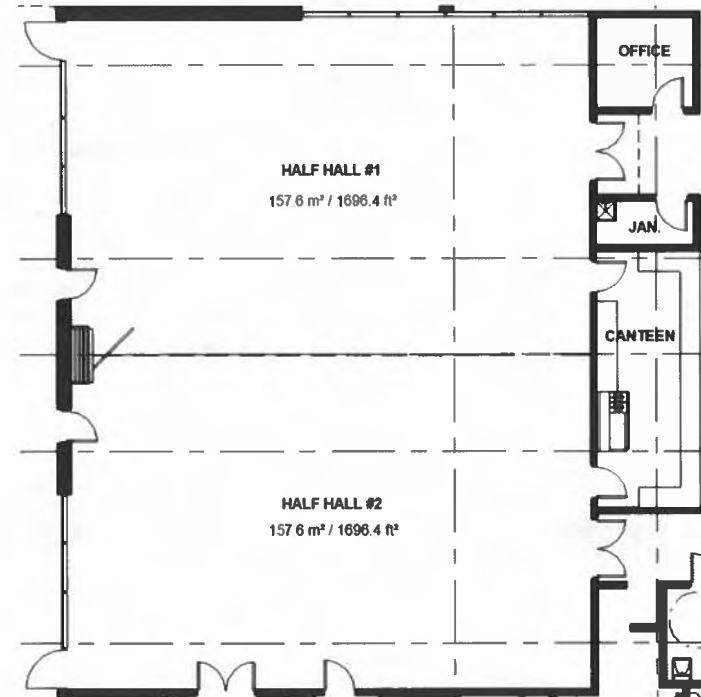


REF. STO. & FIRST AID

ENLARGED FLOOR PLAN



KITCHEN LAYOUT
QUANTITY: 1



COMMUNITY ROOM

BUDGET PROPOSAL

*The following is an estimate for review or discussion purposes only, not to be considered complete

<u>CONSTRUCTION:</u>	<u>DETAILS</u> (M ² /S.F./AMOUNTS)	<u>COST</u>
A. Demolition and Disposal (1137 m ²)	9,412 s.f. x \$20/s.f.	\$188,240.00
Construction – Addition West & South (1294.3 m ²)	13,932 s.f. x \$350/s.f.	\$4,876,200.00
Construction – Addition East (179.3 m ²)	1,929.99 s.f. x \$200/s.f.	\$385,997.00
Ice Plant: CIMCO LEWIS		\$1,000,000.00
Concrete Ice Pad:		\$250,000.00
Renovations: New Viewing Platforms	3,420 s.f. x \$50/s.f.	\$171,000.00
Renovation: New Lighting		\$45,000.00
SUBTOTAL A:		\$6,916,437.00
B. Site Work:		
• Parking – Asphalt and Line Striping	100 cars	\$250,000.00
• Septic System		\$80,000.00
• Fire Pits		\$10,000.00
• Concrete Curbs & Sidewalks		\$60,000.00
• Landscaping		\$25,000.00
SUBTOTAL B:		\$425,000.00

<u>CONSTRUCTION:</u>	<u>DETAILS</u>	<u>COST</u>
C. Soft Costs:		
• Permits & Applications		\$50,000.00
• Consultants		\$700,000.00
• Special Consultants		\$50,000.00
• Legal and Financial		\$25,000.00
SUBTOTAL C:		\$825,000.00
D. Furnishings & Equipment:		
• 300 chairs		\$30,000.00
• 30 Tables		\$12,000.00
• NFPA Hood		\$46,000.00
• Gas Stove		\$7,500.00
• Wall Ovens		\$4,500.00
• Dishwasher		\$7,500.00
• Grease Trap Inceptor		\$2,500.00
• Cooler		\$7,500.00
SUBTOTAL D:		\$117,500.00
SUBTOTAL A-D		\$8,283,937.00
Contingency	20%	\$1,656,790.00
TOTAL ESTIMATE:		\$9,940,727.00
Does not include - New dasher boards and glass, or Sound system and acoustics, portable stage	<i>HST not included</i>	





D+H
ARCHITECTS INC.

January 24, 2022

Attention:

Heather Boston
North Dufferin Community Centre Assessment
706114 County Rd 21
Honeywood, ON

**Re: North Dufferin Community Centre Assessment
Located At 706114 County Rd 21 Honeywood**

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PRELIMINARY CONCEPTS ON FOLLOWING PAGES	26-27

INTRODUCTION:

In the fall of 2021, the NDCC Board via treasurer Heather Boston, issued a request for a proposal to complete a building condition assessment and schematic design concept for the North Dufferin Community Centre in the Township of Mulmur. D+H Architects Inc. provided a proposal and was notified of its acceptance in mid-September. An on-site review with the Consultants was scheduled for October 10th, 2021. On this date the following consultants visited the site with Heather Boston and James Woods, the arena manager:

- D+H Architects Inc. – Mark Hicks, Architect
- Tacoma Engineers – Steve Adema, Structural Engineer
- Collins Engineering Group Inc. – Craig Waller, Mechanical Consultant
- Mighton Engineering – Ed Peters, Electrical Engineer.

The purpose of the on-site review was to assess the condition of the existing facility and determine if renovation/addition was a feasible option.

SITE LOCATION

The building is located at 706114 Dufferin Road 21 in the village of Honeywood. The building is situated on the south east corner of the site behind the existing Fire Hall. There is a parking area immediately west of the building. The site also includes a memorial structure, baseball diamond, and outdoor recreational field and play structure, and two barbeque pits. We have been informed the site is approximately 5.3 acres and is bound by residential properties on the east and west sides and agricultural field on the south. The building is served by an existing drilled well on the south east corner of the property and two private septic systems. The sewage systems are located on the north and south sides of the recreational complex. We have been advised that the bed on the north side of the building is shared with the Fire Hall. The tank lids are visible immediately in front of the exit doors on the north and south sides of the building at the west end of the ice pad.

BUILDING DESCRIPTION

The building is characterized as an existing indoor recreational complex consisting of a 75' x 175' ice pad, 4 heated change rooms, viewing gallery, snack bar area, public washrooms on the main floor, and a multipurpose recreational area with service kitchen, stage and washrooms on the second floor. The second floor is accessible via a single interior stair and exterior exit stair. In addition to the main floor spaces there is a lower-level ice plant, workshop/storage garage for the Zamboni, office area, and storage room at the rear of the building which is not accessible to the public. From a review of the original drawings it would appear that the original building was constructed sometime in the early seventies. It seems that several renovations have taken place in subsequent years such as:

- Removal of interior stair at southwest corner of the building to create a small change room on the main floor and second floor storage room.
- Addition of external exit stair on the south side.
- Expansion to second floor washrooms.
- Addition of storage room and garage on west end of the building and interior access to the ice plant.
- Renovations to WC, sink, and shower in the four (4) original change rooms.

The area of the main floor is approximately 2110.2 m² (22,712 s.f.) while the second-floor area is approximately 353.0 m² (3,800 s.f.) for a total building area of approximately 2,463 m² (26,511.7 s.f.).

GENERAL OBSERVATIONS:

Although alterations have been made to make the main floor of the building barrier-free, the existing building entrances and washrooms would NOT be considered "barrier-free". Similarly, the second-floor

community hall is NOT accessible. Most door widths are insufficient and there are visibility issues throughout that do not meet Ontario Building Code requirements. Additionally, the primary entrances lack barrier-free vestibules now required by OBC.

In addition to the noted observations, condition assessments have also been provided for the existing Structural, Mechanical, and Electrical systems. Further to the Structural Assessment the arena manager advised that the existing header trench is deteriorating and is in need of replacement. The structural erosion of the header trench is damaging the coolant pipes. Similarly, the existing concrete arena floor is failing, further damaging the ice plant. The Mechanical Consultant has separate comments on the mechanical systems including ice plant.

Another issue identified was the condition of viewing stands. These are primarily constructed of wood. A majority of the stands on the south side have been repaired/replaced, however other sections of the seating structure are showing evidence of deterioration.

Exterior doors and frame are not fitted with proper door hardware including some panic hardware, weatherstripping, thresholds, or door closures.

Although most of the areas of the arena have been well maintained, most finishes and materials appear to be reaching the end of their useful life.

DESIGN CONSIDERATIONS:

The renovations and addition should address the following:

1. Barrier-free design of entrances, washrooms, and all public areas, and provision of new universal washroom.
2. Improved building performance of all doors, windows, walls, roof, and floor assemblies.
3. Energy efficient mechanical and electrical systems:
 - a. upgrading of lighting systems,
 - b. upgrading of mechanical systems including heating and cooling systems, fans, kitchen equipment – upgrade to commercial type, and plumbing.
4. Multipurpose community space for events up to capacity of 300 persons.
5. Appropriately sized change rooms.
6. Female change rooms.
7. Referees change room and first aid room.
8. Storage.
9. Fire rated doors between arena and Zamboni garage.
10. New ice plant.
11. Improved viewing areas
12. Barrier-free viewing area.

STRUCTURAL ASSESSMENT:

See next page for report document provided by Tacoma Engineers.

Date:	January 11, 2022	No. of Pages:	2 + Encl.
Project:	NDCC – Renovation and Additions	Project No.:	TE-39033-21
Address:	706114 County Road 21 (Honeywood)		
Client:	D + H Architects Inc.		
Distribution:	Mark Hicks	D + H Architects Inc.	mhicks@dharchitects.ca

Background

Tacoma Engineers has been retained by D + H Architects Inc. to provide structural commentary for the proposed addition and renovations to the North Dufferin Community Centre located at 706114 County Road 21 (Honeywood).

The findings from the Expansion / Replacement Study and direction provided to Tacoma identified renovating the existing ice arena and replacing the 2-storey community and changeroom spaces with barrier free single storey spaces as the preferred option.

Comments

As outlined in the Study:

Building Condition Review

A Substructure			Rating
	A 10 Foundations	No structural drawings or architectural drawings were available for review, however it is assumed that the building is probably constructed on strip footings. On reviewing the exterior and interior walls there was no indication of there being any shifting or failure. Failing foundations would be evident through cracks on walls, and again there are no signs of any issues. Foundations have an extremely long life expectancy and as such there are no concerns.	B

We agree with this assessment of “Good: functioning as intended”.

	B 10 Superstructure	The arena superstructure consists of wood beams and visually appears to be in good condition. A close-up review of the beams and fastens could be performed to confirm the observation.	C
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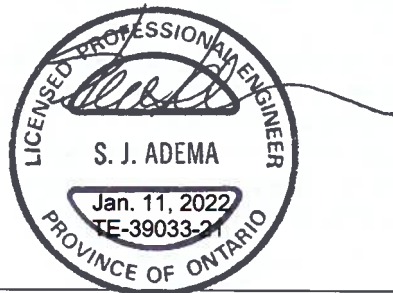
We agree with this assessment of “Fair: functioning as intended, minor repairs will be required within the next five years”.

One thing to note specifically is the one endwall that abuts the adjacent 2-storey space. This will require significant reconstruction with the removal of the 2-storey building. If it is decided that the municipality wished to make the arena longer – this is the end of the building to target for that expansion.

It should also be noted that the viewing space and player benches on either side prevent the arena being made wider. If it is decided that a wider playing surface is desired, we would recommend that the entire building be removed, and a new roof structure provided as the structural costs to widen the existing building would far exceed the costs for a new structure.

B Shell			
	B 10 Exterior Enclosure		
	Exterior Walls	The exterior walls consist of metal siding. The metal siding extends to grade, which subjects the walls to potential physical damage. Some spray insulation has been added to the interior in some locations. There are reports of water infiltration on the south wall, the conditions should be investigated further.	D

We agree with this assessment of “Poor, not functioning as intended. Significant repairs required”. However, the removal of the 2-storey space, plus the reconstruction required for the existing end of the arena will address many of these concerns.



Per

 Steven Adema, P.Eng.
 Director of Engineering, Principal
 Tacoma Engineers

Encl. None.

MECHANICAL ASSESSMENT:

See next page for separate report document and photos provided by Collins Engineering Group Inc.



COLLINS
ENGINEERING GROUP
 INCORPORATED
 MECHANICAL ENGINEERING

Job: North Dufferin
 Community Centre
 Location: Honeywood, ON
 Project No: 6769
 Permit No:
 By: Craig Waller

To: D + H Architects Inc.
 Attn: Mark Hicks
 CC:
 Date: January 4, 2022
 Sheet: 1 of 11

INTRODUCTION

Collins Engineering Group Incorporated (CEG) has been retained by D + H Architects Inc. to complete an Efficiency Review of the existing structure and ice field. On October 21, 2021, Craig Waller from CEG performed a non-invasive site review of the existing building's mechanical system.

SCOPE OF WORK

A non-destructive inspection of the existing mechanical system was performed from within the building.

The proposed area of work includes the following:

1. Review of the existing mechanical systems serving the second floor & main floor viewing area.
2. Review of the existing mechanical system serving the ice pad
3. Visual review of the existing ice making equipment and mechanical system serving that room.
4. Review of the existing mechanical system serving rear storage area

Existing mechanical drawings of the building were not present or provided.

REVIEW EXISTING CONDITIONS

1. Main Floor Viewing Area and Change Rooms
 - a. Currently the space is heated by an oil fired furnace. There does not appear to be air conditioning provided for this unit. The existing unit is nearing its life expectancy, and does not provide the space with any type of ventilation. It does not appear that the unit is equipped with any fire dampers at any fire separations.
 - b. The change rooms and washroom facilities are also fed from the same oil fired furnace. The exhaust system in the washrooms is in need of repair and no ventilation is provided to any of the changerooms.
 - c. The convenience booth has a non-compliant exhaust hood.
2. Second Floor Viewing Area
 - a. Currently the space is heated by an oil fired furnace. There does not appear to be air conditioning provided for this unit. The existing unit is nearing its life expectancy, and does not provide the space with any type of ventilation. It does not appear that the unit is equipped with any fire dampers at any fire separations.
 - b. The viewing area has transfer fans between the viewing area and the ice pad. The operation of these units is mostly to provide air transfer; however, the units lack fire separations and permit the transfer of moisture to the upper viewing area. The transfer of moisture is evident from the build up of moisture on the glass.
 - c. There is a serving kitchen located on the second floor that contains residential range/ovens. The exhaust for this type of unit in Assembly occupancy such as this is not compliant with NFPA codes. There are

P: 519.745.9338

E: info@collinseng.ca

300 VICTORIA ST. NORTH

KITCHENER, ONTARIO N2H 6R9

COLLINSENG.CA

Draft Print

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COLLINS
ENGINEERING GROUP
 INCORPORATED
 MECHANICAL ENGINEERING

Job: North Dufferin
 Community Centre
 Location: Honeywood, ON
 To: D + H Architects Inc.
 Attn: Mark Hicks
 Project No: 6769
 CC:
 Permit No:
 Date: January 4, 2022
 By: Craig Waller
 Sheet: 2 of 11

some instances where the fire department has accepted these, however moving forward with new construction this type of kitchen will require a commercial style kitchen exhaust and Make up air system.

3. Ice Pad

- a. The ice pad mechanical consists of 2 dehumidifiers at opposite corners of the building. No heating is provided and no ventilation is provided.

4. Ice Making Equipment

- a. The ice making equipment on site was currently operating, however staff indicated that the system requires repair to the main pump and outdoor unit. Currently the outdoor unit is leaking. The equipment is approximately from the 80's or early 90's, and is approaching the life expectancy of the equipment.
- b. The room is equipped with a refrigeration alarm and a wall mounted exhaust fan. This appears to be in working order, however we can not confirm if the exhaust rate is adequate.
- c. The water heaters have been recently upgraded to propane fired water heaters and are in good working order. The current area seems to be lacking in dedicated combustion air serving the new water heaters; this should be reviewed on site for the current conditions.

5. Rear storage Area

- a. The rear storage area is used to store the Ice Cleaning equipment and various other items. Currently the space is heated via a unit heater, however no ventilation or exhaust equipment is located in the space.

BUILDING SERVICES

Domestic Water: The existing water service is served by a well system and appears to provide adequate water to the existing facility. Increasing the number of plumbing fixtures in the building would require additional water flow and potentially a larger water system.

Sanitary: The existing septic system appears to service 2 buildings, however size and condition are unknown at this time. Further investigation by a septic system specialist is required for future development of the site.

Propane: Currently the site has one large propane tank to serve the rear water heaters and unit heaters. There is no gas located within proximity to the site. The current furnaces are Oil Fired and the tank is located in the front of the building and has recently passed inspection. Further assessment of the Oil tank is beyond the scope of this report.

P: 519.745.9338
 E: info@collinseng.ca
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COLLINS
ENGINEERING GROUP
 INCORPORATED
 MECHANICAL ENGINEERING

Job: North Dufferin
 Community Centre
 Location: Honeywood, ON
 Project No: 6769
 Permit No:
 By: Craig Waller

To: D + H Architects Inc.
 Attn: Mark Hicks
 CC:
 Date: January 4, 2022
 Sheet: 3 of 11

SUMMARY

The mechanical systems for the building are at or past the life expectancy of the equipment. Based on the conceptual plan from D+H Architects Inc, it is our recommendation that all new mechanical systems be installed in the building for the following new areas:

- 1.) Common viewing areas - new rooftop unit for proposed alteration to the front of the building. Review requirements for convenience booth exhaust.
- 2.) Community Hall - new rooftop unit and possibly a new NFPA 96 Hood system for the community kitchen.
- 3.) New Changerooms - infloor heating and washroom exhaust/ventilation handled through an ERV (Energy Recovery unit). If air conditioning is required in the space, a ductless split system can be utilized.
- 4.) Ice Pad Equipment - new ice making equipment should be considered in any scenario (renovation or new construction) based on the age of the equipment and frequency of issues with the current equipment.


Rooftop units are beneficial to the project since the cost per ton is relatively low while being able to provide tempered ventilation air to the space as well as providing moderate temperature control to specific zones within the building.

It is our recommendation that a new mechanical system is installed in the existing Ice Pad - including new dehumidifiers and ducting for the arena. Potential for spot heating if required. New Ventilation system with CO and NO2 monitoring to ensure proper ventilation requirements are met within the ice pad area.

The new water heaters can be reused in the addition to the existing building, combustion air for the water heaters will need to be considered in the mechanical design.

If you require further assistance or have questions regarding the report, please do not hesitate to contact our office. The following pages represent the condition of the building during our site review.

Regards,

 Professional Engineers
 Ontario
Limited Licensee
 Name: J. C. WALLER
 Number: 100173870
 Category: MECHANICAL: See Limitation
 Limitations:
 This license is subject to the limitations as detailed
 on the certificate.
 Association of Professional Engineers of Ontario

Craig Waller CET, LEL
 President

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Sheet: 4 of 11



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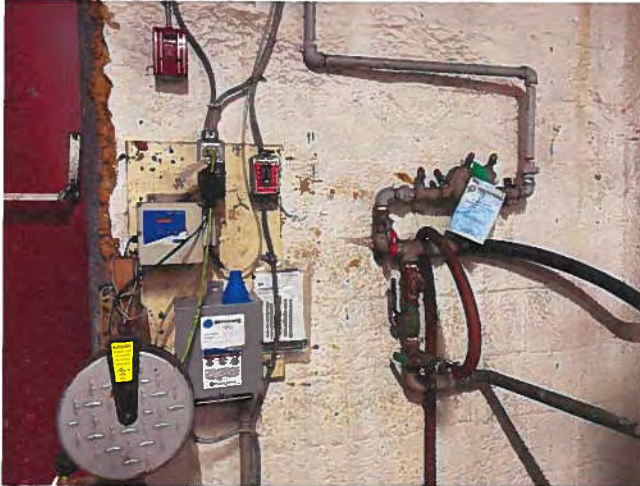
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Project No: 6769

CC:

Permit No:

Date: January 4, 2022

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Sheet: 10 of 11



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ELECTRICAL ASSESSMENT:

See next page for separate report document provided by Mighton Engineering.

