Hanover
Ontario, Canada

REGULAR COUNCIL MEETING AGENDA

**Tuesday, September 8, 2026, 4:00 pm**
**Council Chambers | Civic Centre**
**341 10th Street**
**Hanover, ON N4N 1P5**

ZOOM MEETING PUBLIC ACCESS WEBSITE
https://us02web.zoom.us/j/88162919962

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**HEALTH and SAFETY MESSAGE**

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## Think Safety in Fall as Weather Changes

Nights are getting cooler, and the trees are starting to change colors as autumn begins. Routines are changing because kids are back to school and the days are getting shorter.

Think safety as you enjoy the cooler temperatures and vibrant colours:

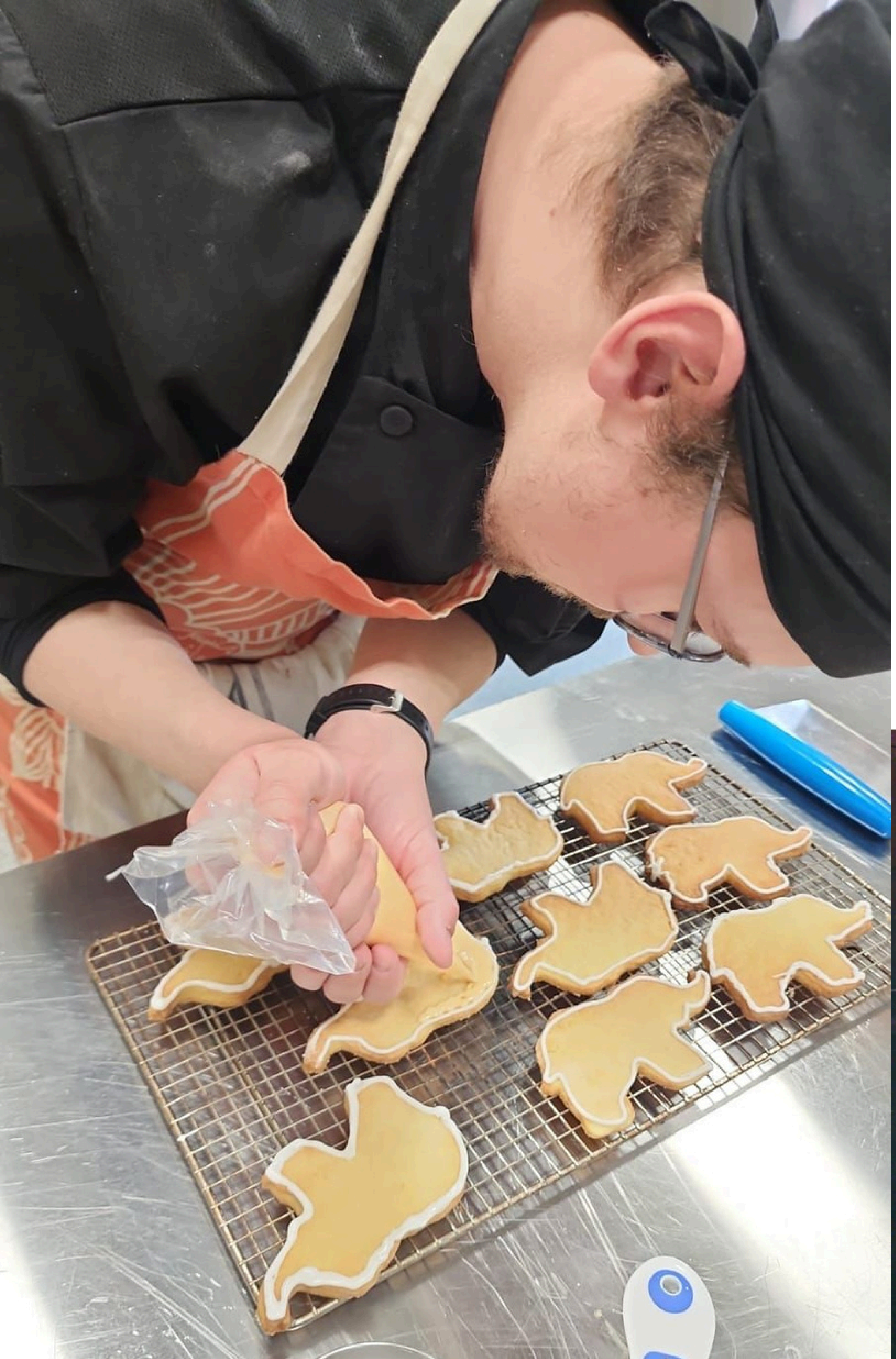
- **Safely warm up** - Turn your source of heat on before the temperatures really plummet so you can ensure it works, or if you use a fireplace, inspect the chimney to ensure it is free of debris and creosote buildup. If you use a portable or space heater, keep it away from clothing, bedding, drapery and furniture. Remember to shut them off if you leave the house.

- **Watch for new roadway hazards** - Going back to school brings traffic changes. School buses, students on bicycles and teen drivers are out on the roads. Slow down and take extra care to look for children in school zones, near playgrounds and residential areas. Also, never pass a bus with flashing red lights on, or another vehicle stopped for a pedestrian.

- **Be alert for wildlife on roadways** - Wildlife is on the move in the fall, so watch carefully for deer, turkeys and other critters crossing the road in front of your vehicle. They are most active from dusk through dawn. Remember that some animals, deer in particular, frequently travel in groups.

- **Share the road with harvesting equipment** - In rural areas, fall brings the harvest season with large farming equipment on the roads. Be alert for slow-moving vehicles and give them plenty of space. They may turn unexpectedly into fields or driveways. Just because you can see the equipment does not mean the other driver can see you.