MIGHTON ENGINEERING

300 VICTORIA ST N - 2nd Floor
KITCHENER, ON
N2H 6R9
(519) 745-3703: PH
(519) 745-5081: FAX
www.mighton.com

Electrical System Condition Assessment

TO:	Dickinson & Hicks Architect Inc.	PROJECT NAME:	North Dufferin Community Centre
ATTN:	Mark Hicks	SENDER'S REFERENCE NUMBER:	41457
DATE:	2021.10.21	YOUR REFERENCE NUMBER:	-
FROM:	Ed Peters	NO. PAGES:	3

To Mark Hicks,

Re: Site Visit and Conditions Assessment

Limitations

The site visit assessment involved visual inspections of Electrical systems only. Specific equipment maintenance and operation inspections should be performed by qualified trades. Electrical systems include Power distribution to facility equipment and Lighting. Its does not include data continuity, and power loss prevention.

Introduction

We visited the site on October 10th, 2021, 10am and did a visual inspection of the entire facility. Existing electrical systems are well maintained and in good working order however much of it is old and out dated. Below are specific comments regarding areas of the electrical system:

Fire Alarm and Protection

- The building is equipped with a General Electric Fire Alarm panel that is newer and in good working order. The panel is located in the main lobby and serves the entire building. The Fire Alarm system appears to be up to code with regular annual system inspections being performed.

Lighting/Emergency Lighting

- Building lighting with the exception of the exterior building fixtures and one dressing room is outdated. Light fixtures are fluorescent T12, T8 and T5 Strip fixtures throughout the main lobby, dressing rooms, washrooms, offices and main Arena. Many have cracked or missing shades and bulbs show flickering/blackening and signs of ballast deterioration. It is recommended to replace all lighting with LED fixtures which will last longer and provide more efficient and more uniform light output. Good lighting addresses the satisfaction, well being and safety of the general public.
- The Ice rink has several lighting performances issues. Light levels in many areas of spectator walkways do not comply with current Building Codes standards. Walkway areas behind seating areas are very dark (Figure 1).
- The Ice pad lighting is also very low measuring between 13.3fc and 20fc in some areas (Figure 1 & 2). Sports field/pad lighting levels should be between 40-60 fc. We recommend the levels be

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(519) 745-3703: PH
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increased to more the current levels. High illumination levels provide better player safety and spectator experience.



(Figure 1)



(Figure 2)

- Emergency lighting source is incandescent and outdated. Fixtures are past their life expectancy and should be replaced with LED.



(Figure 3)

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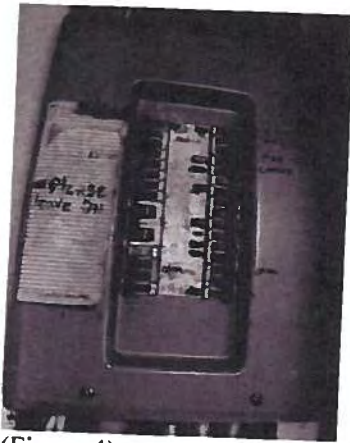
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Electrical Services, Panels and Transfer Switch

- The facility distribution panels are out of date with the exception of the 600V main disconnect and MCC in the back Mechanical room. Most Panels are Federal Pioneer, Stab-lok (Figure 4) which are discontinued and hard to find replacement breakers for.
- The facility currently has two services provided to the property. The first service is a single phase, 240v service at the front which provides power to the lobby, Ice rink lighting and upstairs Community Centre. The second service is a three phase, 600v service at the back which provides power to the ice rink chiller equipment and back maintenance area. Hydro One only allows one service per property under their current Conditions of Service agreement. Any building alteration that would affect the existing Hydro Service equipment may force Hydro to effectuate these rules. This would mean that the original 600v service at the back of the facility would likely have to be upgraded and rebuilt in order to serve the entire building.



(Figure 4)

Closing Remarks and Recommendations

Lighting levels are low in many areas and should be addressed as some areas measure below the required levels stipulated in the Ontario Building Code.

The electrical distribution system is in good working order. Many aspects of the system are old and outdated. In the event of any renovation, panels should be replaced with newer equipment.

As Hydro One does not permit two services to a property under typical circumstances they will likely request the front building service be merged with the back one if any serious alterations are done to the building causing Hydro One to be involved. This will most likely result in the rear electrical service having to be upgraded to accommodate the new addition load.

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ARENA NEEDS ASSESSMENT:

See Needs for the North Dufferin Community Centre provided by Arena Manager.



Honeywood Arena
706114 Country rd 21
519-925-6616
cbouchard@mulmur.ca

Needs for the North Dufferin Community Centre;

Things needed for the arena are in order of importance.

- 1) A new header trench done in concrete, header trench now is cinder blocks on the ground and are sinking and pulling the coolant pipes down over the sharp edge of the concrete flood
- 2) Arena surface lighting either needs bulbs replaced (see attached doc) or maybe switched over to LED lights
- 3) A new concrete pad for the ice surface, life expectancy of an arena floor is between 25-50 years all depending on many variables eg..... frost, heaving, and leaks. Which we have a small leak now.
- 4) A new fire proof garage door from Zamboni room to ice surface. As per insurance agent
- 5) Arena surface dasher boards are getting close to the end of their life expectancy.
- 6) North east corner of the stands are needing replaced, starting to get "soft"
- 7) All emergency exit doors and framing need replaced with proper commercial doors and warning buzzer added
- 8) BBQ pits tore apart and redone
- 9) Norduff room electrical needs to be upgraded. New updated lighting.
- 10) More and bigger dressing rooms
- 11) Proper referee room with shower and washroom
- 12) Proper girls room (x2) with shower and washroom
- 13) Bigger and better front door vestibules
- 14) Parking lot expanded
- 15) Norduff room stairs redone and lift installed
- 16) Norduff kitchen proper exhaust system installed
- 17) New doors from lobby to arena stands and accessibility installed
- 18) Lobby public washrooms brought up to accessibility standards
- 19) Lobby and dressing room rubber flooring needs replaced, and if doing that redo room drains to proper positioning and proper slope to work properly
- 20) Then the usual small things like painting, small repairs and upgrades I can do myself.

CONCEPT DESCRIPTION:

Following a review of the existing facility and discussion with Heather Boston, treasurer of NDCC board, it was determined that a one-storey facility would best serve the requirements for the project. Due to the age and condition of the facility and the primary objective of providing an accessible building a second storey requiring an elevator would not be considered. The structural assessment determined that the existing roof structure over the ice pad is in good condition and suitable to remain; however, the east and west components of the building are less desirable. Therefore, it was determined that the arena structure would remain, and the project would consist of four components:

1. West addition to consist of community space including multipurpose space, Universal Washroom, public washrooms, combined kitchen and canteen, lobby, Manager's office, storage, and mechanical/electrical rooms.
2. South addition consisting of six (6) new Change Rooms, Referee's Room, and First Aid Room.
3. East addition to house new ice plant, Zamboni room and workshop, and storage rooms.
4. Renovation to existing arena including replacing concrete floor slab, replacing dasher boards, rebuilding viewing stands, new exit doors, and new insulated roof and roof membrane.

EXECUTIVE SUMMARY:

Architectural: Existing building does not satisfy current accessibility standards. To avoid introduction of an elevator the proposed concept is a one storey addition consisting of all required public and ancillary spaces.

Structural: The basic structure over the rink portion of the building appears to be in reasonable condition. Altering this structure to increase the width of the rink surface would not be feasible. The west end of this structure will need to be removed and replaced to facilitate demolition of the existing two (2) storey section and replacement with new; at which time the wall assembly could be improved for water/humidity control and insulation properties. The south wall could also be improved with the proposed addition along the south side of the building.

Mechanical: The existing mechanical systems, including the ice plant, are at or past the life expectancy of the equipment. Mechanical systems and equipment should be replaced with new energy efficient systems. Ventilation is poor and will be improved with implementation of new mechanical systems proposed, including combustion air for the reused/relocated hot water heaters. Although not addressed in the mechanical section, the existing septic system will need to be reviewed for adequacy and compliance. A new system will be required if the south addition is implemented.

Electrical: The existing building currently includes two main services [two (2) meters] to the property. Any major renovation or addition will require the service on the west end of the building to be removed and a new (single) service implemented. The proposed additions will be serviced by a main service located at the east end of the building. It is estimated that a new single service will be sufficient for the proposed renovation/addition of energy efficient equipment and lighting if implemented. New lighting with improved lighting levels will be proposed over the existing ice surface.

Sincerely,



Mark Hicks, Architect (PARTNER)
D+H Architects Inc.
M.Arch., OAA

Cc: Consultants

Enclosed: Preliminary Budget and Concept drawings



D+H
ARCHITECTS INC.

PRELIMINARY ESTIMATE ADDITION AND RENOVATION

Project: North Dufferin Community Centre
Assessment Report

Project No: 21-105

Date: January 20, 2022

Revision: April 5, 2022 (Kitchen update)

The following is an estimate for review or discussion purposes only, not to be considered complete.

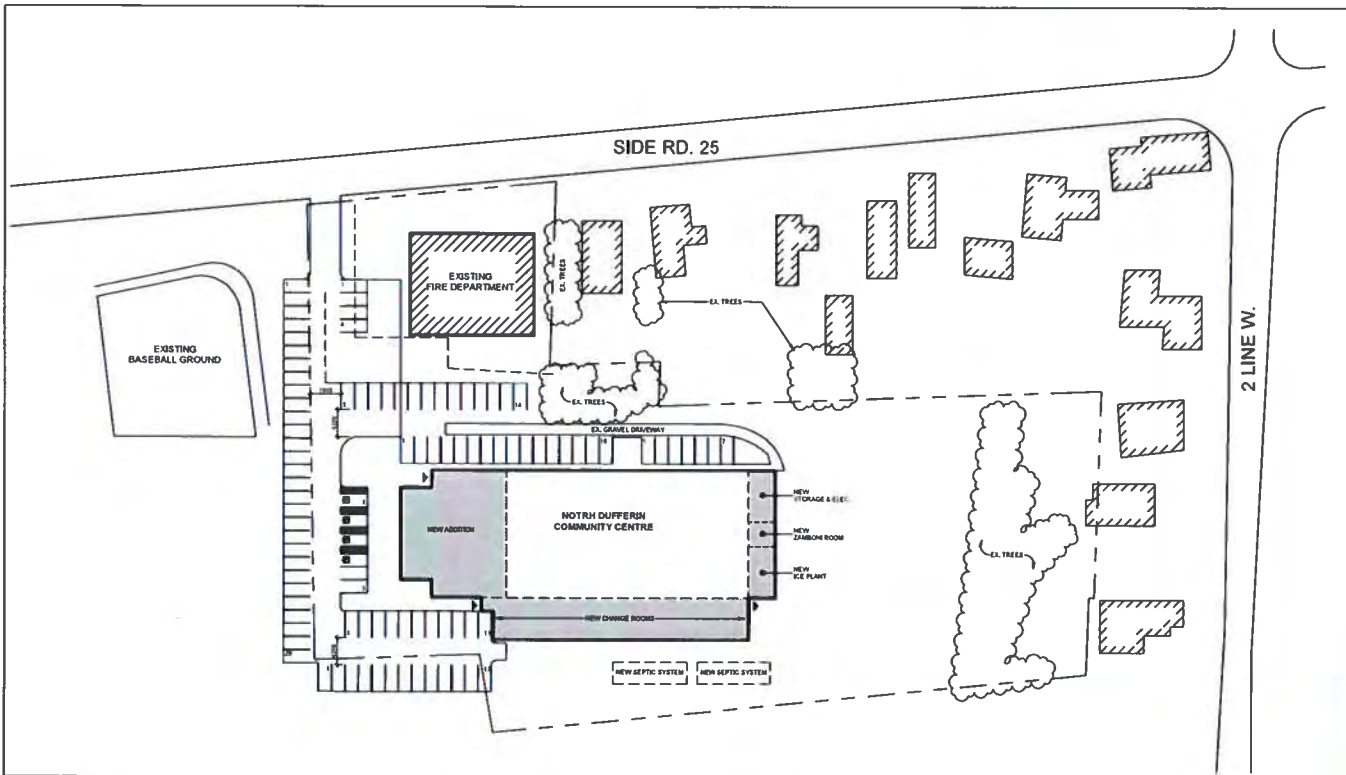
CONSTRUCTION:	DETAILS (M ² /S.F./AMOUNTS)	COST
A. Demolition and Disposal (1137 m ²)	9,412 s.f. x \$20/s.f.	\$188,240.00
Construction – Addition West & South (1294.3 m ²)	13,932 s.f. x \$350/s.f.	\$4,876,200.00
Construction – Addition East (179.3 m ²)	1,929.99 s.f x \$200/s.f.	\$385,997.00
Ice Plant: CIMCO LEWIS		\$1,000,000.00
Concrete Ice Pad:		\$250,000.00
Renovations: New Viewing Platforms	3,420 s.f. x \$50/s.f.	\$171,000.00
Renovation: New Lighting		\$45,000.00
SUBTOTAL A:		\$6,916,437.00
B. Site Work:		
• Parking – Asphalt and Line Striping	100 cars	\$250,000.00
• Septic System		\$80,000.00
• Fire Pits		\$10,000.00
• Concrete Curbs & Sidewalks		\$60,000.00
• Landscaping		\$25,000.00
SUBTOTAL B:		\$425,000.00
C. Soft Costs:		
• Permits & Applications		\$50,000.00
• Consultants		\$700,000.00
• Special Consultants		\$50,000.00
• Legal and Financial		\$25,000.00
SUBTOTAL C:		\$825,000.00
D. Furnishings & Equipment:		
• 300 chairs		\$30,000.00
• 30 Tables		\$12,000.00
• NFPA Hood		\$46,000.00
• Gas Stove		\$7,500.00
• Wall Ovens		\$4,500.00
• Dishwasher		\$7,500.00
• Grease Trap Inceptor		\$2,500.00
• Cooler		\$7,500.00
SUBTOTAL D:		\$117,500.00
SUBTOTAL A-D		\$8,283,937.00
Contingency	20%	\$1,656,790.00
TOTAL ESTIMATE:		\$9,940,727.00
Does not include - New dasher boards and glass, or Sound system and acoustics, portable stage	<i>HST not included</i>	

PROPERTY LINE	---
BARBERO SETBACKS	---
LANDSCAPING SETBACKS	---
CONC. CURB	---
CONC. CURB & GUTTER	---
WATER MAIN	---
SEWAGE MAIN	---
STORMY SEWER	---
WEEDING TILE	---
MANHOLE	○
CATCH BASIN	○
CATCH BASIN/WHOLE	○
FIRE HYDRANT	+
EXISTING ELEVATION	---
NEW ELEVATION	---
SWALE	---
BIPOLE POLE	---
WALL-MOUNT LIGHT FIXTURE	---
LIGHT STANDARD	---
OVERHEAD WIRE	---
BELL TELEPHONE	---
GAS LINE	---
RELOCATED DRIVE WAY LIGHTS	---
NEW DRIVE WAY LIGHTS	---
BORERHOLE	---
TELETYPE	---
BARBER FREE PARKING SPACE	---

SITE LEGEND

---	SITE BELL
---	SITE CONTOURS
---	SITE SITES CONTOURS DEMO
---	SITE CURB
---	SITE DRIVE
---	SITE EDGE OF ASPHALT
---	SITE-FINISHING
---	SITE-FIRE ROUTE
---	SITE-GAS LINE
---	SITE-ROADWAY
---	SITE-HYDRANT
---	SITE-LANDSCAPE
---	SITE-LINE (REDRAW)
---	SITE-LINE (PRINTING)
---	SITE-PARKING
---	SITE-PROPERTY
---	SITE-SANITARY
---	SITE-SETBACK (BARBERO)
---	SITE-SETBACK
---	SITE-SIDEWALK
---	SITE-SLOPE
---	SITE-SPEAKERS
---	SITE-STORM
---	SITE-TOP OF BANK
---	SITE-WATER

ACTUAL SITE DETAIL LINES
T 200



SITE PLAN
T 500

LEGAL DESCRIPTION

SITE INFORMATION WAS BASED ON SURVEY PREPARED BY:

SITE DESCRIPTION
CONDOMINIUM

BUILDING CLASSIFICATION
OCCUPANCY CLASSIFICATION

BUILDING STATISTICS

GROUPS FLOOR AREA (SFA)	m ²	S.F.
EXISTING	2461.2	2661.7
DEMOLITION	86.5	921.5
PROPOSED	192.8	2086.2
SFA - TOTAL	2540.3	2684.4

NUMBER OF PARKING SPACES REQUIRED

PARKING CALCULATION

BARBER FREE PARKING CALCULATION	188 SPACES
TOTAL PARKING SPACES PROVIDED	188 SPACES
TOTAL BARBER-FREE PROVIDED (INCLUDED ABOVE)	4 SPACES
TYPICAL PARKING SPACE	2.8m x 6.8m
TYPICAL BARBER-FREE PARKING SPACE	4.5m x 6.8m
ASLE WIDTH (MPS)	1.8m
LOADING SPACE REQUIREMENT	1.8m

SITE STATISTICS

	REQUIRED	PROVIDED
LOT AREA	-m ²	-m ²
LOT FRONTAGE (M)	-m	-m
LANDSCAPED OPEN SPACE	-%	-%
LOT COVERAGE (MAXIMUM)	-%	-%
FRONT YARD SETBACK (M)	-m	-m
SIDEYARD SETBACK (M)	-m	-m
REAR YARD SETBACK (M)	-m	-m
SETBACK FROM EXISTING (M)	-m	-m
LANDSCAPE BUFFER	-m	-m
LOT SEPTH	-m	-m
BUILDING HEIGHT (MAX)	-m	-m
DENSITY	-	-

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1	CLIENT REVIEW	DEC. 10 2021
No.	Description	Date



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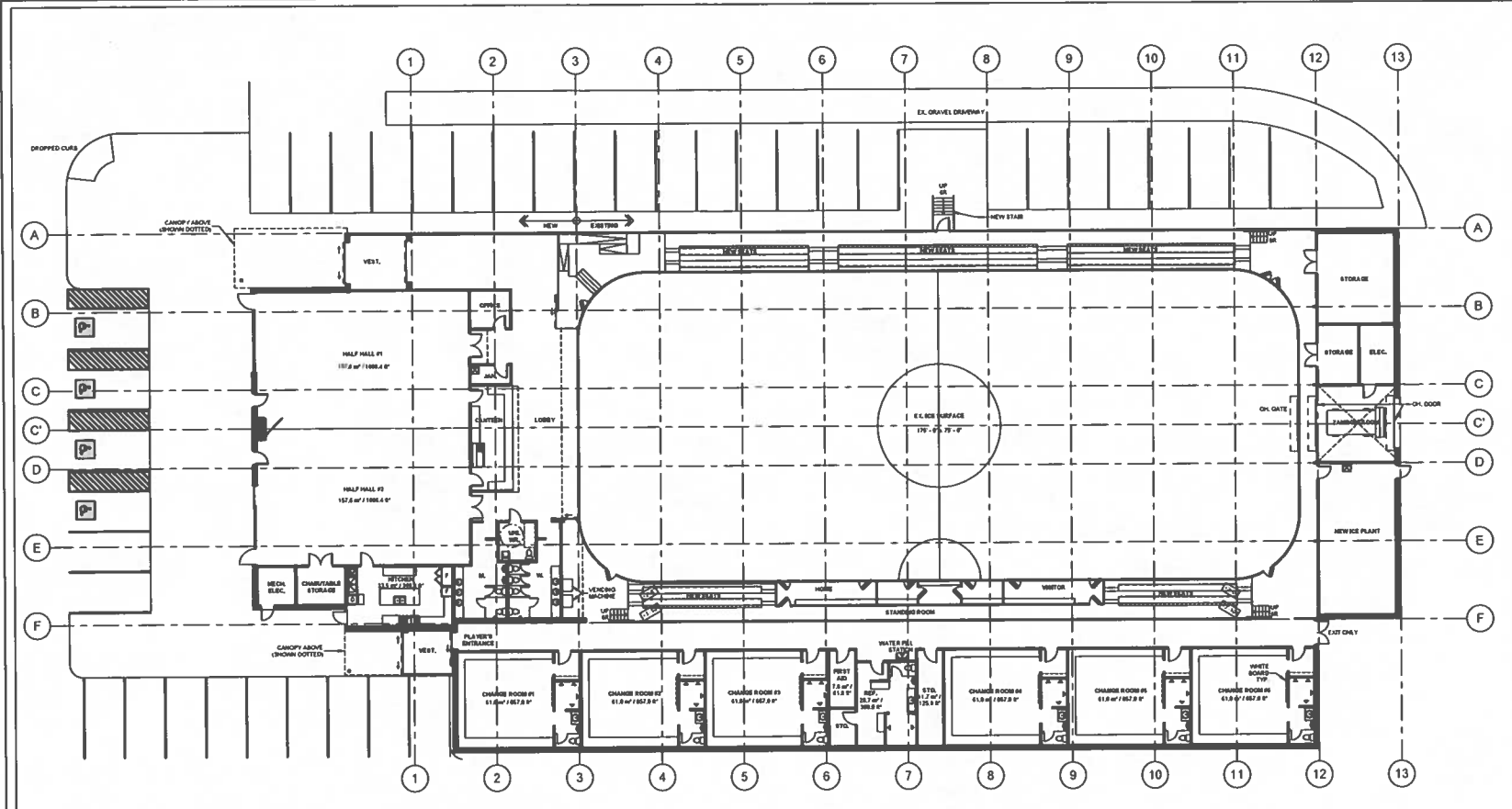
CONTRACT

PROJECT
NORTH DUFFERIN COMMUNITY CENTRE
MULMUR 706114 Dufferin County Rd. 21 ONTARIO

SHEET TITLE
SITE PLAN

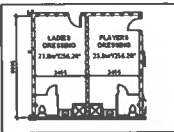
Project No.	21-105
Client	North Dufferin
Design	WH
Drawn	WH
Checked	WH
Scale	As indicated
Date	1/24/2022 10:20:05 AM
Drawn by	
Checked by	

A1.1



MAIN FLOOR PLAN
1:150

ADDITION AREA:		EXISTING BUILDING AREA:	
WEST	- 667.5 m ²	MAIN FLOOR	- 2110.2 m ²
SOUTH	- 626.8 m ²	SECOND FLOOR	- 353.0 m ²
EAST	- 116.4 m ²	DEMOLISHED AREA	- 995.5 m ²
RENOVATED AREA: 331.8 m²		NEW AREA: 1470.7 m²	
TOTAL AREA: 2938.4m²			



AREA CALCULATION
1:1

EXISTING CHANGE ROOM
1:150

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No.	Description	Date
3	ADD COMMERCIAL KITCHEN	MAR. 2022
1	CLIENT REVIEW	DEC. 10 2021

D+H ARCHITECTS INC.
45 MILL ST. ORANGEVILLE, ON, L9W 2M4 619-941-0912

CONTRACT

PROJECT: NORTH DUFFERIN COMMUNITY CENTRE
MULMUR 706114 Dufferin County Rd. 21 ONTARIO
SHEET TITLE: MAIN FLOOR CONCEPTUAL PLAN

Proj. No.	21-105
Client	Issue Date
Design by	VAI
Drawn by	BNH
Scale	A3 metric 1/8" = 1'-0"
Drawn by	BNH/2022 11 25 37 AM
Checked by	

A2.1

Denise Holmes

From: Denise Holmes
Sent: Friday, March 19, 2021 9:25 AM
To: Tracey Atkinson
Subject: MM Recreation Sub-Committee

Hi Tracey,

At the meeting of Council held on March 18, 2021, the following motion was introduced and passed:

Moved by Mercer, Seconded by White

Be it resolved that: "Mayor Darren White and Deputy Mayor Dave Besley be appointed to the Sub-Committee to review the applicable recommendations provided within the County of Dufferin Service Delivery Review regarding the North Dufferin Community Centre Agreements and Governance Structure, as well as the NDCC Efficiency Review Final Report and options contained therein." **Carried.**

Should you have any questions, please don't hesitate to contact me.

Thank you.

Regards,
Denise Holmes



Denise B. Holmes, AMCT | Chief Administrative Officer/Clerk | Township of Melancthon |
dholmes@melancthontownship.ca | PH: 519-925-5525 ext 101 | FX: 519-925-1110 |
www.melancthontownship.ca |

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County of Dufferin and Municipalities Service Delivery Review
Excerpt Section A2 and 5.1 - Indoor Recreation Facilities

A2: Indoor Recreation Facilities

Service Review Summary	
Objective of the Review	<ul style="list-style-type: none"> To identify optimal approach for cost-sharing forthcoming infrastructure investments and ongoing operations and maintenance
Strengths	<ul style="list-style-type: none"> A commitment among the leadership of Member Municipalities to ensure that residents have access to Indoor Recreation Facilities; and Alignment among staff leadership of Member Municipalities in their priorities for delivering Indoor Recreation Facilities, including quality and sustainability.
Gaps	<ul style="list-style-type: none"> A lack of a regional approach to planning for recreation services A lack of a clear understanding of the exact needs or preferences of the community with respect to Indoor Recreation services; No performance indicators (e.g., satisfaction, etc.) being recorded or produced by the Management Boards overseeing Indoor Recreation Facilities; Reporting structures that do not facilitate a direct line of sight into the operations of the facility for some Recreation Boards of Management No comprehensive financial sustainability report for each facility/Governance Board. Costs associated with the delivery of Indoor Recreation Facilities by the three Recreation Boards have increased significantly in recent years, without a corresponding increase in user fee revenue, resulting in higher levels of municipal funding.
Recommendations	
<ol style="list-style-type: none"> Explore a revision to the current governance structure associated with Indoor Recreation Facilities in the Rural Municipalities Develop a regional Recreation & Facilities Strategy 	

5. Indoor Recreation Facilities

The goal of the review was to understand gaps in the current governance structure and recommend a governance and reporting structure that better enables municipal oversight and involvement in Recreation Facilities, given that they are their largest funders. In order to achieve that there are two recommendations proposed below:

- Explore a revision to the current governance structure associated with Indoor Recreation Facilities in the Rural Municipalities
- Develop a regional Recreation & Facilities Strategy

These recommendations are detailed further below, and align to the following Service Delivery Review Framework focus areas:

- Governance, Accountability, Roles and Responsibilities
- Business Processes and Tools

5.1 Recommendation 3: Explore a revision to the current governance structure associated with Indoor Recreation Facilities in the Rural Municipalities

Changes to the current structure in how indoor recreation facilities are governed in the rural member municipalities are recommended to allow for increased municipal oversight into a significantly visible and costly municipal function and set of assets.

Note that this would change the governance framework under which municipalities collaborate today, not the fact of their collaboration. Municipalities that have shared indoor recreation service delivery to date would continue to collaborate and work together (including through the development of a regional Recreation & Facilities Strategy recommended below) within a revised governance structure.

CURRENT STATE CHALLENGES

- Reporting structures that do not facilitate a direct line of sight into the operations of the facility for some Recreation Boards of Management, resulting in uncertainty among Municipal staff leadership regarding adherence to policies and procedures, despite being covered under Municipal insurance policies.
- There is no comprehensive financial sustainability report for each facility/Governance Board. Discussions may be focused on user fees or the differential between resident/non-resident fee structures, however fees do not pay 100% of costs including replacement cost of the facility – nor is this anticipated as it is common that some recreation costs are subsidized by Municipalities.
- Costs associated the delivery of Indoor Recreation Facilities by the three Recreation Boards have increased significantly in recent years, without a corresponding increase in user fee revenue, resulting in higher levels of municipal funding.
- A lack of oversight and ability to manage recreation services as part of a larger strategy and portfolio which would promote cross-functional partnerships (e.g. parks, trails, arts, and culture).

PROPOSED RECOMMENDATION

Outside of Orangeville, the three indoor recreation facilities in Dufferin are collaborative partnerships among participating municipalities. The Centre Dufferin Recreation Complex, Grand Valley and District Community Centre, and North Dufferin Community Centre are jointly funded by the participating Municipalities and Governed by a Committee of Management (CDRC and GCDCC) or a Joint Board of Management (NDCC).

Numerous examples of upcoming infrastructure costs were identified during consultations and stakeholders recognized that those are likely to be large and will require more collaboration. Municipal stakeholders are well aware of the need to be fiscally responsible in the provision of Indoor Recreation Facilities (a non-critical service).

In light of the gaps and rising costs identified by stakeholders for this service, two options are proposed that would require an amendment to the current governance structures. It should be noted that the same solution may not be preferred for all and that boards may take different options.

OPTION A:

Consider revising the reporting structure of recreation Boards of Management so that in all boards the Facility Manager reports to the Municipal CAO (or other senior municipal staff member).

- Currently, staff of the CDRC and the NDCC are each employed by their respective Boards and have no formal reporting relationship to staff leadership of any of the participating municipalities. In these cases, the Township of Mulmur and Town of Shelburne are both owners of the Indoor Recreation facilities in their municipalities yet have no direct control over their largest assets.
- It is recommended that the current reporting structure be altered so that the Facility Managers of the CDRC and NDCC report to the leadership at the municipality, rather than to the Board itself.
 - The Facility Manager of the CDRC would report to the Town of Shelburne
 - The Facility Manager of the NDCC would report to the Township of Mulmur
- The Boards of Management would shift to provide strategic, rather than operational, oversight of the recreational facilities, and are provided with a holistic picture of the financial status of recreational services as they fit within the municipal budget, not as a standalone. The Board would continue to provide insight on programming in place at the facility, ensuring the needs of all participating communities are met.
- The budget would be prepared by the Facility Manager with input and review by the CAO. The budget would then be submitted to the Board for approval.

Expected Benefits:

Participating municipalities would have a direct line of sight into the following key areas:

- Operations and service levels of the indoor recreational facility including key performance indicators to make informed decisions regarding investments required.
- Investments required and their timelines for a significant asset.

- Policies and procedures, in particular as it relates to the municipalities insurance agreements with the indoor recreation facilities.
- The ability to coordinate indoor recreational facility assets with other recreational municipal assets – including parks, trails, sports-fields, and other community events/activities. The Board could continue to provide strategic leadership to direct this.

OPTION B:

Explore options to dissolve recreation Boards of Management and enable a Member Municipality to fully operate the facilities they already own, which could include establishing contracted funding arrangements with neighbouring municipalities to share costs and protect access for residents.

- Dissolving the Recreation Boards of Management for CDRC, GVDCC and NDCC would result in the three indoor recreation facilities to be owned and operated by the Municipality, and therefore management and operations, including programming, would be the responsibility of municipal staff.
- The budgets for each facility would be included in the Town or Township’s budget, and would be considered by the respective Council.
- Participating Municipalities could develop contracted funding arrangements to gain access and to share in costs in 5 year increments.
- Given that the current Boards have played a key role in providing insights into programming for the facilities, an advisory committee of community members may be established to provide input and can be used as a program sounding board moving forward.

Expected Benefits:

- Municipalities which own the asset would have direct responsibility of operations, service levels, and investments.
- This would eliminate the current staff effort which goes towards supporting current Boards of Management, including attending and facilitating all Board activities.

IMPLEMENTATION CONSIDERATIONS

In consultation with board members, it was noted that the option to dissolve boards was not fully supported as it was believed that those municipalities that owned the facility were able to provide input through the current board arrangements. In addition, it was noted that tracking resident’s usage by municipality is not currently done and was believed to be challenging for the purpose of determining cost distributions if moved to a contractual arrangement. However, population numbers and forecasting of these estimates can be used as the foundation for future contractual agreements.

FINANCIAL IMPLICATIONS

Financial implications related to changes in governance structure are anticipated to be minor. One-time legal costs may be incurred as a result of the need to alter the Board arrangements and formalize any changes. These are not anticipated to be

significant given the overall funding requirements of these facilities. There are no significant ongoing/long-term financial implications of this recommendation as it relates to how the arenas are governed.

Note, however, that the proposed changes will provide for better general and risk management for the municipalities, potentially reducing one-time and/or large financial losses.

Additional municipal staff time would be allocated to supporting the operation of these facilities – primarily from a budget and planning perspective. However, this may be offset in a reduced need/requirement for secretarial/treasurer functions currently provided. However, the objective of revising the current governance structure is to have increased control and oversight over continuously rising costs related to indoor facilities and their programming, in order to find efficiencies while meeting the needs of the community. As an asset and program of a municipality, recreation services would benefit from a broader understanding of the communities needs beyond recreation to allow for more strategic decision making.

SUMMARY OF BENEFITS

- A revised governance structure allows for a reduction in risk from a staff management, risk and liability perspective and increases direct oversight for better policy alignment.
- Streamlining effort through the use of municipal procedures for finance, maintenance, and other corporate services.

North Dufferin Community Centre Agreement - Excerpts from By-law 33-17

5. The Board shall have eight (8) members, all of whom have voting rights. The Board shall be comprised of one (1) member of Council from each of Mulmur and Melancthon, two (2) community members from each Mulmur and Melancthon, and two (2) other community members-at-large. The Board shall recommend nominated candidates, drawn from community applicants to the parties. The Board members shall be appointed by both parties by resolution. In the event of a disagreement, each party shall appoint 3 community members of its choice to the Board. Nominated candidates shall serve for a term of which they are appointed. The parties shall also have the power to designate the appointed Council representatives to the Board, and may set their term on the Board, not to exceed the term of the Council on which they sit. The quorum of the Board shall be five (5).
10. Insurance shall be provided through Mulmur's insurance provider and the cost will be billed to the Board.
20. The Board shall prepare the estimate of the Board's net financial requirements for the year ("Budget"). There shall be no deficit budgeting. The Board shall work co-operatively and equitably with the parties to the Agreement to fund all operational and developmental expenses.
27. In the event that either Mulmur or Melancthon wishes to cease participating in the Board, they may do so by providing one (1) year written notice of termination to the other party and the Board. Any notice given as aforesaid shall terminate this Agreement as of the 31 of December of the next calendar year.

Efficiency Study Recommendations

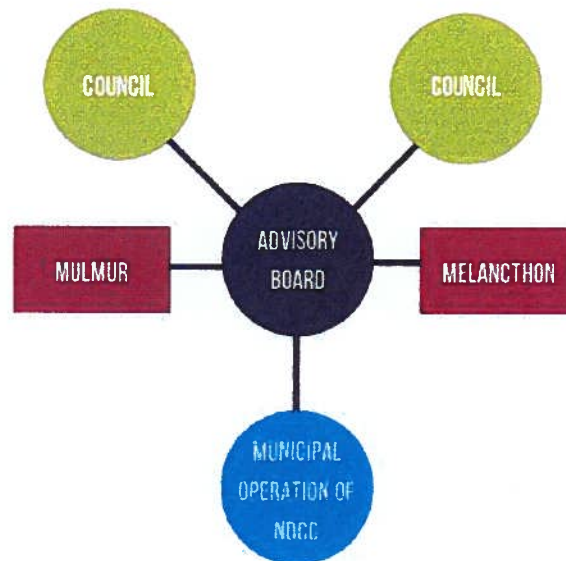
OPTION	CAPITAL COST	MAINTENANCE (10 year escalating, per municipality per year)
A – Maintain Existing Facility	\$1,717,200	\$39,998-\$47,785
B – New Dressing Room (includes option A repairs plus \$850k for 6 dressing rooms and 1 accessible bathroom)	\$2,905,200	\$44,868 - \$53,621
C – New Facility (NHL ice with 200 seats, 6 change rooms, 240 community space)	\$19,200,000	\$94,436 - \$112859
D- Existing Facility plus Community Hub Expansion	\$6,100,000	\$44,605 - \$53,307

Excerpts from NDCC Efficiency Study

7.2 The aim of any review of board mandate and authority should be based on maximizing the value of the community centre to the communities. This includes not only cost control and operational efficiency but enhanced community programming and use of the facility. In our view, this is either achieved through a realignment of operational control to one of the townships or adjusting the board of management to achieve greater independence in management, rate setting, secretarial and treasury functions. The solution may lie in the relative costs of one approach over the other: (i) enhancing the resources of the Board to operate more independently (additional staff and management resources at the operational level) versus (ii) seeking the efficiencies of direct operational control by one municipality supported by an advisory board and effective reporting to both councils.

7.2 Review of Governance Models (Cont'd)

Advisory Board Option



Excerpts from Mulmur Recreation Master Plan

Recreational Director (recommendation #5)

5. The Township should give consideration to staffing requirements necessary to successfully implement the Township's recreation mandate. Specifically, consider expanding the job description of the NDCC Management role to encompass a broader range of job responsibilities including responsibility for indoor and outdoor recreation, community development of programming opportunities and co-ordination of all recreation and leisure services provided and/or facilitated by the Township. This permanent, full-time job description includes management of the NDCC and events at the Township's facilities.

Programming (recommendation #6)

6. Investigate opportunities for new and/or expanded partnerships to improve service levels, enhance program delivery, and leverage public funding.

New or improved NDCC (recommendation #7)

7. Continue the cost-sharing agreement with the Township of Melancthon for the operation and maintenance of the NDCC / a new multi-use recreation facility in Honeywood.

Funding structure (recommendation #12)

12. Immediately initiate the development of a) funding strategy to assess and secure sources of capital funding for a new replacement single-pad multi-use recreation facility. A range of sources should be explored, including all levels of government and potential non-profit partners; and b) operational business case for a new multi-use community centre.

Playground structure (recommendation #33)

33. Decommission the playground at Honeywood Park (NDCC site) in the short-term. A new playground is recommended to be developed elsewhere on the site. If Honeywood is the chosen site for a new multi-use recreation facility, the planning for this facility (and the site as a whole) should be undertaken with the community's engagement.

Denise Holmes

From: Roseann Knechtel <rknechtel@mulmur.ca>
Sent: Wednesday, February 2, 2022 11:53 AM
To: Denise Holmes; Tracey Atkinson
Subject: Mulmur Council Motion: NDCC

Hi Denise,

Please be advised that Council passed the following motion at their regular Council meeting today.

Moved by Boxem and Seconded by Clark

THAT Council receive the report of Tracey Atkinson regarding NDCC updates, and that staff be directed to:

- advertise to fill the representative's vacancy for a Mulmur representative to ensure that the Board has sufficient members to maintain quorum;
- monitor the grant application for redevelopment of the NDCC facility and meet with Melancthon staff to discuss changes to the agreement that may be necessary should the Townships be successful on the grant application.

AND THAT Council expresses grave concern with the January motion of Melancthon Council and ask for clarification as to what "full-scale review of our participation in the Agreement" means in light of the work done over the past year to develop a working partnership with Melancthon to move forward in the redevelopment of the NDCC facility.

A record vote was requested

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

CARRIED.

Have a great day,

Roseann Knechtel, BA, MMC | Deputy Clerk / Planning Coordinator
Township of Mulmur | 758070 2nd Line East | Mulmur, Ontario L9V 0G8
Phone 705-466-3341 ext. 223 | Fax 705-466-2922 | rknechtel@mulmur.ca
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GB# 16.2.3.1
FEB 17 2022



STAFF REPORT

TO: Council
FROM: Tracey Atkinson, CAO
MEETING DATE: February 2, 2022
SUBJECT: NDCC Updates

PURPOSE:

The purpose of this report is to provide an update on the most recent changes impacting recreation at the NDCC facility.

BACKGROUND:

At the April 5, 2017 Council meeting, the following proceedings occurred:

2.1 - Discussion on a board of management for the North Dufferin Community Centre and a resolution from the Township of Melancthon. Staff was directed to contact the Township of Melancthon to ask them to forward a draft agreement and then Mulmur would arrange a joint meeting to discuss this.

At the September 6, 2017 Council meeting, the following proceedings occurred:

2.5 - Discussion on the North Dufferin Community Centre management agreement. Chester & Bert Tupling discussed this agreement with Council. Council decided to bring the by-law authorizing the agreement at the end of this meeting for their consideration.