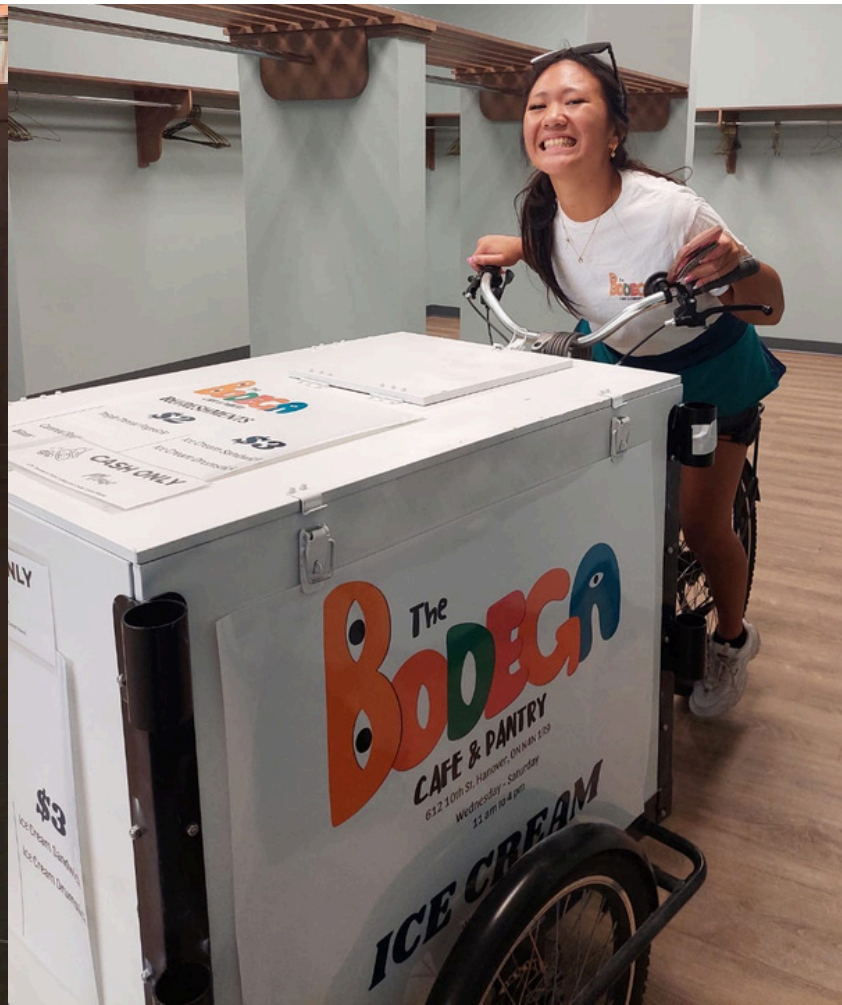
- **Changing temperatures can affect driving conditions** - At this time of year, frost can form on your windshield as well as the road surface. Clear your windshield of frost and be cautious in shaded areas, bridges and overpasses where frost can quickly develop. Leaves and rain can also make for a very slippery surface.



# Elephant Thoughts Update

ELEPHANT THOUGHTS

## Hanover Satellite Campus | Bodega Café & Pantry



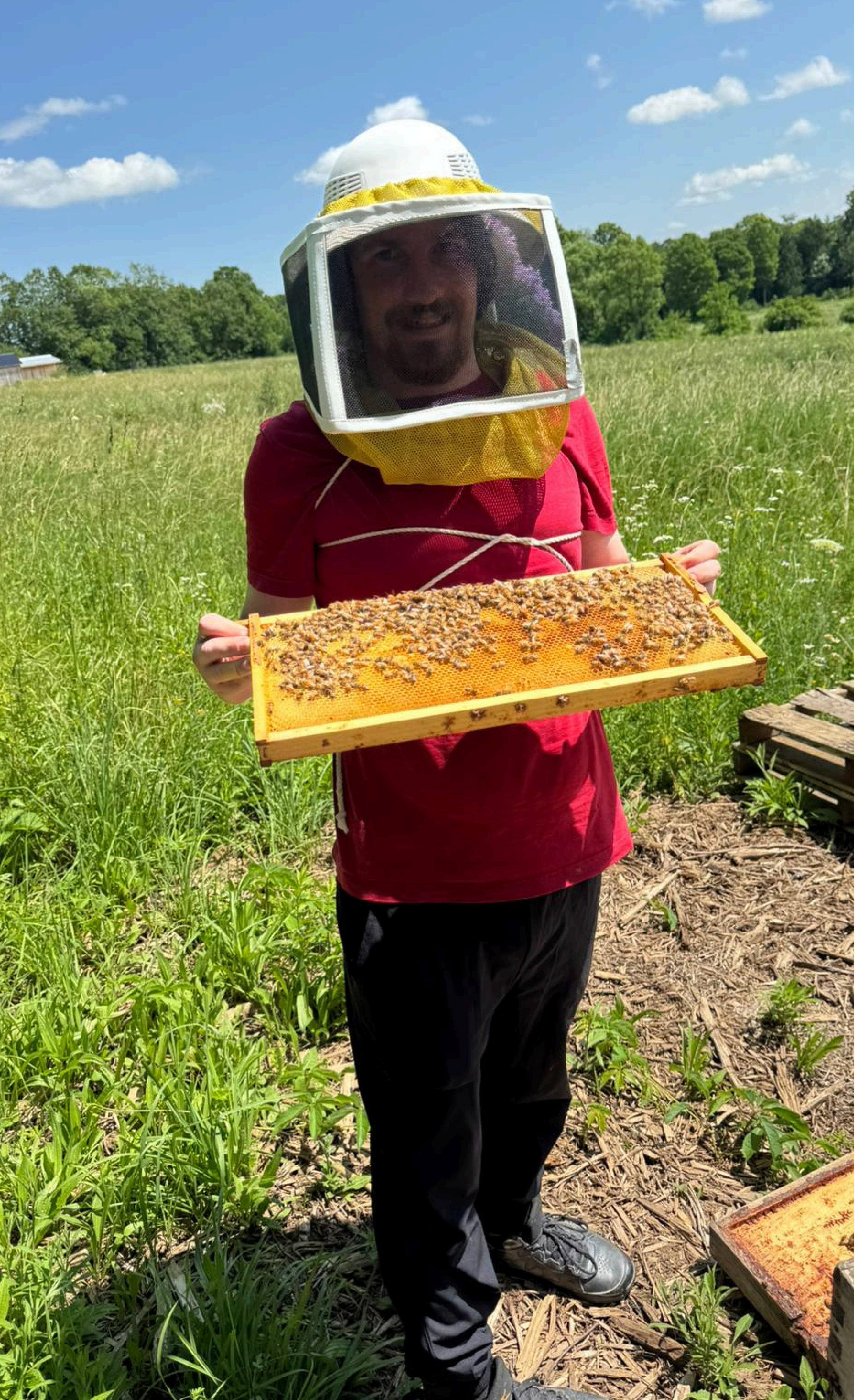
# ELEPHANT THOUGHTS

## About Us

Elephant Thoughts is a registered charity that was founded in 2002.