The Townships of Melancthon and Mulmur entered into the North Dufferin Community Centre Agreement on September 7, 2017.

The following table summarizes the main events and decisions that have taken place impacting the North Dufferin Community Centre (NDCC) in recent months and how the information was shared.

November 10, 2020	NDCC Board: Motion Accepting Sierra Planning Options: Moved by Besley, Seconded by Lowry be it resolved that: Where as; the Sierra Group has presented their final report and recommendations to the Townships of Mulmur and Melancthon and	Minutes posted on website and included in subsequent Council agenda packages
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	<p>the NDCC Board of Management.</p> <p>And whereas; the report recommends that the preferred option is to replace the current facility with a new complex. And where as; the current facility may be unusable without upgrades by 2025.</p> <p>Be it resolved; the NDCC Board of Management recommends that the Townships of Mulmur and Melancthon reach a consensus on moving forward with building plans for a new NDCC Complex.</p> <p>And further, the municipalities in conjunction with the NDCC Board seek to be in a current and shovel ready state in order to take advantage of government funding opportunities immediately and begin fund raising activities in our respective communities. Carried.</p>	
April 21, 2021	<p>Joint Recreation Subcommittee: Recommendation to Mulmur and Melancthon Councils. Moved by White and Seconded by Hawkins</p> <p>THAT the Joint Recreation Subcommittee recommend to their respective Councils to move forward with Option D subject to grant availability, funding, and to move forward with an RFP to engage architectural/engineering for design. CARRIED</p>	Minutes posted on website and included in May 5, 2021 Council package.
May 5, 2021	<p>Mulmur Council: Moved by Clark and Seconded by Cufaro</p> <p>THAT Council supports the Joint Recreation Subcommittee's recommendation to move forward with Option D subject to grant availability and funding of at least 66%, and to move forward with an RFP to engage architectural/engineering for design. CARRIED.</p>	NDCC Board advised of this decision at the May 12, 2021 Board meeting.
May 6, 2021	<p>Melancthon Council: Moved by Besley, Seconded by McLean</p> <p>THAT Council supports the Joint Recreation Subcommittee's recommendation to move forward with Option D subject to grant 8 availability, funding, and to move forward with an RFP to engage architectural/engineering for design. CARRIED.</p>	NDCC Board advised of this decision at the May 12, 2021 Board meeting.
May 12, 2021	NDCC Board: Advised of Option D support from both Councils. Minutes from NDCC	

	<p>Board read: A Joint Subcommittee has been set up including Mulmur Mayor Horner, Melancthon Mayor White, Mulmur Deputy Mayor Hawkins, Melancthon Deputy Mayor Besley, Mulmur CAO Tracey Atkinson and Melancthon CAO Denise Holmes. It was noted this Committee examines the financial impact and restructuring of the NDCC, a motion was sent to both Councils and both Councils passed their motion to go forward with option D. Detailed discussion on the financial impacts of option D and grants that are available which could cover 80% of the cost. This current grant opportunity is also stackable, which means other grants can be applied for on top of this one. It is first come, first serve and the application is being worked on to apply ASAP as the deadline is July 1, 2021. The status of the existing facility will need an engineer to assess the building that is going to be remaining and this can be included in the RFP which will be called engineering and design.</p>	
Sept 22, 2021	<p>Joint Recreation Subcommittee: Moved by White and Seconded by Besley THAT the Joint Recreation Subcommittee support the proposed changes to the Recreation Agreement as presented and amended; AND THAT the report, draft agreement and by-law be forwarded to the NDCC Board and the next meeting of each respective Council for consideration. CARRIED</p>	<p>Minutes posted on the website and included in the October 6, 2021 Council agenda package</p>
Sept 30, 2021	<p>NDCC Board: Draft changes to the NDCC Agreement were included for discussion at the NDCC meeting as Agenda Item 4: Draft NDCC Agreement. The Board deferred discussing and reviewing the amendments.</p>	<p>Minutes reflect discussion, process and deferral. Minutes were posted on website and included in the December 8, 2021 Council agenda package.</p>
October 6, 2021	<p>Mulmur Council defers passing bylaw to amend NDCC Agreement to provide NDCC Board another opportunity to provide input. Discussion ensued regarding deferring the signing of the agreement to provide the NDCC Board another opportunity to review the changes. Moved by Clark and Seconded by Hawkins</p>	

	<p>THAT Council receive the report titled NDCC Auditor Identified Risks and Joint Recreation Agreement; AND THAT Council support the draft amended agreement as presented; AND FURTHER THAT Council defer passing the bylaw approving entering into a joint recreation agreement until the next Council meeting. CARRIED.</p>	
October 7, 2021	<p>Melancthon Council: defers passing bylaw to amend Recreation Agreement to provide NDCC Board another opportunity to provide input.</p> <p>Council accepted Staff's recommendation and deferred the Agreement to a future meeting to allow the North Dufferin Community Centre Board to have another opportunity to review the changes to the Agreement, as they did not review it at their meeting on September 30th . Mulmur Council also deferred approval of the Agreement at their Council meeting on October 6, 2021.</p>	
Oct 25, 2021	<p>NDCC Board: Moved by Noble, Seconded by Tupling</p> <p>THAT the Board of Management seeks clarification and details on all red lined changes in the draft agreement 2021. Mulmur staff to speak with the auditors regarding risks noted and bring back detailed explanation and reasons for each risk that has been noted. Carried.</p>	<p>NDCC Minutes included in subsequent NDCC Agenda package and December 8, 2021 Council package</p>
Nov 3, 2021	<p>Mulmur Council: passed a by-law to amend NDCC agreement to transfer HR functions to Mulmur.</p>	<p>Minutes posted on website and included in next agenda packages</p>
Nov 4, 2021	<p>Melancthon Council: passed a by-law to amend NDCC agreement to transfer HR. Moved by McLean, Seconded by Mercer that leave be given to introduce a By-law to authorize the Mayor and Clerk to execute a Joint Recreation Agreement between the Township of Melancthon and the Township of Mulmur and it be hereby read a first and second time and numbered 66-2021. CARRIED.</p>	<p>Minutes posted on website and included in next agenda packages</p>
Nov 5, 2021	<p>Agenda package for Nov 10th meeting circulated by Melancthon staff to NDCC Board (included NDCC amended agreement, report on agreement, auditors report and redlined</p>	

	agreement as requested)	
Nov 8, 2021	Resignations received from the Chair and Vice-Chair of the NDCC Board.	NDCC Board advised of resignations on the same day.
November 10, 2021	Email sent on Nov 10, 2021 by staff postponing the NDCC meeting.	
Nov 18, 2021	<p>Joint Recreation Subcommittee Meeting: Committee members recognized the two vacancies currently facing the NDCC Board of Management and discussed scheduling a meeting with the NDCC Board of Management and past Board members to discuss the future representation on the NDCC Board of Management.</p> <p>The Committee discussed the structure of the NDCC Board of Management and supported a Co-Management Governance Model as presented in the North Dufferin Community Centre Efficiency Review with the amendment of making the Joint Recreation Subcommittee as an upper Board of Management. The Committee directed staff to draft an amendment to the agreement for consideration at a future meeting.</p> <p>(JRC supported a co-management governance model as presented in the Sierra Planning NDCC Efficiency Review, with Joint Rec as an upper Board of Management)</p>	Minutes post on website and included in Dec 8 Council package.
Nov 22, 2021	Joint Rec Subcommittee Meeting: Closed session on identifiable personal (resigned board members)	Minutes posted on website and included in the December 8, 2021 Council package
December 8, 2021	Regularly scheduled NDCC Board meeting cancelled. No agenda prepared.	
Dec 9, 2021	Melancthon Council: Deputy Mayor Besley resigned as the Melancthon Council representative on the NDCC Board at Melancthon Council meeting and Wayne Hannon was appointed as the new representative effective Jan 1, 2022.	
Dec 9, 2021	Additional Arena Assistants hired to address COVID absenteeism and security needs	Mulmur Council advised of new hires Dec. 14 by email
Dec 17, 2021	CAOs from Melancthon and Mulmur met with Arena Manager in response to request of Arena Manager for a meeting	
Dec 21, 2021	Resignation of Arena Manager	Email sent Dec 22, 2021 to NDCC to advise of resignation

Dec 22, 2021	Arena Manager hired on a part-time temporary basis. Additional Arena Assistants also hired as part-time temporary for security and staff shortage.	Email sent to NDCC Jan. 5, 2022 regarding hiring additional staff
Jan 3, 2022	Provincial announcement regarding modified Step Two (arena must close until January 26)	
Jan 5, 2022		Email from staff to Board re arena closure due to Ford announcement. Also identifying new Melancthon Council rep.
Jan 7, 2022	NDCC Board Agenda package for January 12 circulated by staff	Agenda posted on website
Jan 12, 2022	<p>Mulmur Council discuss Information Item on NDCC.</p> <p>The following concerns were raised at the January 12, 2022 Council meeting by Councillor Clark:</p> <ul style="list-style-type: none"> • The information provided regarding the NDCC did not address her concerns; • Potential lack of transparency in regards to the NDCC Board and Community Centre; • She does not have the information to be able to answer questions from the public; • There is a change in dynamics between the municipalities and the NDCC Board; • Questioned where the Joint Recreation Subcommittee minutes were and stated the minutes provide insufficient detail; • Questioned whether an exit interview was conducted with outgoing staff; • Questioned what the role of the chairperson is, and asked how to elect a new chairperson given current governance; • Concerns that the Joint Recreation Subcommittee has the authority to determine recreation for the two townships. 	Minutes available on website and Feb 2, 2022 agenda package.
Jan 12, 2022	NDCC Board Meeting: includes Joint Rec Nov 18 minutes deferring board scope, mandate, job sharing and scheduling meeting with past NDCC chair. Support for a co-management governance model. Nov 22 Joint Rec minutes and agreement also included in package	Draft minutes are anticipated for the February 2, 2022 meeting.
Jan 13, 2022	Melancthon Council Meeting: Moved by Hannon, Seconded by Mercer	1. Excerpt from Agreement: In the event that either Mulmur or

	<p>Be it resolved that: "Council puts our participation on the Joint Rec Subcommittee on hold until we complete a full-scale review of our participation in the Agreement." Councillor Mercer requested a recorded vote as follows: Councillor Mercer – Yea Councillor Hannon – Yea Councillor McLean – Yea Deputy Mayor Besley – Yea Mayor White – Nay</p> <p style="text-align: right;">Carried.</p>	<p>Melancthon wishes to cease participating in the Board, they may do so by providing one (1) year written notice of termination to the other party and the Board. Any written notice given as aforesaid shall terminate this Agreement as of the 31st of December of the next calendar year.</p>
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ANALYSIS

Communication and Transparency

- Council minutes for open session meetings have been posted and will continue to be posted on the Township’s website, generally within a week of a meeting, and in draft format.
- Committee and Board minutes for open sessions are posted on the website, generally within a week of the meeting or upon receipt from the recording secretary. Minutes are included within the Council agenda packages at the subsequent Council meeting following receipt.
- All Council, Committee and Board meetings are open to the public.
- Staff will continue to advise the NDCC Board of significant changes and decision making where there are no meetings, or significant time until the next scheduled meeting.
- Residents, Board Members and Councillors are encouraged to contact Municipal staff if they are unable to access minutes or would like assistance in understanding the different roles, responsibilities and authorities as they relate to recreation.

Operation versus Governance

- Council is responsible for governance decisions and budgeting for recreation within the Township. Staff are responsible for the day-to-day operations related to recreation.
- In accordance with the procedural by-law, items on the agenda are to be prepared from communications and correspondence received at the Clerk’s discretion. Topics outside of the Council’s governance role or lacking supporting materials for discussion and decision may be included at the Clerk’s discretion but may be included as information items.
- The Joint Recreation Subcommittee has no decision making authority but can make recommendations to each of the Township Councils. The mandate of the Joint

Recreation Subcommittee was developed through a motion of the Joint meeting of the Melancthon and Mulmur Councils, on February 17, 2021.

Moved by: Cufaro and Seconded by: White

THAT the Council of Melancthon and Council of Mulmur direct the following Council members Mayor Janet Horner and Deputy Mayor Earl Hawkins and two Council members to be appointed from Melancthon Council and both CAOs to form a Sub-Committee to review the following items: Applicable Recommendations provided within the County of Dufferin Service Delivery Review regarding the North Dufferin Community Centre Agreements and Governance Structure.

CARRIED.

- The NDCC Board has decision making authority as provided for in the agreement and *Municipal Act*. Its agenda generally deals with operational matter, implementation of the budget, programing, facilities.

“The NDCC shall be managed by a joint municipal service board of the Townships of Mulmur and Melancthon, constituted by this agreement pursuant to s. 202 of the Municipal Act, 2001. The said joint municipal service board shall be known as the NDCC Board of Management (“Board”), which shall have all the powers given by the Municipal Act, 2001, and those given by this Agreement.

The Board shall be responsible for the development of standard operating procedures and policies for facility operations and programs as required for approval by each Township.

The Board may recommend annual user fee changes to be approved by each Township.

The Board shall prepare the estimate of the Board’s net financial requirements for the year (“Budget”). There shall be no deficit budgeting. The Board shall work co-operatively and equitably with the parties to the Agreement to fund all operational and developmental expenses.

Regardless of the source and extent of funding, the Board must recommend to each Township, for approval, any capital improvements not already approved in the budget.”

- The Council of each Township is responsible to approve budgets.
- Human Resources and staffing remain an operational task of the municipality. Council and the NDCC Board will be advised of staffing changes via email as is the practice for all positions not appointed under by-law.

Joint Recreation Subcommittee

- Meetings of the Joint Recreation Subcommittee of Councils, being composed of the Mayors and Deputy Mayors from each Township will cease until Melancthon passes a motion to reconvene participation.

NDCC Board

- The NDCC appointed a new Chair, Emma Holmes for the remainder of the term.
- The next NDCC meeting is February 9, 2022.
- There are currently two vacancies on the board, resulting in 6 members remaining on the Board. The Board requires 5 members for quorum.

Human Resources and Staffing

- Mulmur staff will continue to oversee the Arena Manager.
- The Arena Manager will continue to oversee and supervise the Arena Assistants, and continue to report and attend NDCC meetings.
- Payroll, hiring, firing and human resource matters are undertaken by Mulmur Township as outlined in the NDCCBoard Agreement.
- Council and the NDCC will be advised of staffing changes via email as is the practice for all positions not appointed under by-law.

NDCC Board Agreement

- The current agreement provides for the continued joint management of the NDCC.
- Changes to the agreement may be required if a grant for the addition is secured, or the NDCC Board fails to meet and fulfill its mandate.

STRATEGIC PLAN ALIGNMENT:

1. Growing a Connected Mulmur: Communication with and social connectivity within the Mulmur community.
2. Growing a Sustainable Mulmur: Being Proactive in Sustainable Initiatives to ensure the long term well being of Mulmur (includes Resources/Financial/People).

FINANCIAL IMPACTS:

None.

RECOMMENDATION:

THAT Council receive the report of Tracey Atkinson regarding NDCC updates, and that staff be directed to:

- advertise to fill the representative's vacancy for a Mulmur representative to ensure that the Board has sufficient members to maintain quorum;
- monitor the grant application for redevelopment of the NDCC facility and meet with Melancthon staff to discuss changes to the agreement that may be necessary should the Townships be successful on the grant application.

AND THAT Council expresses grave concern with the January motion of Melancthon Council, and ask for clarification as to what "full-scale review of our participation in the Agreement" means in light of the work done over the past year to develop a working partnership with Melancthon to move forward in the redevelopment of the NDCC facility.

Respectfully submitted,

Tracey Atkinson

Tracey Atkinson, CAO



STAFF REPORT

TO: Council
FROM: Tracey Atkinson, CAO/Clerk/Planner
Heather Boston, Treasurer
MEETING DATE: April 6, 2022
SUBJECT: NDCC Board of Management

PURPOSE:

The purpose of this report is to present Council with a motion passed by the NDCC Board regarding the 2022 NDCC Budget and resignation of Mulmur's citizen representative, Keith Lowry.

BUDGET ANALYSIS:

The Township of Mulmur entered into a Joint Recreation Agreement with the Township of Melancthon for the operation and management of the North Dufferin Community Centre in 2017. The joint recreation agreement was amended and approved by each municipality in October, 2021.

As per the agreement, the two municipalities agree to joint operations and management of the NDCC which includes "all land, buildings, improvements, equipment and chattels".

In addition, the NDCC Board is responsible for presenting the annual budget to each Township for approval no later than October 31st.

At their regular meeting on March 14, 2022, the NDCC Board of Management passed the following motion:

-Moved by White, Seconded by Noble, the NDCC Board of Management recommends that the play structure and cenotaph repairs and maintenance be approved and paid by Mulmur Township. Further, the NDCC Budget be adjusted to reflect these changes. AND FURTHER; that this motion be sent to Melancthon and Mulmur Councils for each to approve. Carried.

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FINANCIAL IMPACTS:

Costs associated with the NDCC parklands include but are not limited to grass cutting, maintenance and operation of the baseball diamond, play structure and cenotaph.

Baseball diamond rentals carry a potential revenue stream. Baseball diamond rates are set in the Township’s user fees schedule and would be equal to those at the Mansfield Community Park.

Repairing the cenotaph would cost approximately \$5700. The Township of Mulmur has \$8160 allocated in the 2022 budget for Cemetery-Rehab & Repair. No additional cost to the Township would be incurred in 2022.

The Township budgeted \$50,000 as a transfer to the NDCC Building Reserve in 2022 that can be used for the replacement of the Honeywood play structure.

VACANCY ANALYSIS:

At the regular Council meeting on February 2, 2022 Council discussed the NDCC Board. Mayor Horner confirmed her willingness to attend NDCC Board meetings as ex-officio to ensure quorum is achieved. Council passed the following motion:

Moved by Boxem and Seconded by Clark

THAT Council receive the report of Tracey Atkinson regarding NDCC updates, and that staff be directed to:

- advertise to fill the representative’s vacancy for a Mulmur representative to ensure that the Board has sufficient members to maintain quorum;
- monitor the grant application for redevelopment of the NDCC facility and meet with Melancthon staff to discuss changes to the agreement that may be necessary should the Townships be successful on the grant application.

AND THAT Council expresses grave concern with the January motion of Melancthon Council and ask for clarification as to what “full-scale review of our participation in the Agreement” means in light of the work done over the past year to develop a working partnership with Melancthon to move forward in the redevelopment of the NDCC facility.

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

CARRIED.

On March 30, 2022, Keith Lowry, one of Mulmur's citizen representatives on the NDCC Board of Management, tendered his official resignation. It is noted that the Township of Melancthon currently has two citizen vacancies on the NDCC Board.

Mulmur continues to experience difficulties maintaining citizen representation on the NDCC Board and Advisory Committees. Boards and Committees are experiencing a decrease in attendance, difficulties achieving quorum and the inability to fill vacant positions. The current NDCC Board Composition, as detailed in the Agreement is as follows:

The Board shall have eight (8) members, all of whom have voting rights. The Board shall be comprised of one (1) member of Council from each of Mulmur and Melancthon, two (2) community members from each of Mulmur and Melancthon, and two (2) other community members-at-large. The Board shall recommend nominated candidates, drawn from community applicants to the parties. The Board members shall be appointed by both parties by resolution. In the event of a disagreement, each party shall appoint 3 community members of its choice to the Board. Nominated candidates shall serve for a term of which they are appointed. The parties shall also have the power to designate the appointed Council representatives to the Board, and may set their term on the Board, not to exceed the term of the Council on which they sit. The quorum of the Board shall be five (5).

Greater Council representation on the NDCC Board of Management would address the difficulties currently facing the Township in securing and maintaining citizen representation, as well as ensure fiscal accountability for the use of taxpayers dollars.

Citizen representation continues to be a valued contribution to the operation and management of the NDCC Board. Current appointments expire on November 14, 2022 with the current term of Council. Compositional changes would ensure the continued operation of the NDCC Board of Management within election years and maintain quorum while also maintaining a level of citizen involvement from each municipality.

STRATEGIC PLAN ALIGNMENT:

1. Growing a Prosperous Mulmur: Responsibly managing the fiscal resources of Mulmur and providing opportunities for success.
3. Growing a Supportive Mulmur: Providing local services to support the needs of Mulmur residents and businesses.

RECOMMENDATION:

THAT Council receive the report of Tracey Atkinson, CAO/Clerk/Planner and Heather Boston, Treasurer, NDCC Board of Management and motion of the NDCC Board of Management;

AND THAT Council supports the NDCC motion in principle;

AND THAT Council directs staff to make a one-time exception to the Joint Recreation Agreement removing the parklands and cenotaph from the 2022 NDCC Budget;

AND THAT Council request the Joint Recreation Committee reconvene to consider an amendment to the Joint Recreation Agreement to reflect proposed budgetary and compositional changes prior to the 2023 budget deadline of October 31, 2022;

AND THAT Council defer filling the citizen vacancy on the NDCC Board of Management and that the Mayor continue to attend in an ex-officio capacity for the remainder of the term to ensure representation and quorum are achieved;

AND FURTHER THAT a copy of this resolution be forwarded to the Township of Melancthon and NDCC Board of Management.

Respectfully submitted,

Tracey Atkinson

Tracey Atkinson, CAO/Clerk/Planner

Heather Boston

Heather Boston, Treasurer

Schedule A – NDCC Motion

Schedule B – Keith Lowry Resignation Letter

Denise Holmes

From: Tracey Atkinson <tatkinson@mulmur.ca>
Sent: Thursday, June 16, 2022 7:41 AM
To: Roseann Knechtel; John Willmetts; Bruce Crawford; Donna Funston; Denise Holmes
Subject: FW: Green and Inclusive Community Buildings Program - AP-000000403
Attachments: The Corporation of the Township of Mulmur AP-000000403.pdf

Fyi

Denise/Donna – I will send an email to Mulmur Council later today. I will copy you so you know when they receive it if you want to send out around a similar time, but I am aiming for early afternoon.

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

[Join our email list](#) to receive important information and keep up to date on the latest Township news.

----- Original message -----

From: "GICBP / PBCVI (INFC)" <gicbp-pbcvi@infc.gc.ca>
Date: 2022-06-14 5:34 p.m. (GMT-05:00)
To: Heather Boston <hboston@mulmur.ca>
Cc: Darlene Munro <dmunro@mulmur.ca>
Subject: Green and Inclusive Community Buildings Program - AP-000000403

Dear Heather Boston,

Your application for funding to the Green and Inclusive Community Buildings (GICB) program has been assessed. Following a thorough review of your application for *Townships of Mulmur & Melancthon Update and Expand the North Dufferin Community Centre, Making It Green and Inclusive* (AP-000000403), we regret to inform you that your project was not selected for funding.

Please find attached a letter that contains the assessment results of your application. Thank you for your application, and for your interest in the GICB program.

Sincerely,

The Green and Inclusive Community Buildings Team
Infrastructure Canada
gicbp-pbcvi@infc.gc.ca



Infrastructure
Canada

Ottawa, Canada
K1P 0B6

The Corporation of the Township of Mulmur
Heather Boston
758070 2 Line E. Mulmur, ON L9V 0G8

Dear Heather Boston,

Thank you for submitting your application to Infrastructure Canada's Green and Inclusive Community Buildings (GICB) program. This initiative will support green and energy efficient retrofits, repairs or upgrades to existing publicly accessible community buildings and the construction of new publicly accessible community buildings.

The program received considerable interest from communities and organizations across Canada, with hundreds of projects requesting billions in funding under the scheduled intake stream. Following a thorough review of your application for the *Townships of Mulmur & Melancthon Update and Expand the North Dufferin Community Centre, Making It Green and Inclusive (AP-000000403)*, we regret to inform you that your project was not selected for funding as it was deemed ineligible for the following reason(s):

- Your project's attestation letter does not sufficiently demonstrate that the project is designed to meet, with or without the addition of a verified transition plan, or that it should be exempt from, the Zero Carbon Building – Design Standard Version 2.

Unfortunately, due to the competitive nature of the process, program officials could only assess projects based on the information provided. You may wish to consult with the [Applicant Guide](#) for more detailed information about the above-noted reason(s). Please note that all assessment results are final, and that the program parameters governing the GICB program does not permit Infrastructure Canada nor the Minister of Intergovernmental Affairs, Infrastructure and Communities to approve projects which did not meet all eligibility requirements.

We acknowledge that the work required to bring a project to the point of eligibility can be extensive, and potentially valuable projects may not have had sufficient time to complete the necessary work by the deadline. With that in mind, work has been done this spring to secure the funding flexibility to offer a second application opportunity. A second scheduled intake is planned for a later date in 2022, which may offer potential applicants with the needed time to complete that work. We will contact you by email with more details once the timing is confirmed.

My team will be pleased to provide you with additional support should you wish to submit a new application. In the interim, I highly recommend you refer to the [Applicant Guide](#) to review the eligibility requirements and evaluate your project's potential eligibility for GICB. If you have questions about the GICB program, please contact us at gicbp-pbcvi@inf.gc.ca. You can find more information about other Infrastructure Canada programs at www.infrastructure.gc.ca.

Yours sincerely,

Paul Loo
Director General,
Resilient and Innovative Communities Directorate
Infrastructure Canada

Canada



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

STAFF REPORT

TO: Council
FROM: Sarah Culshaw, Treasurer/Deputy-Clerk
DATE: March 17, 2022
SUBJECT: Cost Benefit Analysis

Purpose

As a result of Discussions with Council regarding the North Dufferin Community Centre, Councilor Margaret Mercer and myself met to discuss forming this report for the purpose of Analyzing the Costs and usefulness of the North Dufferin Community Centre and to assist Council in the decision-making process when entering an NDCC agreement with the Township of Mulmur.

Background & Discussion

As of 2018 The Corporation of the Township of Melancthon and the Corporation of the Township of Mulmur entered into an agreement to equally share the costs to run and Maintain the North Dufferin Community Centre. Previous to 2018, the Township of Melancthon had paid a user fee. The following are the amounts paid for the last 10 years.

Year	
2012	\$ 7,500.00
2013	\$ 7,500.00
2014	\$ 7,500.00
2015	\$16,100.00
2016	\$17,500.00
2017	\$17,500.00
2018	\$45,276.51
2019	\$55,023.65
2020	\$54,410.44
2021	\$53,348.56
2022	\$76,758.00 (budgeted)

When doing a cost benefit analysis, decisions can be made whether to endeavor into a project to determine if it has economic benefits. In the case of the North Dufferin Community Centre it is clear that we, the Townships, cannot economically benefit from this arena. This is typical with smaller Municipally run Community Centre's. There may be opportunities to bring in some additional revenue, or cut down on some expenditures however, it would be minimal and the cost to run the Community Centre will likely increase and continue to run a deficit for the foreseeable future. Therefore, instead of weighing the financial benefit, it would be prudent to also consider the financial implications versus service delivery benefit. The below information may be considered.

Anticipated future costs re: Building Conditions – Below is the approved option (D) from North Dufferin Community Centre Efficiency Review completed in October 2020.

5.4 Option D – Existing Facility Plus Expansion (Cont'd)

Capital Costs

Option D consists of maintaining the existing arena, a new community room and kitchen, updated administration offices and new changerooms. The new renovation would be a single storey addition and would require the demolition of the existing 2-storey entrance.

The estimated total capital cost with contingencies range from \$7.2 million to \$7.6 million, which includes the expansion (\$5.7 million to \$6.1) and the necessary arena maintenance and repair items (\$1.5 million).

The community space provided in this option would be a significant improvement over the current Norduff Room. It would be larger and more accessible on the first floor with a kitchen and a more spacious lobby and administrative office. The new changerooms would also provide the same arena experience improvement as in Option B.

Replacement and Repair Order of Magnitude Budget	
New ice slab	\$500,000
New dasher boards	\$125,000
New ice maker overhead door	\$20,000
Accessible washrooms (1 @ 250 sf x \$350 psf)	\$87,500
Accessible entrances	\$25,000
Accessible viewing	\$100,000
Ice plant upgrades	\$50,000
Washroom renovations	\$100,000
New vinyl / skate flooring	\$45,000
Total	\$1,052,500
Soft Costs, excludes FF&E at this time (20%)	\$210,500
Design Contingency (20%)	\$252,600
Total Class D Cost Estimate	\$1,515,600

Capital Budget for New Community Hub Building attached		
Cost Per ft2 Range*	Low	\$290
	High	\$310
Total Cost Range	Low	\$4,756,000
	High	\$5,084,000
Class D Contingency	Low	\$951,200
	High	\$1,016,800
Total Cost (incl. Contingency)	Low (Rounded)	\$5,700,000
	High (Rounded)	\$6,100,000
Facility GFA (ft2)		16,400

Option D – Existing Facility Plus Expansion

- Revenue:
 - Significant increase in room revenue (fees increased 25%, bookings increased to 150 per year)
 - Incremental increase (10%) in ice bookings, sponsorship, vending
- Expenses:
 - Increase in utilities, custodial, and maintenance on a per square foot basis

The committee has also applied for a grant for the extensive upgrades and additions. This grant money will cover 60% of the project up to \$8.5M. Dickinson and Hicks have been contracted to complete a more extensive Feasibility and Arena Assessment Report including a Conceptual Design as per Sierra's recommendation. This report is complete and the intent is that it will be presented to the Board and both Councils at the same time. The grant is still pending approval.

Financial Review – The Municipal contributions from both municipalities have increased over the past several years, however the Community Centre is still operating with a deficit. As noted before, this is common amongst most municipal recreation facilities.

Additional Revenue opportunities – Opportunities may exist with further possible revenue sources. Such sources could be - donation requests, additional vendor possibilities, as well as possible granting prospects. It could also benefit from a fundraising committee.

Market trends – Due to the current global pandemic trends have changed considerably, however, as we move forward and get use to our "new normal" it is expected that activity engagement will increase to what it was, in fact many studies show that there may even be more interest as there are strong links between physical activity/community engagement and mental health. Other trending sport opportunities that could take place at the North Dufferin Community Centre are: Pickleball, Cricket, Rugby, Basketball, Badminton, Lacrosse, Ultimate Frisby, as well as a possible summer day camp.

New Facility – a new facility would cost approximately \$20M

Below are some prospective options put together in the North Dufferin Community Centre Efficiency Review.

Prospective Options for the NDCC

The following tables provide the pros and cons for a series of 6 prospective options for the future of the NDCC.

Prospective Option	Option 1: Do Nothing	Option 2: Undertake list of Improvements Identified by Study Team	Option 3: Removal and full redevelopment of the two storey (non ice barn) portion IN-SITU
Pros / Supports	<ul style="list-style-type: none"> Capital funding constraints (an inverse support for this option) Absent a building bondition assessment (BCA) for building, our assessment shows potential for scoped investment to spread capital expenses over period of time Arena is functionally obsolete but can be maintained 	<ul style="list-style-type: none"> Subject to a full BCA (as recommended), undertaking a phased approach will maintain current functionality Improves accessibility to existing upper floor Improved accessibility warrants subsequent improvements in kitchen facilities and washrooms (and a range of other improvements such as improved noise amelioration) Change room development could be undertaken without impeding seasonal use of arena 	<ul style="list-style-type: none"> Significant opportunity to re-plan multi-purpose use of the facility and improve arena related uses. Given rink structure and ice is generally functional for community level play (albeit with non-regulation size), a new multi-use addition will SIGNIFICANTLY improve visitor experience Development will improve multi-seasonal sport and community functionality Can be developed as a separate structure Examples of incremental addition represent normal practice
Cons / Challenges	<ul style="list-style-type: none"> Arena is functionally obsolete Change rooms, foyer, concession, and upper floor community room functionally obsolete Renovation is not practically an option Declining level of service Deferring capital cost (the cost of doing nothing is not nothing) Ultimate (medium to long term) requirement to replace entire building 	<ul style="list-style-type: none"> Current functionality throughout building (especially upper floor use) is not significantly improved Significant expenditure to improve functionality only modestly – and no increase in gross floor area Significant cost relative to existing depreciated replacement cost of the entire facility This is not an option in and of itself but a list of recommended changes that respond to the most pressing needs Expenditure on expanded change rooms implies both a new footprint addition and renovation/re-use of existing change rooms – this suggests there is a better, more comprehensive option that should be considered No capacity to service other potential dedicated uses in the building 	<ul style="list-style-type: none"> New connected to old – eventual need for replacement of arena structure may constrain future site planning, design, and functionality of replacement arena May impede arena use for one season (will require temporary change rooms outside of building) New addition on an old arena places limits on acceptable expenditure before total replacement of arena and ancillary space is warranted. This limits capacity for significant addition of net new GFA

Prospective Options for the NDCC

Prospective Option	Option 4: Redevelopment of the entire building with a replacement facility (components to be a single sheet, modern support facilities as a minimum) a. In situ or b. Elsewhere on site	Option 5: Recommended Improvement to Arena and NEW single storey multi-use community hub building attached	Option 6: Decommissioning of the building and demolition with replacement facility built in Mansfield (or elsewhere) – remaining site used for parkland / sports fields primarily
Pros / Supports	<ul style="list-style-type: none"> Represents long-term planning based on investment in a 4 season multi-use facility Location improves likelihood of cost sharing Highest value for money solution New facility option opens up potential for more significant multi-use capability within site limits and within limits of identified future community need Capacity to rebuild on western portion of site without ceasing arena operations 	<ul style="list-style-type: none"> Potential for at the side (north or south corners) providing for larger banquet/meeting and the expansion of the change room requirements. Could house other uses (demand permitting) Could/ should include consideration of upper floor space where warranted to maximise use of the footprint – available area for development is limited 	<ul style="list-style-type: none"> Similar benefits to option 4 Opportunity to meet regional needs (need more observation on this per Recreation Master Plan component)
Cons / Challenges	<ul style="list-style-type: none"> Highest cost option Question whether a new arena represents a long term need relative to existing regional supply (need to understand local hockey association boundary requirements) In regional terms, site limits and location may not justify a larger, more efficient scale facility which is in the interests of better regional planning (regardless of who pays for capital and operating costs). Site likely represents a continuance of the “local arena” rather than regional multi-use concept. (needs further research to conclude this) In-situ replacement would represent a loss of the existing arena during construction 	<ul style="list-style-type: none"> Site is limited in size and expansion north and south particularly limited within property boundary (is there the potential for purchase of land at south?) Potential need to expand parking into area currently designed for sports field (creates opportunity to permit new uses in the balance of lands (recreation master plan to provide comment on this) Similar limitation on level of expenditure and new GFA because of linkage to existing arena that eventually will need to be replaced (is there an option to further invest in arena to ensure not only its long term use but significant improvement in functionality – unlikely) 	<ul style="list-style-type: none"> Cost sharing jeopardized Site uncertain – needs investigation Likely to ultimately be larger more expensive functional program Pending cost neutral lease opportunity, existing building would need to be decommissioned and site repurposed (recreation master plan will consider range of non-arena needs that could be established over time in the Hollywood site)

Respectfully submitted:

Sarah Culshaw
Treasurer/Deputy-Clerk



COUNCIL MINUTES

SPECIAL JOINT COUNCIL MEETING of MULMUR TOWNSHIP MELANCTHON TOWNSHIP

JUNE 3, 2020 7:00 PM

Council Present:

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

Melancthon: Mayor White, Deputy Mayor Besley, Councillors Hannon, Mercer, Thwaites

Staff Present:

Mulmur: Tracey Atkinson, CAO, Christine Hickey

Melancthon: Denise Holmes, CAO/Clerk

1.0 MEETING CALLED TO ORDER

The meeting was called to order at 7:02 p.m. by Mayor Horner. The meeting was held using electronic "Zoom" application. The session was held with the capacity of up to 100 users by video and/or audio. Approximately 19 users were present.

Chair Appointment

Moved by: Mercer and Seconded by: White

THAT Janet Horner, Mayor of Mulmur Township, be appointed as Chair for the Special Joint Council Meeting of Mulmur Township and Melancthon Township.

CARRIED

1.1 Approval of the Agenda

Moved by: Besley and Seconded by: Cufaro

THAT Council approve the agenda for the Special Joint Council Meeting of Mulmur Township and Melancthon Township.

CARRIED

1.2 Declaration of Pecuniary Interest

There were no Declaration of Pecuniary Interest declared at this time.

2.0 DEPUTATIONS AND INVITATIONS

2.1 Jon Hack & Lindsay Cudmore, Sierra Planning & Management (7:05 p.m.) North Dufferin Community Centre Efficiency Review – Phase 1: Situation Report Presentation.

The following motion was passed at the North Dufferin Community Centre meeting held on May 27/2020:

Moved By Keith Lowry, Seconded by Bert Tupling

Be it resolved that The NDCC Board of Management received a report from Sierra Planning for Efficiency Review Study. The Board recommends option 4 as listed in the report as the chosen option. Member Besley and Member Clark to take this recommendation back to the Joint Council Meeting. Carried.

Jon Hack and Lindsay Cudmore provided an overview of the Efficiency Review Study for the North Dufferin Community Centre.

Discussion ensued on the options available and the ability to create a plan that would work for this facility, the different needs that both Townships have for the current and future facility, funding possibilities and the requirements that would need to be met to be eligible and the potential costs associated with renovating and building facilities of this nature.

Sierra Planning and Management Group will move forward with further detailed analysis, and prepare a draft report for both Councils to review. Confirmation was provided that a Public Information Session would occur at this time.

Both Mulmur Township and Melancthon Township Councils will determine the best approach to evaluate the analysis report that will be provided by Sierra Planning and Management Group.

Moved by: Hannon and Seconded by: Clark

THAT the delegation of Sierra Planning and Management, regarding the North Dufferin Community Centre Efficiency Review – Phase 1: Situation Report be received by the Councils of Mulmur Township and Melancthon Township.

CARRIED

3.0 CONFIRMING MOTION

Moved by: Thwaites and Seconded by: Besley

THAT all actions of the Special Joint Council Meeting of Mulmur Township and Melancthon Township, with respect to every matter addressed and/or adopted by the Councils on June 3, 2020 are hereby adopted, ratified and confirmed; and each motion, resolution and other actions taken by the Council Members at the Special Joint Council meeting held on June 3, 2020 are hereby adopted, ratified and confirmed.

CARRIED

3.0 MEETING ADJOURNMENT

Moved by: Thwaites and Seconded by: Hawkins

THAT the Special Joint Council Meeting of Mulmur Township and Melancthon Township adjourn at 8:34 p.m.

CARRIED



COUNCIL MINUTES

SPECIAL JOINT COUNCIL MEETING of MULMUR TOWNSHIP MELANCTHON TOWNSHIP

OCTOBER 2, 2020 10:00 A.M.

Council Present: (all through video conferencing)

Mulmur: Mayor Horner, Deputy Mayor Hawkins, Councillors Boxem, Clark and Cufaro

Melancthon: Mayor White, Deputy Mayor Besley, Councillors Hannon, Mercer, Thwaites

Staff Present:

Mulmur: Tracey Atkinson, CAO and Heather Boston, Treasurer

Melancthon: Denise Holmes, CAO/Clerk and Wendy Atkinson, Treasurer

Other Present:

Jon Hack, Sierra Planning and Management

Lindsay Cudmore, Sierra Planning and Management

Ira Banks, Sierra Planning and Management

1.0 MEETING CALLED TO ORDER

The meeting was called to order at 10:03 a.m. by Mayor White. The meeting was held using electronic "Zoom" application.

1.1 Approval of the Agenda

Moved by: Horner and Seconded by: Hawkins

THAT Council approve the October 2, 2020 Agenda for the Special Joint Council Meeting of Mulmur Township and Melancthon Township.

CARRIED

1.2 Declaration of Pecuniary Interest

None were declared at this time.