Our mission is to deliver life-changing educational experiences for youth facing barriers to unleash their potential as community changemakers. All of our work is built around the three key themes of :

- Global citizenship
- Environmental stewardship
- Quality education for all



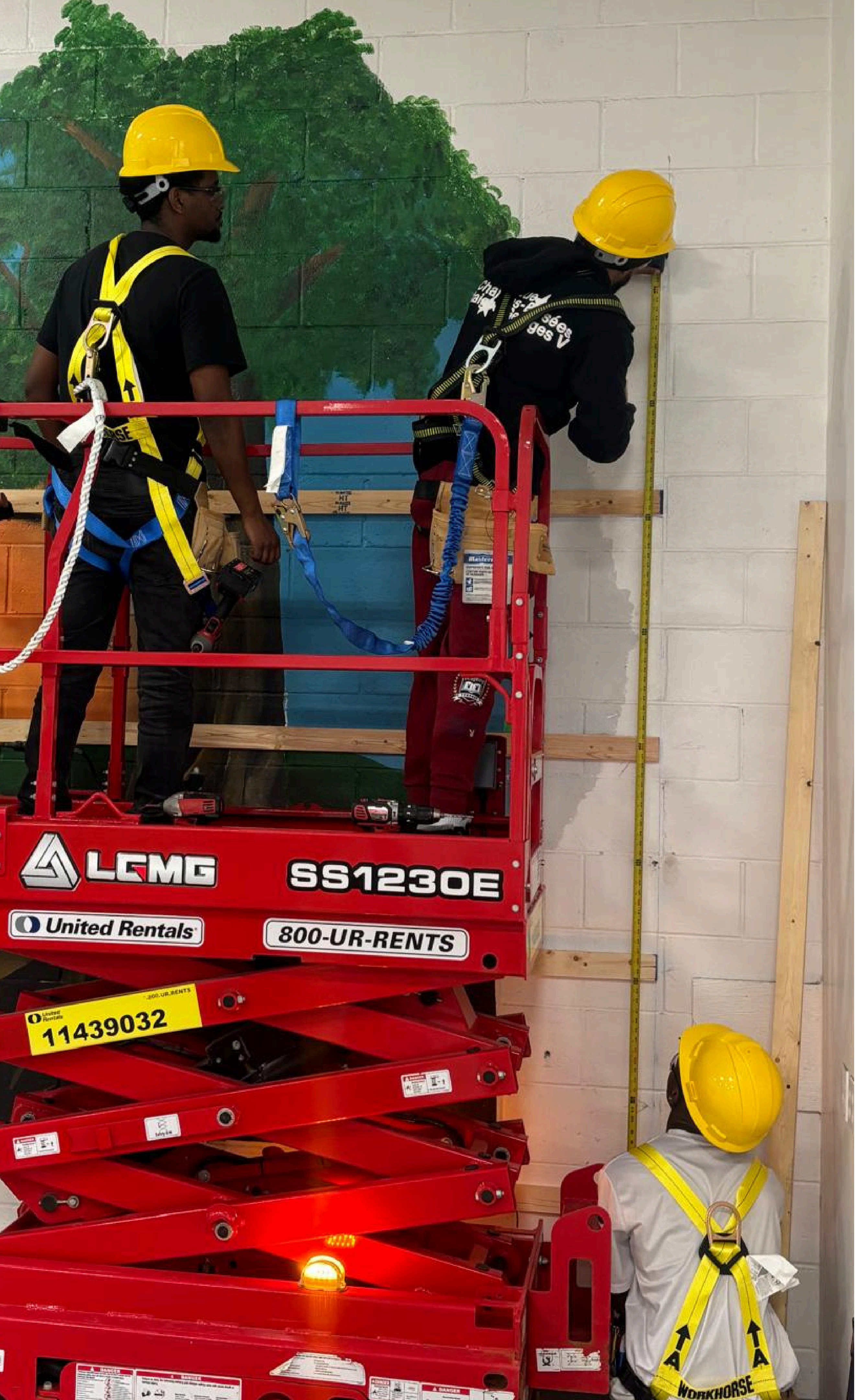


# Current Programs

## Workforce Development: Foundations Program

Paid 12-week program focused on:

- leadership skills development
- job readiness coaching
- introductory sectoral training in either food production (culinary/agriculture) or trades skills by experienced educators
- gain introductory experience in social enterprises
- pathway support from Employment Officer




# Current Programs

## Workforce Development: Applied Learning Program

Paid program focused on:

- more in-depth sectoral training in either food production (culinary/agriculture) or trades skills by experienced educators
- gain more exerience in our social enterprises
- ongoing 1:1 coaching
- pathway support from Employment Officer