2.0 DEPUTATIONS AND INVITATIONS

2.1 Jon Hack, Lindsay Cudmore & Ira Banks, Sierra Planning & Management (10:05 a.m.)

North Dufferin Community Centre Efficiency Review – Final Report Draft – September 2020 - Presentation.

Jon Hack, Lindsay Cudmore and Ira Banks provided an overview of the Final Draft Efficiency Review Study for the North Dufferin Community Centre and reviewed four options in the report as follows:

- Option A – Maintain Existing Facility
- Option B – New Dressing Rooms
- Option C – New Build Facility
- Option D – Existing Facility Plus Expansion

Discussion ensued on the options, operating assumptions, the review of governance models and next steps. Chair White opened the discussion up to comments, questions and concerns from each member of Council.

Sierra Planning and Management will provide a final report that will go to both Mulmur and Melancthon Township to be received and both Townships will have to decide on when and how best to move forward, considering the circumstances facing all of us with the pandemic, funding, etc.

Moved by: Hannon and Seconded by: Besley

THAT the October 2, 2020 delegation of Sierra Planning and Management, regarding the North Dufferin Community Centre Efficiency Review be received by the Councils of Mulmur Township and Melancthon Township.
CARRIED

3.0 CONFIRMING MOTION

Moved by: Thwaites and Seconded by: Clark

THAT all actions of the Special Joint Council Meeting of Mulmur Township and Melancthon Township, with respect to every matter addressed and/or adopted by the Councils on October 2, 2020 are hereby adopted, ratified and confirmed; and each motion, resolution and other actions taken by the Council Members at the Special Joint Council meeting held on October 2, 2020 are hereby adopted, ratified and confirmed.
CARRIED

4.0 MEETING ADJOURNMENT

Moved by: Hawkins and Seconded by: Boxem

THAT the Special Joint Council Meeting of Mulmur Township and Melancthon Township adjourn at 11:14 a.m.
CARRIED



COUNCIL MINUTES

SPECIAL JOINT COUNCIL MEETING of MULMUR TOWNSHIP MELANCTHON TOWNSHIP

FEBRUARY 17, 2021 – 2:00 P.M.

Council Present: (all through video conferencing)

Mulmur: Mayor Horner, Deputy Mayor Hawkins, Councillors Boxem, Clark and Cufaro

Melancthon: Mayor White, Deputy Mayor Besley, Councillors Hannon and Mercer

Staff Present:

Mulmur: Tracey Atkinson, CAO

Melancthon: Denise Holmes, CAO/Clerk and Donna Funston, Administration and Finance Assistant

1.0 MEETING CALLED TO ORDER

Chair Appointment

Moved by: White and Seconded by: Clark

THAT Janet Horner, Mayor of Mulmur Township, be appointed as Chair for the Special Joint Council Meeting of Melancthon Township and Mulmur Township.
CARRIED.

Mayor Horner called the meeting to order.

1.1 Approval of the Agenda

Moved by: Cufaro and Seconded by: Mercer

THAT Council approve the agenda for the Special Joint Council Meeting of Melancthon Township and Mulmur Township.
CARRIED

1.2 Declaration of Pecuniary Interest

None were declared at this time.

2.0 ADMINISTRATION

2.1 Open Air Burning By-law – Discussion

A discussion ensued and concerns were raised about having a single by-law for the two Townships, as there are other fire departments servicing each Township. There was also discussion on the fire permit process in both Townships.

Moved by: Mercer and Seconded by: Hawkins

THAT the Fire Chief be directed to work with Melancthon and Mulmur staff to prepare a strategy for consideration in both municipalities.
CARRIED.

2.2 Mulmur-Melancthon Joint Boards Review Re: Mulmur-Melancthon Fire Board Agreement and North Dufferin Community Centre Agreement

2.3. Service Delivery Review Re: Final Recommendations Report by Optimus SBR

There was a lengthy discussion regarding the Mulmur-Melancthon Fire Board with regards to the recommendations in the County of Dufferin Service Delivery Review. The recommendations were to: *explore alternative structures/governance mechanisms for Fire Departments currently governed by Fire Boards; establish a regional Fire Chiefs Association and improve reporting and performance measurement.* Each member of Council was given an opportunity to provide their thoughts on the recommendations. There was further discussion about the establishment of a Fire Sub-Committee to be comprised of the Chair of each Fire Board (Mulmur-Melancthon, Rosemont and Shelburne) and the Fire Chiefs. The Sub-Committee to discuss consistency, efficiencies and to explore gaps within each Fire Department. With regards to the recommendation regarding the establishment of a Regional Fire Chiefs Association, this would be put on the Agenda for the Sub-Committee to consider. It was suggested that Southgate Fire Department be included in this matter when it is discussed.

Moved by: Boxem and Seconded by: White

THAT: the Councils of Mulmur and Melancthon establish a Fire Sub-Committee to be comprised of the Board Chairs from the Mulmur-Melancthon, Rosemont and Shelburne Fire Departments and the Fire Chiefs to develop and start the conversations on efficiencies, gaps and consistencies.
CARRIED.

2.4 North Dufferin Community Centre Recreation Efficiency Study

Discussion ensued on the Study and the following motion was introduced:

Moved by: Cufaro and Seconded by: White

THAT the Council of Melancthon and Council of Mulmur direct the following Council members Mayor Janet Horner and Deputy Mayor Earl Hawkins and two Council members to be appointed from Melancthon Council and both CAOs to form a Sub-Committee to review the following items:

Applicable Recommendations provided within the County of Dufferin Service Delivery Review regarding the North Dufferin Community Centre Agreements and Governance Structure.

CARRIED.

3.0 CONFIRMING MOTION

Moved by: Hawkins and Seconded by: Mercer

THAT all actions of the Special Joint Council Meeting of Mulmur Township and Melancthon Township, with respect to every matter addressed and/or adopted by the Councils on February 17, 2021 are hereby adopted, ratified and confirmed; and each motion, resolution and other actions taken by the Council Members at the Special Joint Council meeting held on February 17, 2021 are hereby adopted, ratified and confirmed.

CARRIED

4.0 MEETING ADJOURNMENT

Moved by: White and Seconded by: Besley

THAT the Special Joint Council Meeting of Mulmur Township and Melancthon Township adjourn at 3:30 p.m.

CARRIED



JOINT RECREATION SUBCOMMITTEE AGENDA MARCH 24, 2021 1:00PM

Present: Darren White, Mayor of Melancthon
David Besley, Deputy Mayor of Melancthon
Janet Horner, Mayor of Mulmur
Earl Hawkins, Deputy Mayor of Mulmur
Denise Holmes, CAO of Melancthon
Tracey Atkinson, CAO of Mulmur

1.0 Call to Order

The meeting was called to order by Mayor Darren White at 1:00 pm. The meeting was hosted using an electronic zoom platform. Two members of the public were in attendance at the meeting.

2.0 Appointment of Chair and Vice-Chair

Moved by: Horner and Seconded by: Besley

THAT Mayor Darren White be appointed as Chair and the next meeting to be chaired by the Mayor of Mulmur on a rotating basis for the Joint Recreational Sub-committee.

CARRIED

3.0 Mandate

The mandate was discussed and confirmed as identified through the joint meeting, being to review the governance of the North Dufferin Community Centre (NDCC), review the NDCC efficiency study and make a recommendation for the NDCC facility.

4.0 County Service Delivery Review Recreation Recommendations

Gaps were discussed, especially the current lack of regional approach and the current board structure.

5.0 North Dufferin Community Centre Agreement By-law

The Governance structure was deferred to the next joint meeting, pending direction regarding a Recreational Director. Discussion ensued regarding the board versus advisory structure. There was recognition and appreciation of the existing board members and support for continued community involvement through an advisory structure.

6.0 NDCC Efficiency Study Recommendations

The Subcommittee agreed that the municipalities jointly desire to provide an arena facility in Honeywood, on a move forward basis.

7.0 Mulmur Recreational Master Plan Recommendations

The Subcommittee discussed the recommendation from the Mulmur Recreational Master Plan (#5) to have a joint Recreational Director. This Director could help coordinate events at the Horning Mills hall and other facilities within Mulmur and Melancthon. The Subcommittee also discussed summer camp opportunities. The Subcommittee was supportive of a joint Recreational Director, with the responsibilities and other jobs within the arena to be further determined. Approval from each Council would be required.

Moved by Horner and Seconded by Besley

THAT the joint subcommittee recommend to Mulmur and Melancthon Councils that a joint Recreation Director for both Mulmur and Melancthon to advance recreational opportunities in both municipalities be considered.

CARRIED

8.0 Funding NDCC Project

Development Charge Accounts, Grants (likelihood, percentages, shovel-ready), Debentures & Loans, Feasibility Study (analysis of tax rate implications of each option), Historic Operating Costs (5 year average)

Direction was given to NDCC Treasurer to create a financial worksheet that would allow the committee to plug in different variables, such as interest rates, amortizations, D.C. contributions, grants, into options A, B and C from the NDCC Recreational efficiency study and output tax implications.

9.0 Other Recreational Community Groups/Committees

The benefits of a Recreational Director was discussed as it relates to programing at various facilities within the two municipalities.

10.0 Meeting Adjournment

Moved by: Besley and Seconded by: Hawkins

THAT Council adjourns the meeting at 2:08 to meet again at 1:00 pm on April 14, 2021 or at the call of the Chair.

CARRIED



JOINT RECREATION SUBCOMMITTEE MINUTES APRIL 21, 2021 2:00PM

Present: Darren White, Mayor of Melancthon
David Besley, Deputy Mayor of Melancthon
Janet Horner, Mayor of Mulmur
Earl Hawkins, Deputy Mayor of Mulmur
Denise Holmes, CAO of Melancthon
Tracey Atkinson, CAO of Mulmur
Heather Boston, Treasurer of Mulmur
Roseann Knechtel, Deputy Clerk of Mulmur

1.0 Call to Order

The meeting was called to order by Janet Horner at 2:02 pm. The meeting was hosted using an electronic zoom platform. One member of the public attended the meeting.

2.0 Appointment of Chair and Vice-Chair

Mayor Janet Horner acted as Chair for the meeting as per direction given at the March 24, 2021 meeting.

3.0 Approval of Minutes

Moved by White and Seconded by Besley

THAT the minutes of March 24, 2021 be approved as circulated.

CARRIED.

4.0 Funding NDCC Project

- 4.1 Interactive Worksheet (on screen)
- 4.2 5 year Budget Summary

Heather Boston provided information on expenses and revenues from 2015-2021 to show the costs of operating the arena at its current state.

Members discussed the costs of the various options surrounding improving the existing facility or building a new one.

Moved by White and Seconded by Hawkins

THAT the Joint Recreation Subcommittee recommend to their respective Councils to move forward with Option D subject to grant availability, funding, and to move forward with an RFP to engage architectural/engineering for design.

CARRIED.

5.0 Recreation Director Resolutions

- 5.1 Mulmur Motion, April 7, 2021
- 5.2 Melancthon Motion, April 15, 2021

Direction was given to staff to move forward with researching job descriptions and salaries of comparative recreational positions.

6.0 Business for Future Meeting

- 6.1 NDCC Governance Structure
- 6.2 Recreational Job Descriptions and Salaries
- 6.3 Community Fundraising
- 6.4 NDCC Agreement By-law

7.0 Meeting Adjournment

Moved by Hawkins and Seconded by Besley

THAT Council adjourns the meeting at 3:31 p.m. to meet again on Friday May 7, 2021 at 10:00 a.m., or at the call of the Chair.

CARRIED.

.....
Chair

.....
Secretary



**JOINT RECREATION SUBCOMMITTEE MINUTES
May 25, 2021 9:00AM**

Present: Darren White, Mayor of Melancthon
David Besley, Deputy Mayor of Melancthon
Janet Horner, Mayor of Mulmur
Earl Hawkins, Deputy Mayor of Mulmur
Denise Holmes, CAO of Melancthon
Tracey Atkinson, CAO of Mulmur
Roseann Knechtel, Deputy Clerk of Mulmur

1.0 Call to Order

The meeting was called to order by Darren White at 9:12 am. The meeting was hosted using an electronic zoom platform. The next meeting will be Chaired by Janet Horner.

2.0 Approval of the Agenda

Moved by Horner and Seconded by Hawkins

THAT the agenda for May 26, 2021 be approved.

CARRIED.

3.0 Approval of Minutes

Moved by Besley and Seconded by Hawkins

THAT the minutes of April 21, 2021 be approved.

CARRIED.

4.0 Administration

4.1 NDCC Board - Option D (verbal update)

Dave Besley provided an update for the Joint Board regarding the presentation of Option D to the North Dufferin Community Centre Board. The NDCC Board was receptive and was in support of the Option D proposal.

The Joint Committee discussed the involvement of the Board and agreed to keep the lines of communication open throughout the process.

4.2 Grant Application Funding NDCC Project (verbal update)

Staff provided an update on the grant application process. The Township of Mulmur has engaged Grant Match Corp., a grant writing consulting firm, to assist in the grant application. The grant application is intended to be submitted by early June 2021.

4.3 Recreational Coordinator Job Description

Staff provided an overview of the draft job description and the line of reporting. Discussion ensued regarding job duties, reporting, and cost sharing.

Moved by Horner and Seconded by Besley

THAT the Joint Recreational Committee support the draft job description (as circulated and amended) for a recreational coordinator, and direct staff to obtain associated salary information to be presented to each Council for consideration.

AND THAT the cost sharing be brought forward at each Council for consideration.

CARRIED.

4.4 Governance Structure Discussion

Members discussed the various governance structures and options available for each Council. Members also discussed the continuation of an inter-municipal Committee/Board of Council.

Moved by Hawkins and Seconded by Besley

THAT the Joint Recreational Committee recommend the draft governance model to their respective Councils for consideration;

AND THAT the Committee direct staff to prepare a draft agreement and by-law to facilitate a new recreational coordinator position, staff structure, governance boards and committees.

CARRIED.

5.0 Information Items

5.1 Mulmur Motion, April 7, 2021

5.2 Melancthon Motion, April 15, 2021

Moved by Hawkins and Seconded by Besley

THAT the information items be received as copied and circulated.

CARRIED.

6.0 Business for Future Meeting

6.1 Country Service Review Recommendations

6.2 NDCC Draft Agreement Bylaw

7.0 Meeting Adjournment

Moved by Horner and Seconded by Hawkins

THAT Council adjourns the meeting at 10:40 a.m. and agree to meet again at the call of the Chair.

CARRIED.



MINUTES
JOINT RECREATION SUBCOMMITTEE
July 9, 2021 9:30AM

Present: Darren White, Mayor of Melancthon
David Besley, Deputy Mayor of Melancthon
Janet Horner, Mayor of Mulmur
Earl Hawkins, Deputy Mayor of Mulmur
Denise Holmes, CAO of Melancthon
Tracey Atkinson, CAO of Mulmur
Sarah Culshaw, Treasurer of Melancthon
Roseann Knechtel, Deputy Clerk of Mulmur

1.0 Call to Order

The meeting was called to order by Janet Horner at 9:30 a.m. The meeting was hosted using an electronic zoom platform. The next meeting will be Chaired by Darren White.

2.0 Approval of the Agenda

Moved by Hawkins and Seconded by Besley

THAT the agenda for July 9, 2021 be approved.

CARRIED.

3.0 Approval of Minutes

Moved by White and Seconded by Hawkins

THAT the minutes of May 26, 2021 be approved.

CARRIED.

4.0 Administration

4.1 KPMG Management Letter

Mulmur CAO, Tracey Atkinson provided an overview to the KPMG Management Letter. Discussion ensued. Deputy Mayor Earl Hawkins requested a recorded vote.

Moved by Hawkins and Seconded by White

THAT the Joint Recreational Committee receive the management letter from KPMG regarding liabilities at the North Dufferin Community Centre;

AND THAT the Committee forward the Letter to their respective Councils for consideration.

	YEA	NAY
Earl Hawkins	Y	
Darren White	Y	
Dave Besley	Y	
Janet Horner	Y	

CARRIED.

4.2 Recreation Agreement

Tracey Atkinson, Mulmur CAO reviewed the draft agreement with the Committee. Direction was given to staff to update the agreement to address issues and concerns as discussed.

Moved by White and Seconded by Hawkins

THAT the Joint Recreational Committee defer the Draft Recreation Agreement to the next meeting.

CARRIED.

5.0 Information Items

5.1 NDCC Grant Application

Moved by Hawkins and Seconded by Besley

THAT the information items be received as copied and circulated.

CARRIED.

6.0 Closed Session

6.1 NDCC Board Reorganization

Moved by Hawkins and Seconded by White

THAT the Joint Recreation Committee adjourn to closed session at 11:20 a.m. pursuant to Section 239 of the Municipal Act, 2001 as amended for one (1) matter regarding labour relations or employee negotiations [239(2)(d)]

CARRIED.

Moved by White and Seconded by Besley

THAT Council do rise out of closed session at 11:47 a.m. and into open session with the following motion:

THAT the Committee direct staff to investigate board and committee governance structures and report back to a subsequent meeting.

CARRIED.

7.0 Meeting Adjournment

Moved by Hawkins and Seconded by Besley

THAT Council adjourns the meeting at 11:50 a.m. and agree to meet again at the call of the Chair.

CARRIED.

.....
Janet Horner, Mayor

.....
Tracey Atkinson, Clerk



MINUTES
JOINT RECREATION SUBCOMMITTEE
September 22, 2021 9:00AM

Present: Darren White, Mayor of Melancthon
David Besley, Deputy Mayor of Melancthon
Janet Horner, Mayor of Mulmur
Earl Hawkins, Deputy Mayor of Mulmur
Denise Holmes, CAO of Melancthon
Tracey Atkinson, CAO of Mulmur
Sarah Culshaw, Treasurer of Melancthon
Heather Boston, Treasurer of Mulmur
Roseann Knechtel, Deputy Clerk of Mulmur

1.0 Call to Order

The meeting was called to order by Janet Horner at 9:09 a.m. The meeting was hosted using an electronic zoom platform. The next meeting will be Chaired by Darren White.

2.0 Approval of the Agenda

Moved by Hawkins and Seconded by Besley
THAT the agenda for September 22, 2021 be approved.

CARRIED.

3.0 Approval of Minutes

Moved by White and Seconded by Hawkins
THAT the minutes of July 9, 2021 be approved.

CARRIED.

4.0 Closed Session

Moved by Hawkins and Seconded by White
THAT the Joint Recreation Committee adjourn to closed session at 9:10 am pursuant to Section 239 of the Municipal Act, 2001 as amended for one (1) matter regarding personal matters about an identifiable individual, including municipal or local board employees [239(2)(b)] one (1) matter regarding legal advice [239(2)(f)]

THAT Council do rise out of closed session and into open session with the following motion:

THAT the Committee receive the legal advice as presented.

CARRIED.

5.0 Administration

5.1 NDCC Risk Report and Draft Recreation Agreement

Mulmur Treasurer, Heather Boston presented the changes to the draft agreement. Members reviewed the agreement and recommending the following changes:

Amend # 17 - The Township of Mulmur shall have responsibility and authority over Human Resources and staffing.

ADD - The Board shall be responsible for the development of Standard Operating Procedures and policies for facility operations and programs as required for approval by each Township.

Amend #24 - The Township of Mulmur may spend monies on the NDCC facility in addition to the NDCC budget at 100% contribution at its sole discretion as required.

Moved by White and Seconded by Besley

THAT the Joint Recreation Subcommittee support the proposed changes to the Recreation Agreement as presented and amended;

AND THAT the report, draft agreement and by-law be forwarded to the NDCC Board and the next meeting of each respective Council for consideration.

CARRIED.

6.0 Information Items

6.1 Council Motions: KPMG Management Letter

7.0 Items for Future Meetings

7.1 Recreation Coordinator Position

8.0 Meeting Adjournment

Moved by Hawkins and Seconded by White

THAT Council adjourns the meeting at 10:21 am and agree to meet again on October 12, 2021 at 10:30am or at the call of the Chair.

CARRIED.