# Bodega Café & Pantry

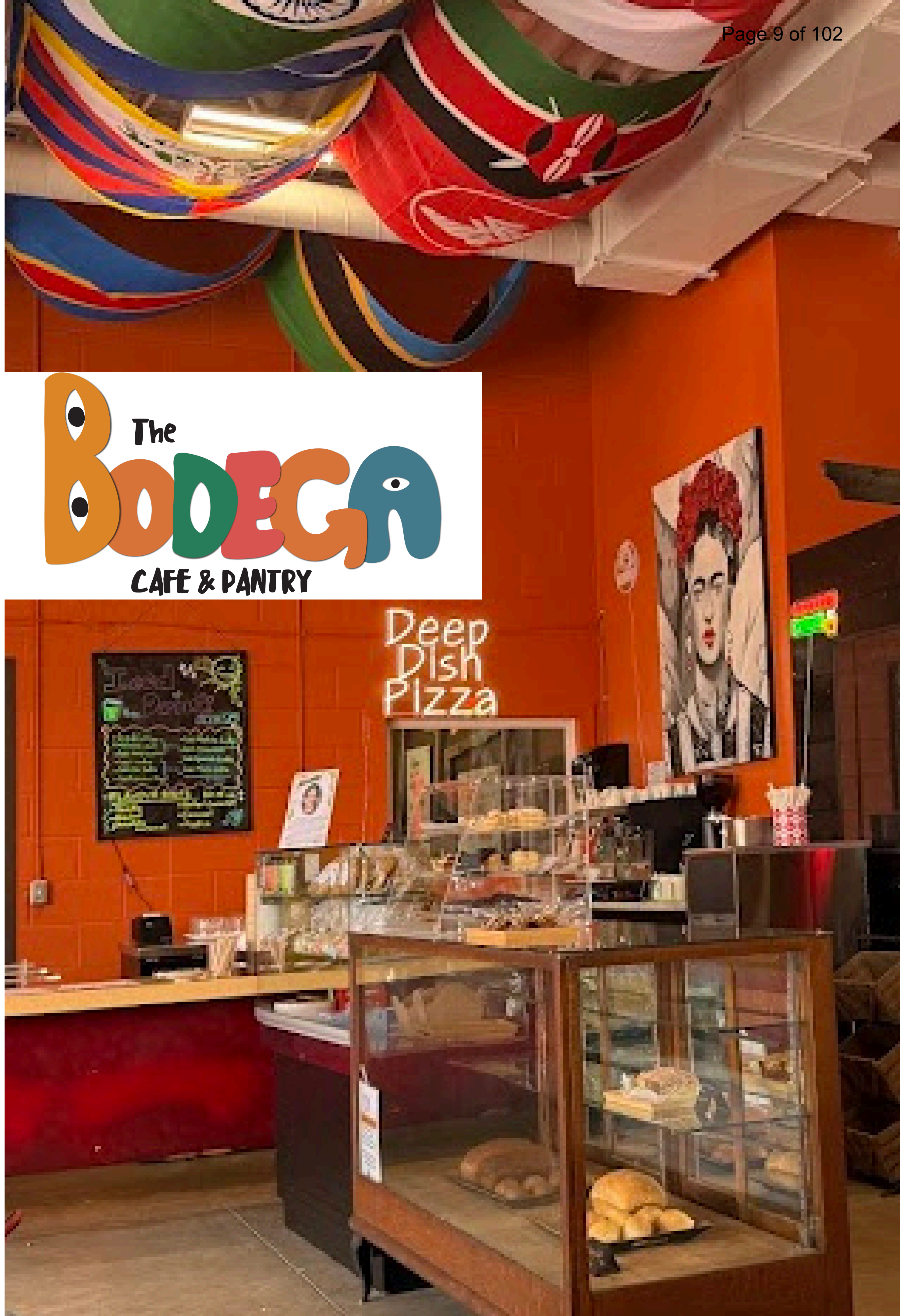
## Our culinary social enterprise

The purpose of the Bodega is:

1. to provide real workplace training experiences for youth in our programs.
2. to generate additional income to deepen support to our youth

Participants receive training in:

- barista & customer service
- baking
- food prep and meal service
- menu develoment
- financial management

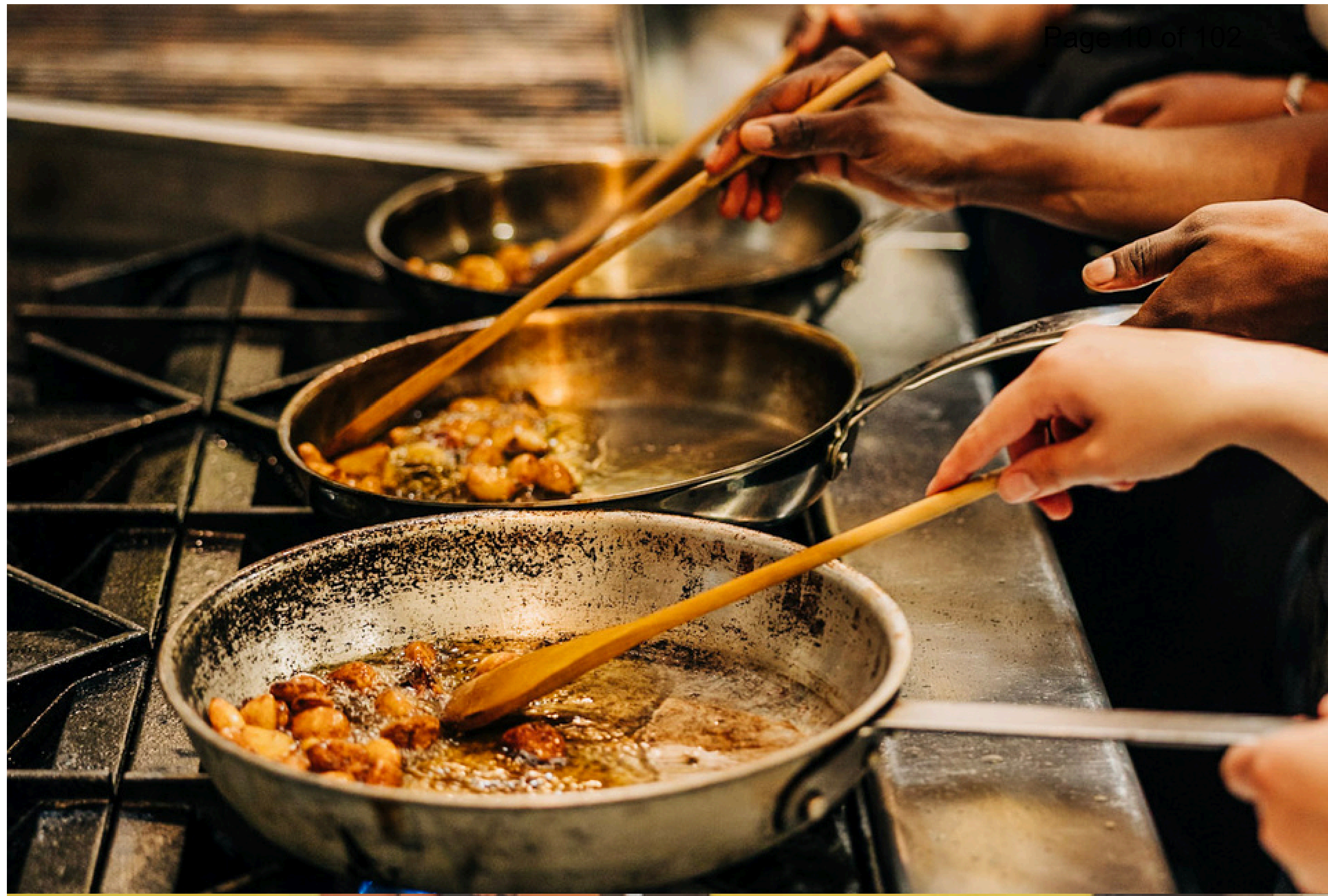


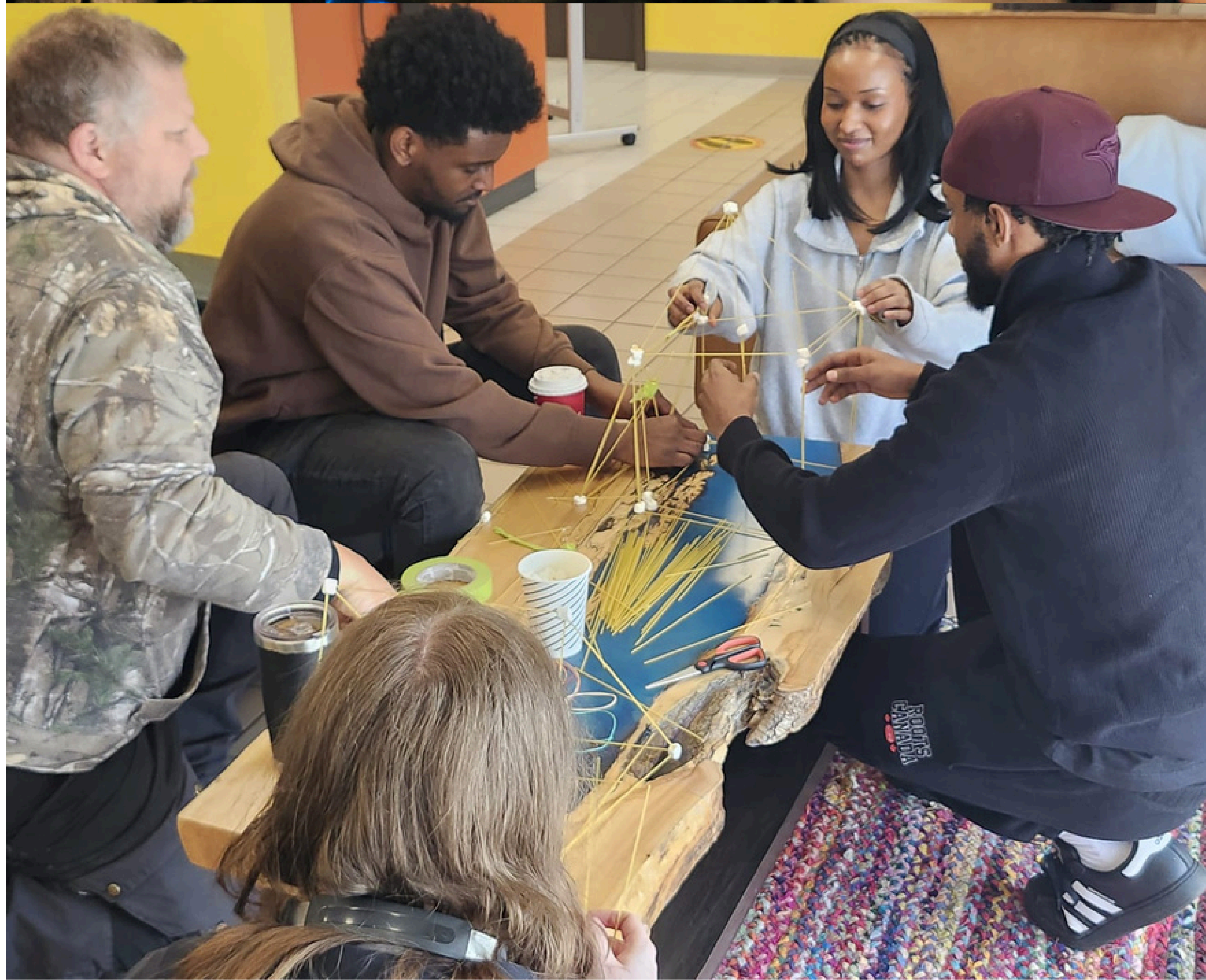
## Additional Opportunities

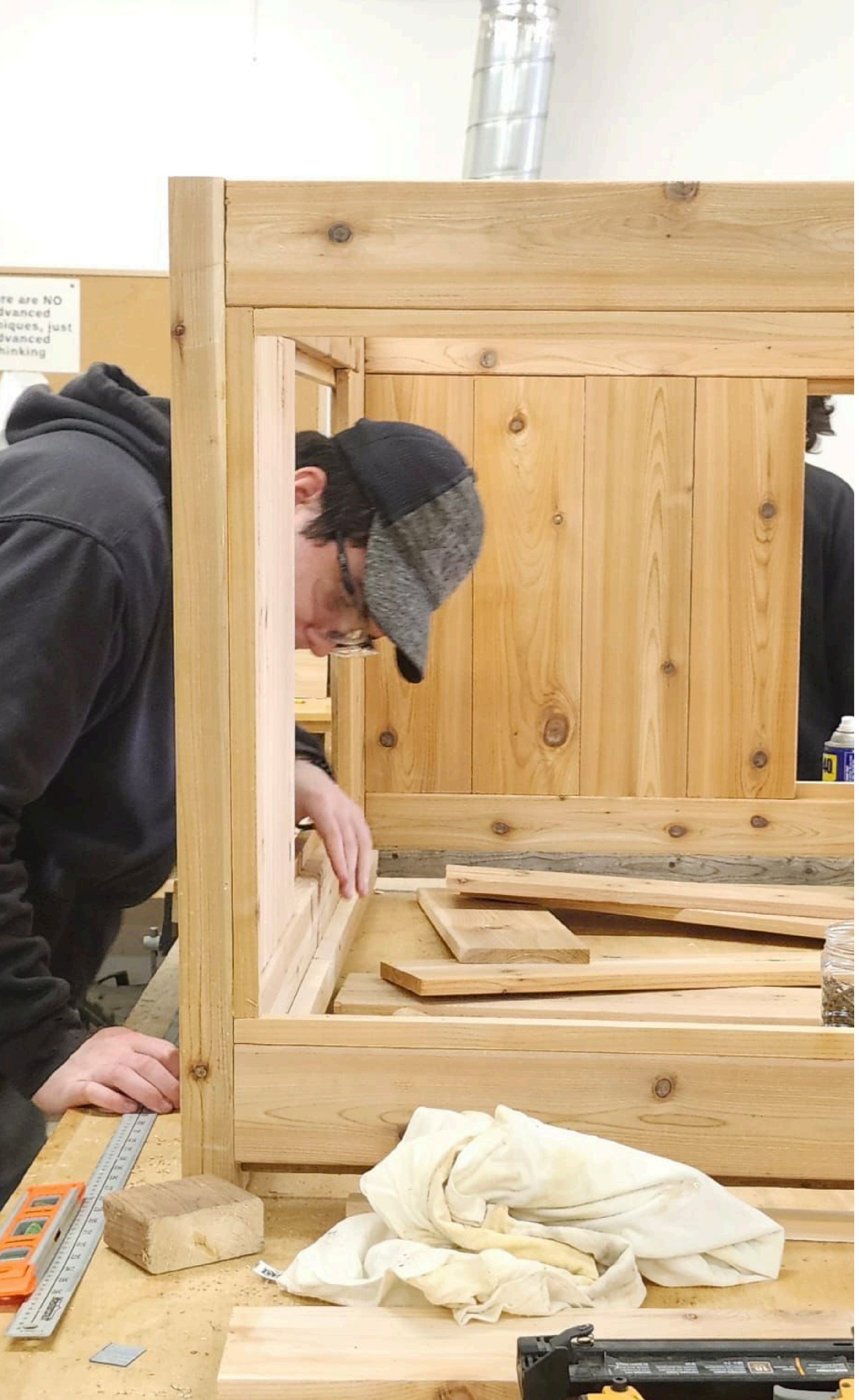
- Provided part-time summer employment for local high-school students at ice cream stand
- Hired part-time local drivers to support with transportation needs
- Hired local full-time educators

## Community Connection

- Partnership with Bruce Grey Mentorship (use of kitchen)
- Continued use of welding bays by Ironworkers Union
- Hosted events in collaboration with other community organizations