.....
Mayor

.....
Clerk



MINUTES
JOINT RECREATION SUBCOMMITTEE
November 18, 2021 9:30AM

Present: Darren White, Mayor of Melancthon
David Besley, Deputy Mayor of Melancthon
Janet Horner, Mayor of Mulmur
Earl Hawkins, Deputy Mayor of Mulmur
Denise Holmes, CAO of Melancthon
Tracey Atkinson, CAO of Mulmur
Sarah Culshaw, Treasurer of Melancthon
Heather Boston, Treasurer of Mulmur
Roseann Knechtel, Deputy Clerk of Mulmur

1.0 Call to Order

The meeting was called to order by Darren White at 10:32 a.m. The meeting was hosted using an electronic zoom platform. The next meeting will be chaired by Janet Horner.

2.0 Approval of the Agenda

Moved by Horner and Seconded by Hawkins
THAT the agenda be approved.

CARRIED.

3.0 Approval of Minutes

Moved by Horner and Seconded by Hawkins
THAT the minutes of September 22, 2021 be approved.

CARRIED.

4.0 Administration

4.1 Board Vacancies

Committee members recognized the two vacancies currently facing the NDCC Board of Management and discussed scheduling a meeting with the NDCC Board of Management and past Board members to discuss the future representation on the NDCC Board of Management.

4.2 Board Structure

The Committee discussed the structure of the NDCC Board of Management and supported a Co-Management Governance Model as presented in the North

Dufferin Community Centre Efficiency Review with the amendment of making the Joint Recreation Committee as an upper Board of Management.

Heather Boston, Mulmur Treasurer spoke to the status of the grant application and recommended a fundraising committee be created to support the project.

The Committee directed staff to draft an amendment to the agreement for consideration at a future meeting.

4.3 Board Mandate and Scope

The Committee deferred item 4.3 to a future meeting.

4.4 Job Sharing – Melancthon and Mulmur

The Committee deferred item 4.4 to a future meeting.

5.0 Information Items

5.1 Signed NDCC Agreement

5.2 NDCC Design Report

5.3 NDCC Motion: Baseball Diamond

6.0 Items for Future Meetings

6.1 Closed Session: Personal matters related to the NDCC Board of Management and NDCC Board of Management Governance Structure

6.2 Board Mandate and Scope

6.3 Job Sharing – Melancthon and Mulmur

7.0 Meeting Adjournment

Moved by Horner and Seconded by Hawkins

THAT Council adjourns the meeting at 11:29 am and agree to meet again on November 22, 2021 at 3:00pm or at the call of the Chair.

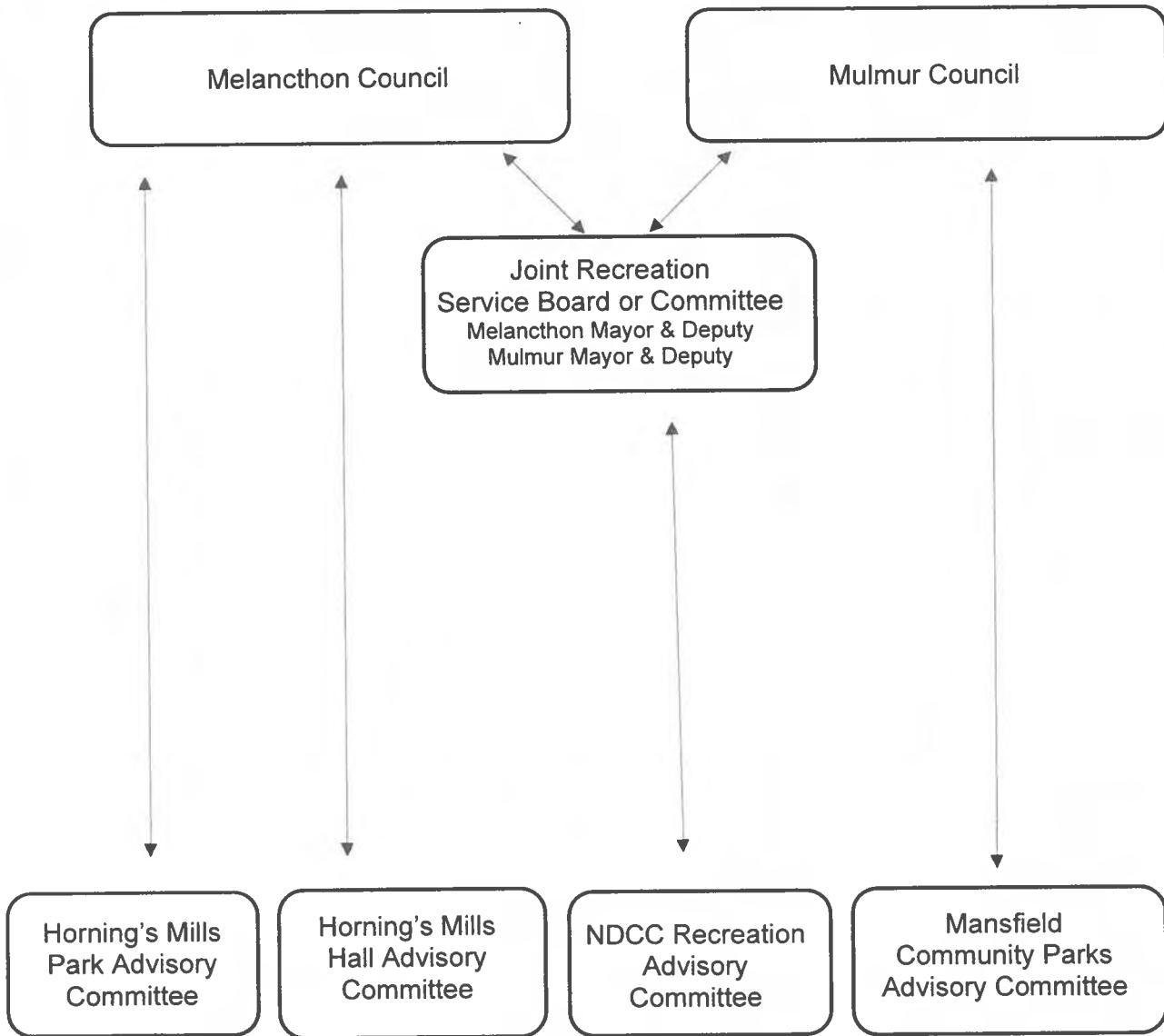
CARRIED.

.....
Janet Horner, Mayor

.....
Tracey Atkinson, Clerk



DRAFT RECREATION GOVERNANCE STRUCTURE



Note: Facility and ground management by municipal staff or procured contract services.
All HR by municipal CAO or HR staff
All boards and committees to follow procedural by-laws unless otherwise noted
Mandates for committees as determined by Council or Rec Board as applicable
All budget to be approved by applicable municipal Council(s)
Treasury, AP/AR to be undertaken by applicable municipal treasury staff
Committee composition to be selected on service group/area representation or as per mandate



MINUTES
JOINT RECREATION SUBCOMMITTEE
November 22, 2021 3:00PM

Present: Darren White, Mayor of Melancthon
David Besley, Deputy Mayor of Melancthon
Janet Horner, Mayor of Mulmur
Earl Hawkins, Deputy Mayor of Mulmur
Denise Holmes, CAO of Melancthon
Tracey Atkinson, CAO of Mulmur

1.0 Call to Order

The meeting was called to order by Janet Horner at 3:10p.m. The meeting was hosted using an electronic zoom platform. The next meeting will be chaired by Darren White.

2.0 Approval of the Agenda

Moved by Besley and Seconded by Hawkins
THAT the agenda be approved.

CARRIED.

3.0 Approval of Minutes

Moved by Hawkins and Seconded by Besley
THAT the minutes of November 18, 2021 be approved.

CARRIED.

4.0 Closed Session

4.1 NDCC Board of Management meeting - Oct 25, 2021 & Personnel

Moved by Hawkins and Seconded by Besley

THAT the Joint Recreation Committee adjourn to closed session at 3:11 pursuant to Section 239 of the Municipal Act, 2001 as amended for one (1) matter regarding personal matters about an identifiable individual, including municipal or local board employees [239(2)(b)] one (1) matter regarding legal advice [239(2)(f)]

CARRIED.

Moved by Hawkins and Seconded by White

THAT Council do rise out of closed session and into open session at 4:36 with report

CARRIED.

The report was that direction given to staff in the closed session meeting.

5.0 ADMINISTRATION

5.1 Governance Structure

This item was deferred.

5.2 Job Sharing – Melancthon and Mulmur

This item was deferred.

6.0 INFORMATION ITEMS - none

7.0 ITEMS FOR FUTURE MEETINGS

7.1 Governance Structure, NDCC Mandate and Joint Rec Mandate

7.2 Draft NDCC Agreements

7.3 Job Sharing - Grass

8. ADJOURNMENT

Moved by White and Seconded by Besley

THAT the Committee adjourns the meeting at 4:37pm and agree to meet again on the evening of December 1st, or at the call of the Chair.

CARRIED.

.....
Janet Horner, Mayor

.....
Tracey Atkinson, Clerk



MINUTES
JOINT RECREATION SUBCOMMITTEE
December 1, 2021 5:00PM

Present: Darren White, Mayor of Melancthon
David Besley, Deputy Mayor of Melancthon
Janet Horner, Mayor of Mulmur
Earl Hawkins, Deputy Mayor of Mulmur
Denise Holmes, CAO of Melancthon
Tracey Atkinson, CAO of Mulmur

1.0 Call to Order

The meeting was called to order by Darren White at 5:05 p.m. The meeting was hosted using an electronic zoom platform. The next meeting will be chaired by Janet Horner.

2.0 Approval of the Agenda

Moved by Horner and Seconded by Hawkins
THAT the agenda be approved.

CARRIED.

3.0 Approval of Minutes

Moved by Hawkins and Seconded by Horner
THAT the minutes of November 22, 2021 be approved.

CARRIED.

4.0 Closed Session

Moved by Horner and Seconded by Besley

THAT the Joint Recreation Committee adjourn to closed session at 5:07 pursuant to Section 239 of the Municipal Act, 2001 as amended for one (1) matter regarding personal matters about an identifiable individual, including municipal or local board employees [239(2)(b)].

4.1 Personal matters about an identifiable individual

Moved by Hawkins and Seconded by Besley

THAT Council do rise out of closed session and into open session at 6:20pm without report.

CARRIED.

5.0 Administration – None

6.0 Information Items - None

7.0 Items for Future Meetings

7.1 Governance Structure and Board Agreement

7.2 Job Sharing – Melancthon and Mulmur

8.0 Adjournment

Moved by Hawkins and Seconded by Besley

THAT Council adjourns the meeting at 6:20 pm and agree to meet again on at the call of the Chair.

CARRIED.

.....
Mayor

.....
Clerk

10:00am
Dec 15/22



TOWNSHIP OF MELANCTHON

DELEGATION REQUEST FORM

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

REQUEST DATE: Thursday December 15th

NAME: Kory Chisholm | MHBC Planning (see others below) PHONE: 705-728-0045 x 224

ADDRESS: 113 Collier Street, Barrie ON L4M 1H2

EMAIL ADDRESS: kchisholm@mhbcpplan.com

SIGNATURE: 

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

Follow up to delegation made to previous Council on X in regards to proposed municipal boundary realignment between Melancthon and Southgate Townships.

Others planning to attend/participate: Shakir Rehmatullah | FLATO Developments Inc.

Dave Milliner | Southgate CAO, Mayor Milne | Southgate, Clinton Stredwick | Southgate Planner

REMINDER - DELEGATIONS ARE ALLOWED 10 MINUTES TO SPEAK

Personal information contained on this form is collected under the authority of *The Municipal Freedom of Information and Protection of Privacy Act*. This sheet and any additional information provided will be placed on the Council Agenda. The Agenda is a public document and forms part of the permanent public record. Questions about this collection should be directed to the Clerk at 519-925-5525.

TOWNSHIP OF MELANCTHON
157101 HIGHWAY 10
MELANCTHON, ONTARIO
L9V 2E6
519-925-5525 Fax - 519-925-1110 Email info@melancthontownship.ca

M:\MyFiles\FORMS\Delegation Request Form.wpd

DEL @10AM
DEC 15 2022

MELANCTHON COUNCIL MEETING

Request for Municipal Boundary Re-Alignment

Introduction

- Previously met with Melancthon Council on July 14, 2022.
- Similar presentation was made to Council at that time.
- With a new Council, we wanted to re-engage and ensure new Council members had an opportunity to review the request.

FLATO Background

- Launched in 2005, FLATO has introduced a new and refreshing spirit to community building across Ontario:
 - Southgate
 - Owen Sound
 - New Teucmseth
 - Lindsay
 - Caledon
 - Markham
 - Brampton

FLATO in the Community

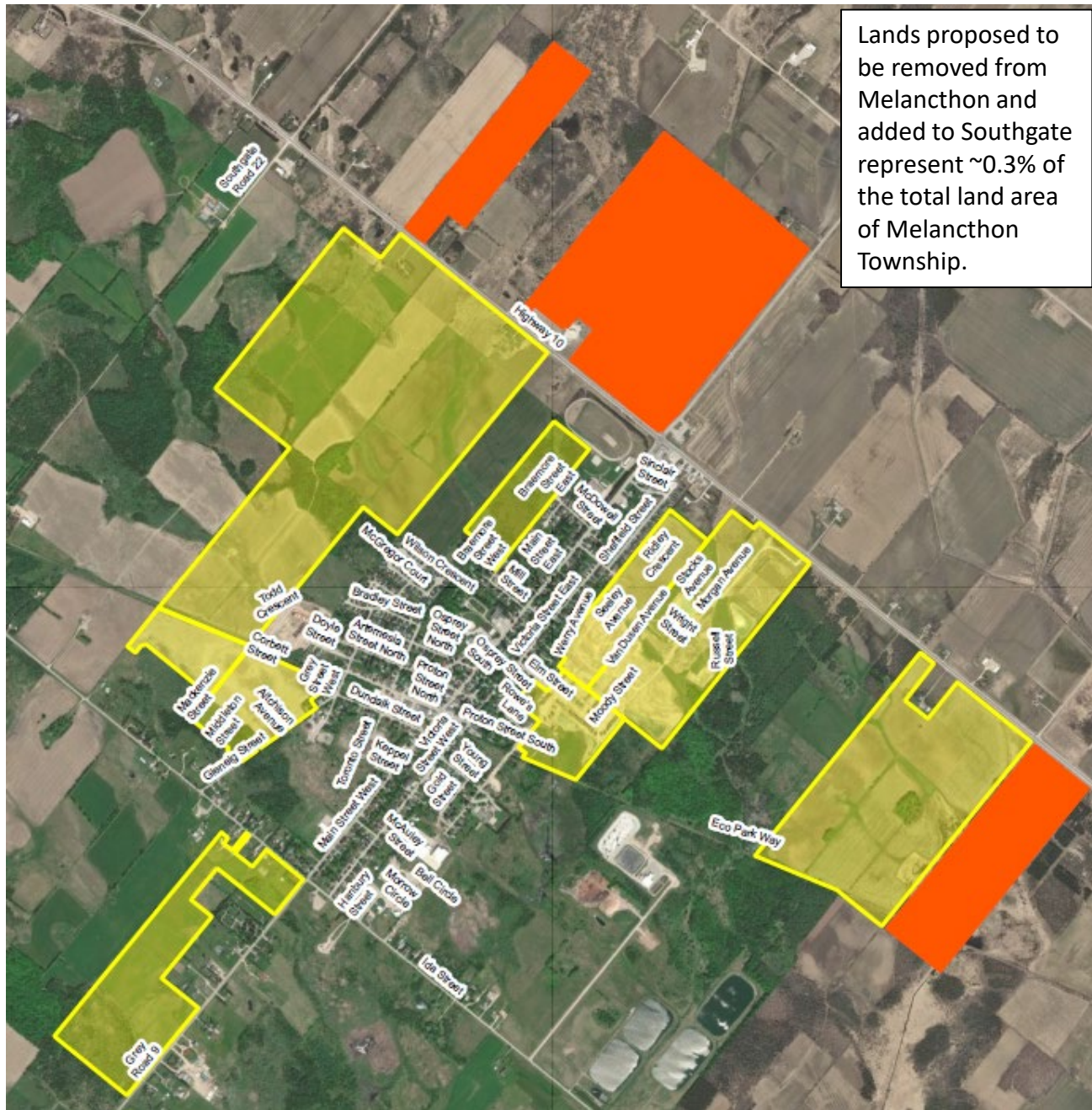
- Donated to the South East Grey Community Health Centre in Dundalk.
- Donated to the Markdale Hospital.
- Donated to many local Ontario food banks since the start of the COVID-19 pandemic.
- Donated to the Fleming College Campus in Lindsay.

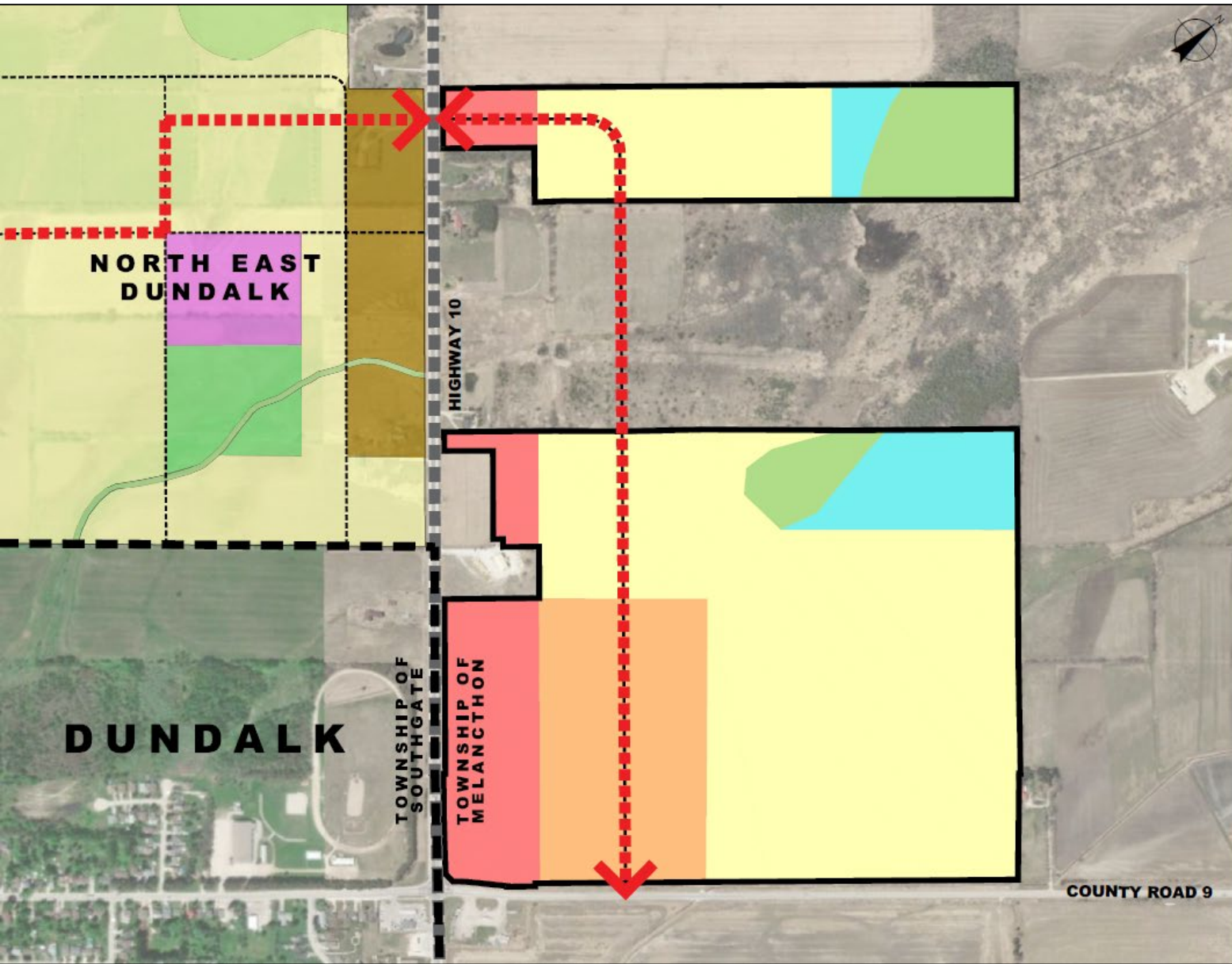


Project Team

- Owner –  FLATO
DEVELOPMENTS INC.
- Planning –  MHBC
PLANNING
URBAN DESIGN
& LANDSCAPE
ARCHITECTURE
- Engineering –  CROZIER
CONSULTING ENGINEERS
- Environmental –  SLR
global environmental solutions

Lands proposed to be removed from Melancthon and added to Southgate represent ~0.3% of the total land area of Melancthon Township.