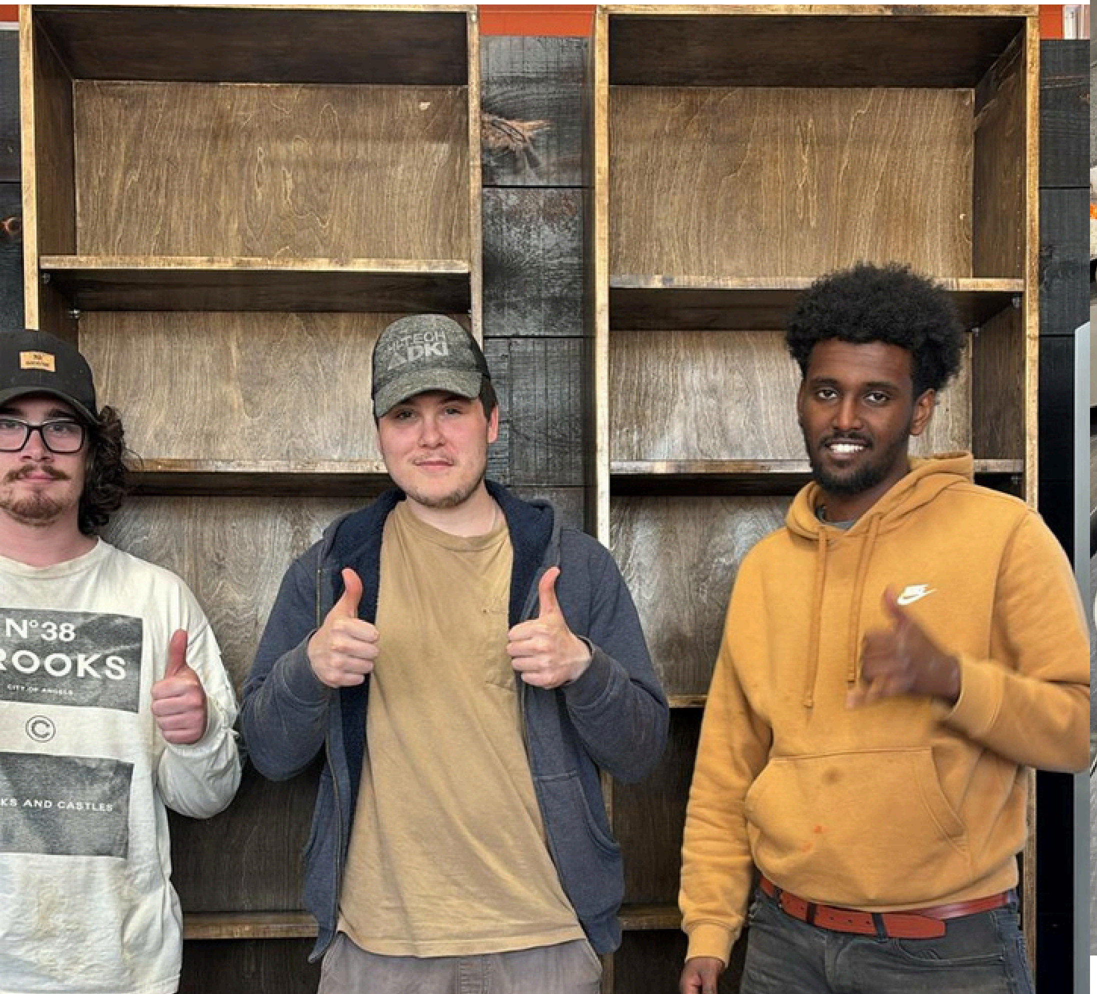
# Future Programs

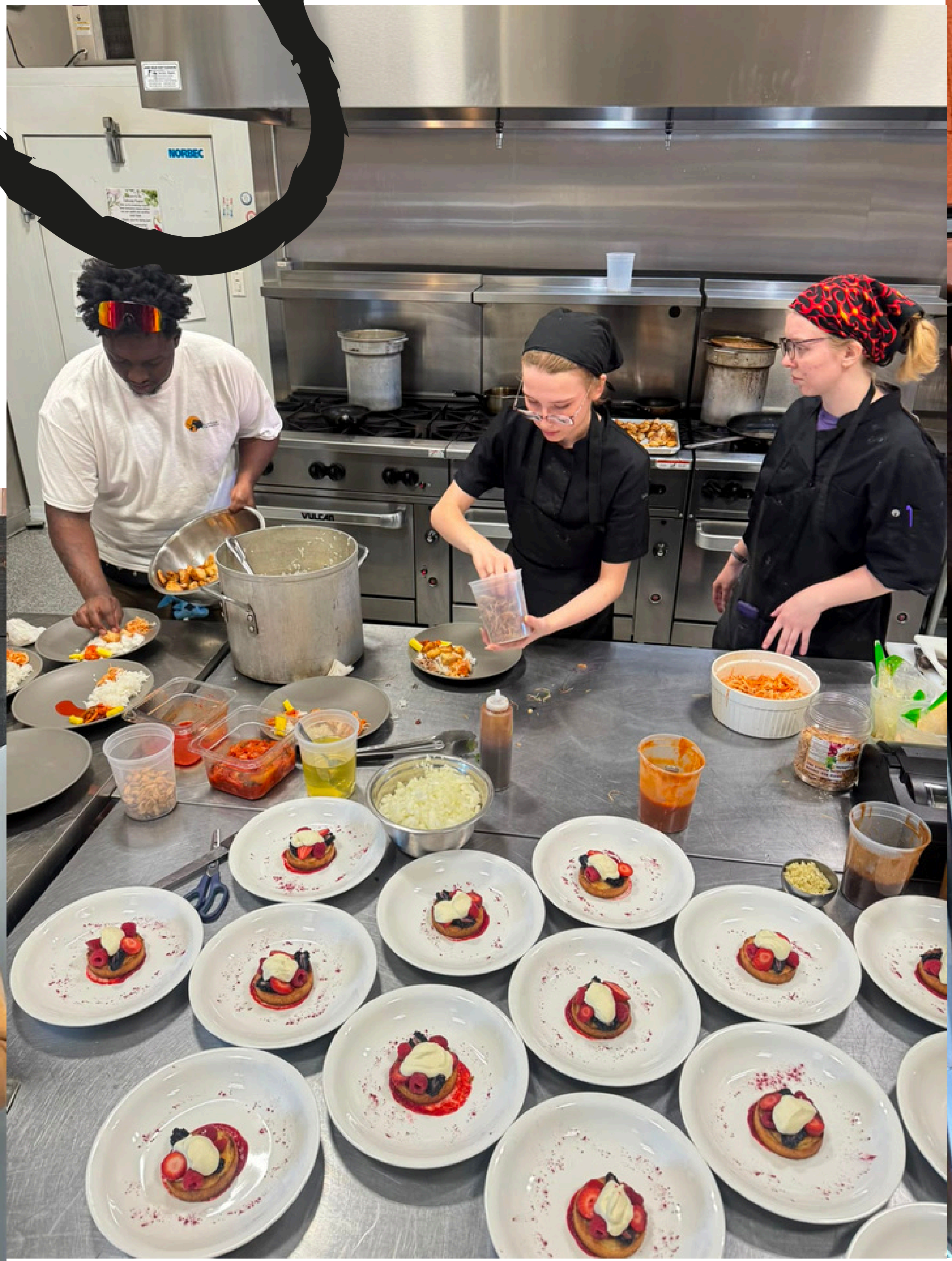
## Projects in development

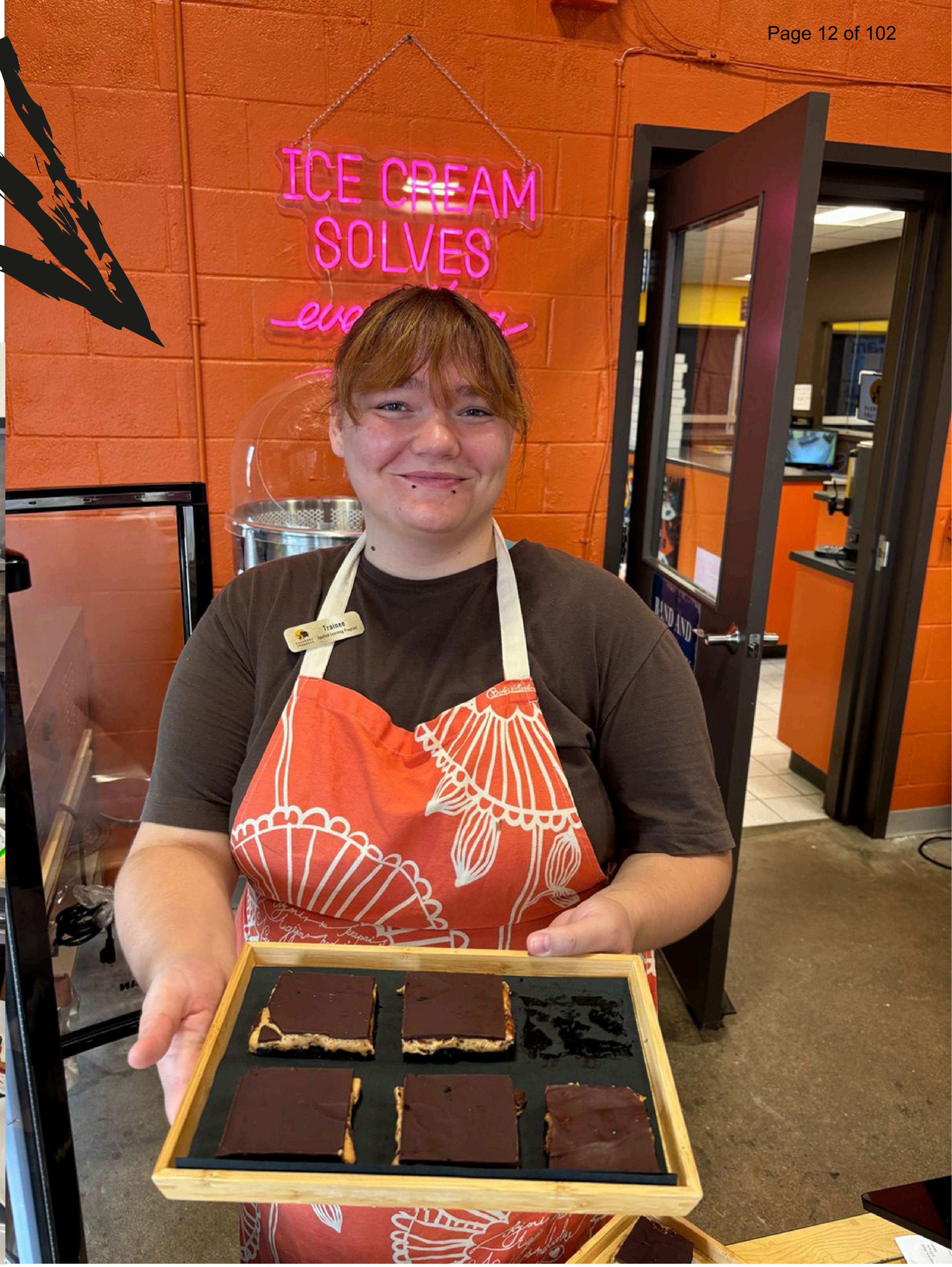
- Community garden in partnership with Meridian (next Spring)