FLATO IN SOUTHGATE

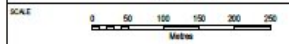
Conceptual Vision for a Thriving Community in Dundalk / Melancthon

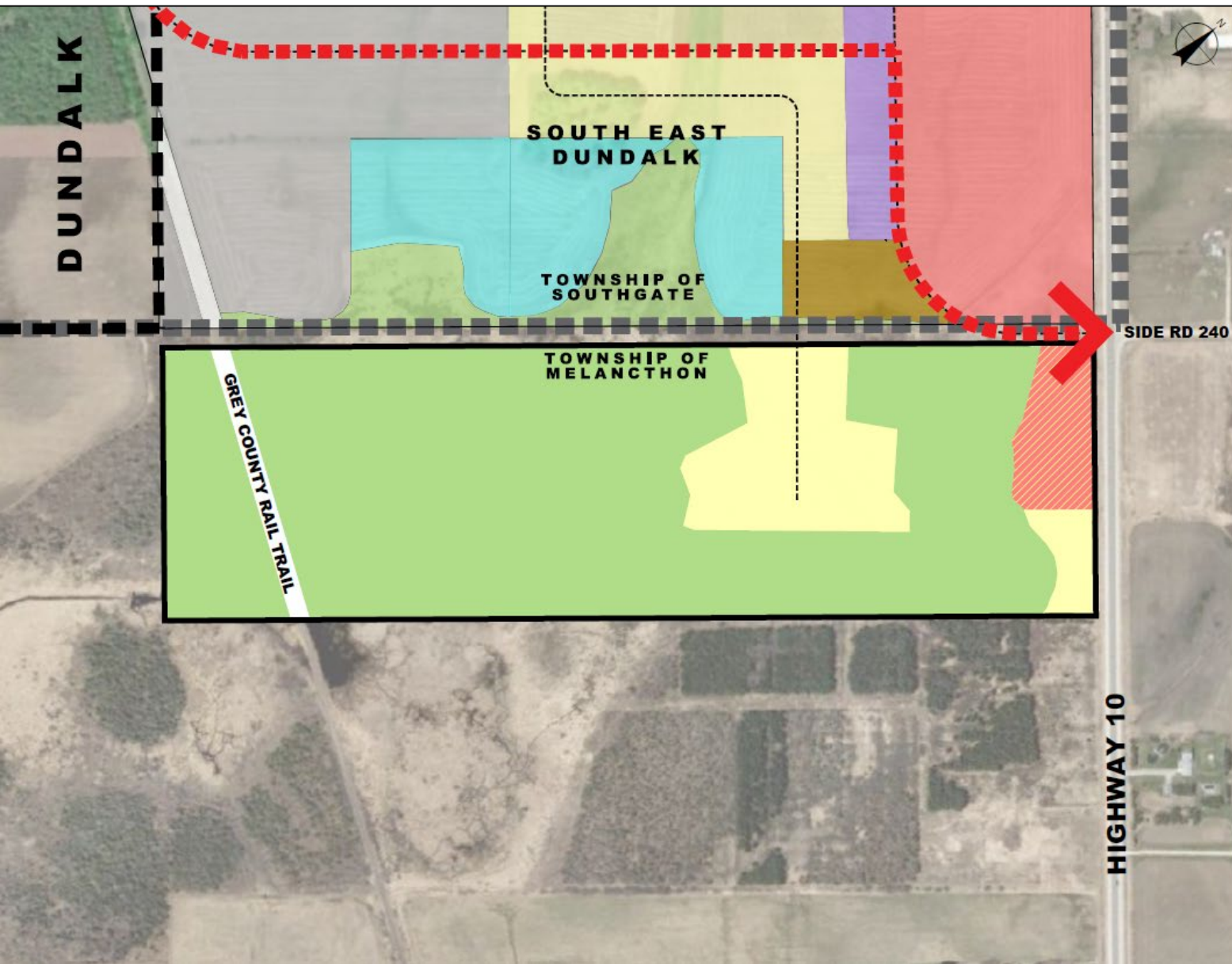
Township of Melancthon

LEGEND

- Subject Lands (132ha)
- Dundalk Settlement Boundary
- Municipal Boundary
- Highway 10 Connection
- Future Road Connection
- Residential Neighbourhood
- Residential Medium Density
- Rental Apartment
- School
- Commercial
- Park
- Environmental Area
- Stormwater Management area

DATE: June 6, 2022





FLATO IN SOUTHGATE

Conceptual Vision for a Thriving Community in Melancthon

Township of Southgate

- LEGEND**
- Subject Lands (30ha)
 - Dundalk Settlement Boundary
 - Municipal Boundary
 - Highway 10 Connection
 - Future Road Connection
 - Residential Neighbourhood
 - Affordable Housing
 - Rental Apartment
 - Livework Housing
 - School
 - Commercial
 - Commercial Hotel
 - Industrial
 - Park
 - Environmental Area
 - Stormwater Management Area

DATE: June 6, 2022
 SCALE: 0 30 60 90 120 150 Metres



Required Process for Municipal Boundary Re-alignment

1. Council Resolution of Support from both Melancthon and Southgate, as well as Grey and Dufferin Counties.
2. Preparation of Agreement in Principle between Melancthon and Southgate.
3. Public Notice and Meeting to be held.
4. Material Submitted to Ministry of Municipal Affairs and Housing for final review and approval.

Benefits to the Township of Melancthon

- Municipal tax revenue
- As Dundalk continues to grow, more services and facilities will be made available for surrounding communities including Melancthon:
 - New South East Grey Community Health Centre
 - New School(s)
 - New parks and sports/recreation facilities
 - New Commercial and Employment Opportunities

Next Steps

- Community Open House
 - Tentatively Scheduled for Wednesday January 25, 2023, from 4 to 7 pm.
 - Located at Horning's Mill Community Hall in Melancthon.

THANK YOU

10:30 am
Dec. 15 / 22



TOWNSHIP OF MELANCTHON
DELEGATION REQUEST FORM

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

REQUEST DATE: December 1, 2022

NAME: Silvana Cordoba on behalf of Headwaters Health Care Centre

PHONE: 519-947-2702 ext 2891

ADDRESS: 100 Rolling Hills Dr, Orangeville ON L9W 4X9

EMAIL ADDRESS: scordoba@headwatershealth.ca

SIGNATURE: _____

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

Reason for meeting: Provide an update on Headwaters Health Care Centre's activities and needs and our Hospital Foundation's priority campaigns.

Speaker: Kim Delahunt – President & CEO

Materials: will be sent from Jennifer Hamilton 1 week prior to the scheduled date.

REMINDER - DELEGATIONS ARE ALLOWED 10 MINUTES TO SPEAK

Personal information contained on this form is collected under the authority of *The Municipal Freedom of Information and Protection of Privacy Act*. This sheet and any additional information provided will be placed on the Council Agenda. The Agenda is a public document and forms part of the permanent public record. Questions about this collection should be directed to the Clerk at 519-925-5525.

TOWNSHIP OF MELANCTHON
157101 HIGHWAY 10
MELANCTHON, ONTARIO
L9V 2E6
519-925-5525 Fax - 519-925-1110 Email info@melancthontownship.ca

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DEL @10:30AM
DEC 15 2022



Melancthon Delegation

December 15, 2022

 **HEADWATERS**
Health Care Centre

**Thank you
to our teams**



Our Focus

STRATEGIC DIRECTIONS

GETTING EVEN BETTER

- Relentlessly driving even higher levels of quality across our teams
- Investing in the continuous development and recognition of our people
- Continuously improving our facility and driving operational excellence

NOTHING ABOUT YOU, WITHOUT YOU

- Partnering with patients and families on what's most important to them
- Empowering individuals and teams to have more control over their work and work life
- Continuing to build the future of our hospital with our community

INTEGRATED CARE, CLOSE TO HOME

- Partnering to advance integrated systems of care in our community
- Improving the health of our community with our partners

SUPPORTS

MAKING EVERY DOLLAR COUNT FOR OUR PATIENTS & COMMUNITY

INNOVATION, RESEARCH & TECHNOLOGY

OUR VALUES

KINDNESS



PASSION



COURAGE



TEAMWORK



HHCC Overview

\$95.4M

Revenue

\$93.7M

Expenses

800+

Staff & Physicians

Areas of Care

- Ambulatory Services
- Health Records
- Nutrition Services
- Rehab Services
- Complex Continuing Care
- Hemodialysis
- Obstetrics
- Respiratory Therapy
- Diabetes Care Program
- Intensive Care Unit
- Paediatrics
- Spiritual Care
- Diagnostic Imaging
- Laboratory
- Palliative Care
- Surgical Services
- Sexual Assault and Domestic Violence
- Medicine
- Paramedics
- Telemedicine
- Emergency Department
- Mental Health
- Pharmacy
- TeleCheck

By the Numbers (year ending March 2022)



38,343
Emergency
Department Visits



348,101
Lab Tests



20,213
Outpatient
Visits



4,795
Inpatient
Discharges



76,048*
Diagnostic Imaging
Tests



297
Mental Health &
Addictions Discharges



4,047
Day Surgeries



852
Inpatient Surgeries



1,160
Chemotherapy
Treatments



995
Telehealth Visits



2,150
Oncology
Consultations



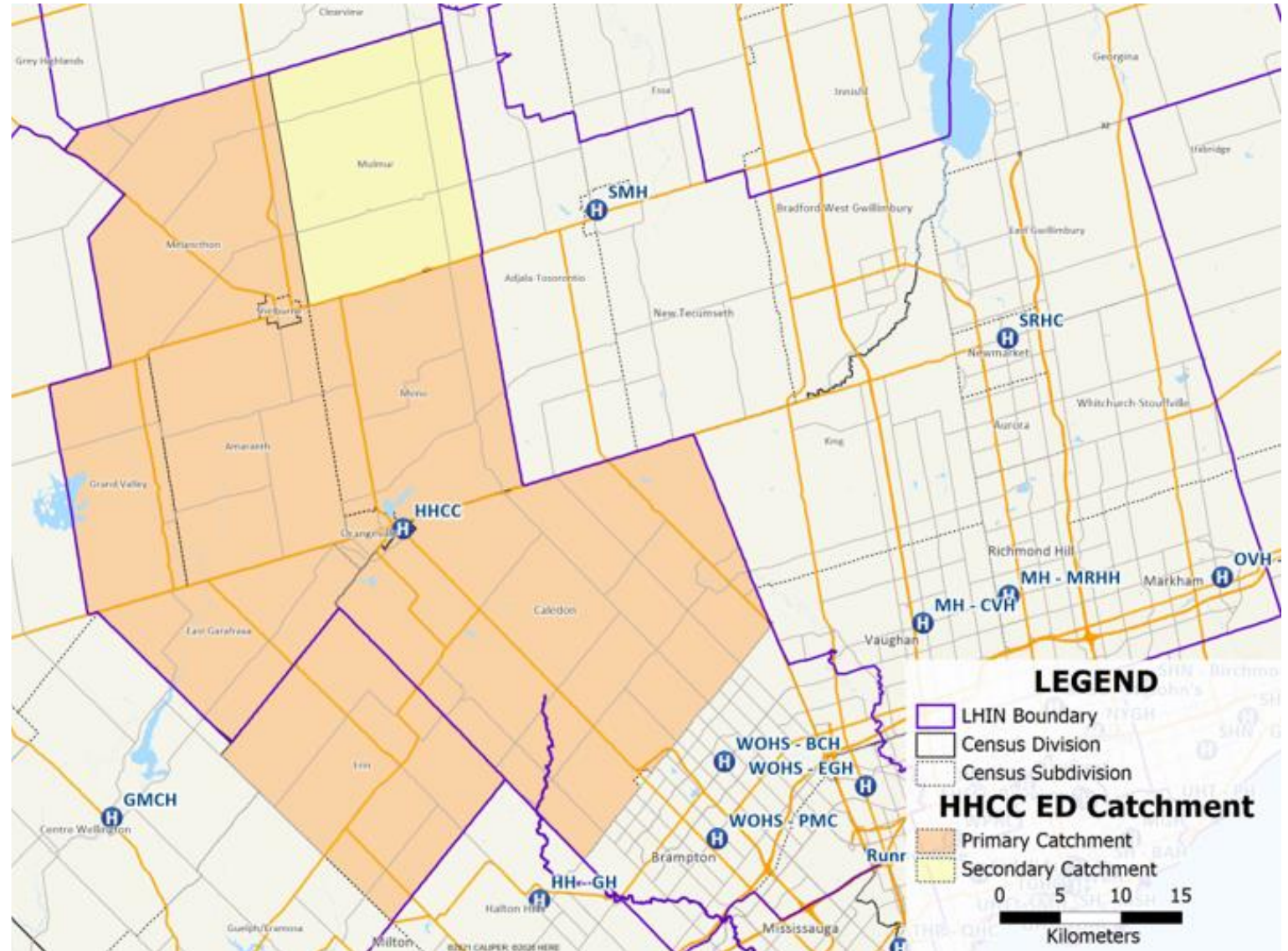
920
Babies Delivered

Catchment Area

Headwaters is a medium-size community hospital in Dufferin County – Caledon.

Our catchment area is comprised of 10 communities:

- Amaranth
- Caledon
- Erin (in Wellington County)
- East Garafraxa
- Grand Valley
- Melancthon
- Mono
- Mulmur
- Orangeville
- Shelburne



Clinical Priority Plan (CPP)

The CPP will be a Clinical Action Plan that:

- Identifies the overarching clinical priorities and areas of focus for HHCC (“Who do we want to be?”) for the next 5 years
- Identifies overarching (hospital-wide) actions to achieve those priorities
- Identifies directional grow/maintain/reduce decisions for individual programs and services
- Decisions based on data, projections and includes community-wide survey input

This will be aligned to the Quadruple Aim framework

It will lay the foundation for our Strategic Directions renewal in 2024.



Clinical Priority Plan Initial Findings

Our Strengths

- **We're adaptable & committed** – we are here and ready to support our community
- **We're aligned** – strong alignment on what we need to consider for our future directions
- **We're collaborative & engaged** – we are valued in the community as a partner

Our CPP survey provided us with over 1,000 stakeholder engagements and inputs!

Our Opportunities

- **Quality & Access** – education on how/when to access care; focus on the core and do it well
- **Professional Development** – additional learning pathways driving leading practice
- **Patient Experience** – seamless transitions between care; enhanced communication
- **Strengthen Partnerships** – best partners to support provision of care
- **Changing Community Needs** – population changes impact resources & virtual care



Ages 65+ and 20-29 are the two largest growth population groups in Dufferin, growing faster than provincial averages



77% of day surgery patients come from patients within our catchment area (patient population)



84% of ED visits come from patients within our catchment area (patient population)

Melancthon residents and HHCC

Acute Inpatient Patient Origin – out of our total patient base in our catchment area, these #'s represent the % that come from Melancthon.

Community	Medicine	Mental Health	Surgery	Obstetrics	Palliative	Pediatrics
Melancthon	2%	2%	2%	3%	0%	4%

All Patient Type Patient Origin – out of our total discharges/cases or visits at HHCC in 2021-22, this % reside in Melancthon

Community	Acute Inpatient	Complex Continuing Care & Rehab	Emergency	Day Surgery	Oncology	Renal Outpatient
Melancthon	2%	2%	2%	3%	3%	6%

Orthopedic population

- 1.9% of the urgent surgeries that were completed at HHCC were from Melancthon (FY19-20)
- 1.2% of the total catchment area that had elective surgeries outside of HHCC in FY19-20 were from Melancthon
- 1.2% of the total catchment area that had urgent surgeries outside of HHCC in FY19-20 were from Melancthon

Day Surgery

- 37% of Melancthon residents come to HHCC for day surgery

Emergency Department

- 48% of Melancthon residents come to HHCC for ED support

What our team brought to life this past year

Our People

- People Strategy Development
- Ongoing recruitment, retention, recognition and wellness activities
- Strong focus on increasing supports across the hospital + training + orientations etc.
- Hiring across all departments
- New Chief of Staff & Department Heads
- Hosted onsite open house hiring event
- Consistently responded to COVID-19 activities and needs
- Welcomed internationally trained nurses
- Expanded partnerships with educational institutions & hiring fairs



What our team brought to life this past year

Quality Care

- Hospital priorities planning with a focus on health system recovery
- Successful Part 1, Virtual Accreditation with in-person Accreditation Fall 2023
- Successful Laboratory and Pharmacy Accreditations
- In-House Training programs across many disciplines
- New Diagnostic equipment as part of the Foundation's Investing in a Clearer Picture campaign: C-Arm in the Operating Room; CT machine, thyroid uptake machine, nuclear medicine camera & an ultrasound machine
- Reviews across many departments for continuous improvements
- An automated tablet packager & SMART IV pumps
- Automated Dispensing Units for medications
- Enhanced investment in cybersecurity
- Data informed hospital focus
- Pocket Health & MyCare patient portals
- PFAP focus & involvement



What our team brought to life this past year

Our Foundation and Volunteers

- Welcomed back our hospital volunteers
- Re-opened the Pulse Café to serve the hospital community
- Expanded TeleCheck service with over 6,500 monthly calls to 228 individuals
- Redeveloped the Multi-Faith Centre to be reflective of broader community
- Recruited 7 new Spiritual Care volunteers – now a team of 21
- Continue to host successful events and activities including the Tour de Headwaters, Gala, Hockey Night in Dufferin, as well as countless other fundraisers including the SMART Hospital Campaign and Investing in a Clearer Picture



What our team brought to life this past year

Our Campus

- Multiple exterior facility upgrades including roofing and paving
- Interior plant upgrade + Low Carbon Economy Challenge application
- Interior painting and ongoing repairs
- Renovated Multi-Faith Centre
- Exterior and interior signage through a new wayfinding strategy
- Multi-Year Facilities Plan underway



Looking Ahead

- Continue to focus on waitlists for Diagnostic Imaging and Elective Surgeries
- Clinical Priorities Planning
- Future hospital renovations:
 - Emergency Department pre-capital submission
 - Dialysis Unit Renovation
- Strategic Plan renewal
- Beginning our education on Master Planning Activity
- Hills of Headwaters Collaborative Ontario Health Team progress and plans



What our team brought to life this past year

Community Connections

- Celebrating 25 Years on the Rolling Hills Drive site
- Hills of Headwaters Collaborative Ontario Health Team progress
- Staff and community vaccination clinics with Public Health
- COVID-19 Assessment Centre at HHCC and Dufferin Area Family Health Team Cold & Flu Clinic combine and relocate
- Mobile Crisis Response Team established with OPP
- Sunrise ceremony and flag raising with Dufferin County Resource Circle
- Participation in community-led events



Be Part of Health Care in Your Community

- Join our team
- Join our Patient Family Advisory Partnership
- Volunteer with us at the hospital, in the Friendship Gardens or in the community
- Participate with us at community events
- Donate to Headwaters Health Care Foundation at hhcfoundation.com

For more information:

Connect with us anytime by email at info@headwatershealth.ca, online at headwatershealth.ca or on social media at [@headwatershcc](https://www.instagram.com/headwatershcc)

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

Learn more at hillsofheadwaterscollaborative.ca