- Makerspace & mobile recording studio
- More org-org partnership
- Additional leadership & global citizenship programming

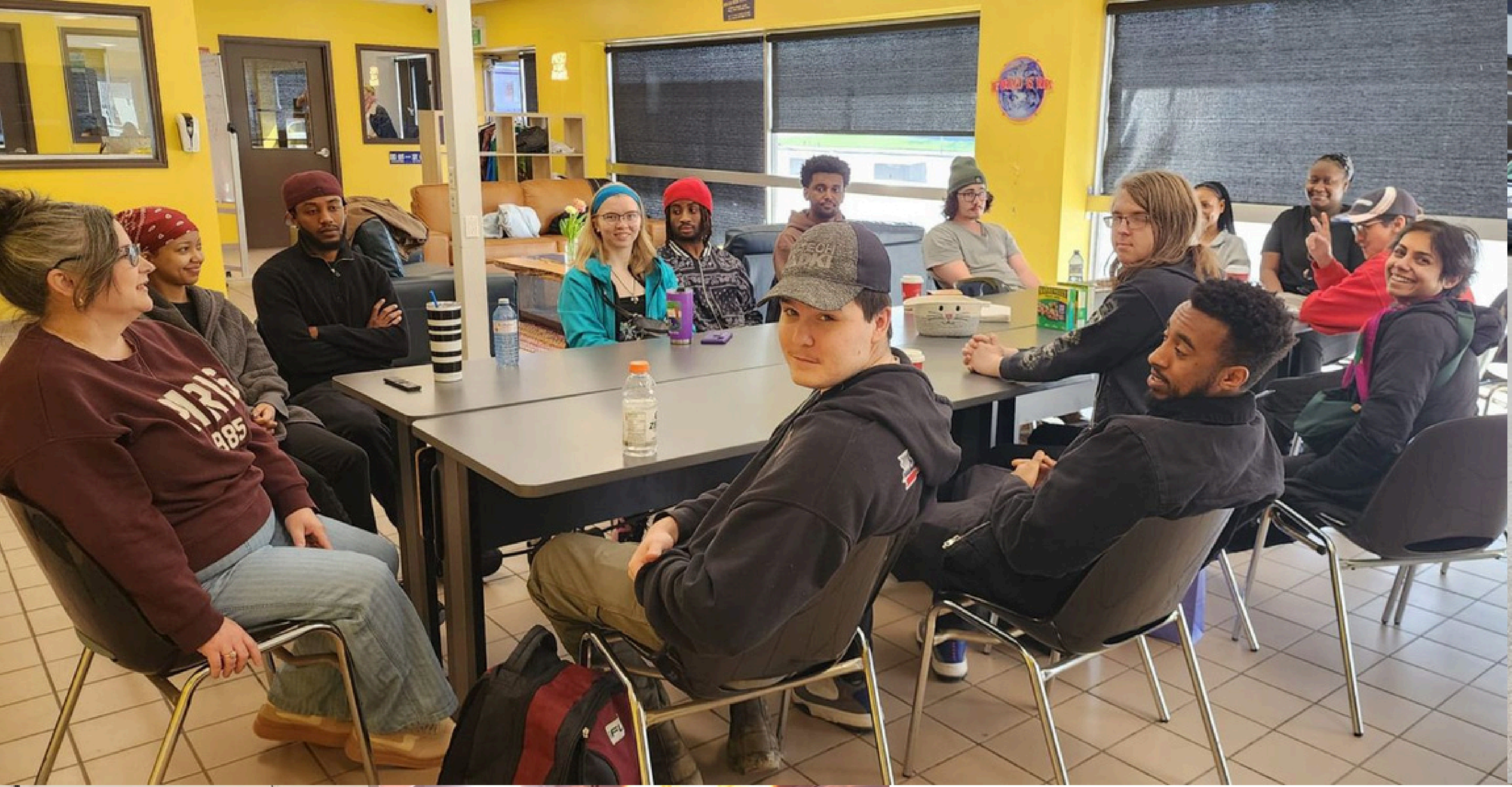
# STUDENT VOICES

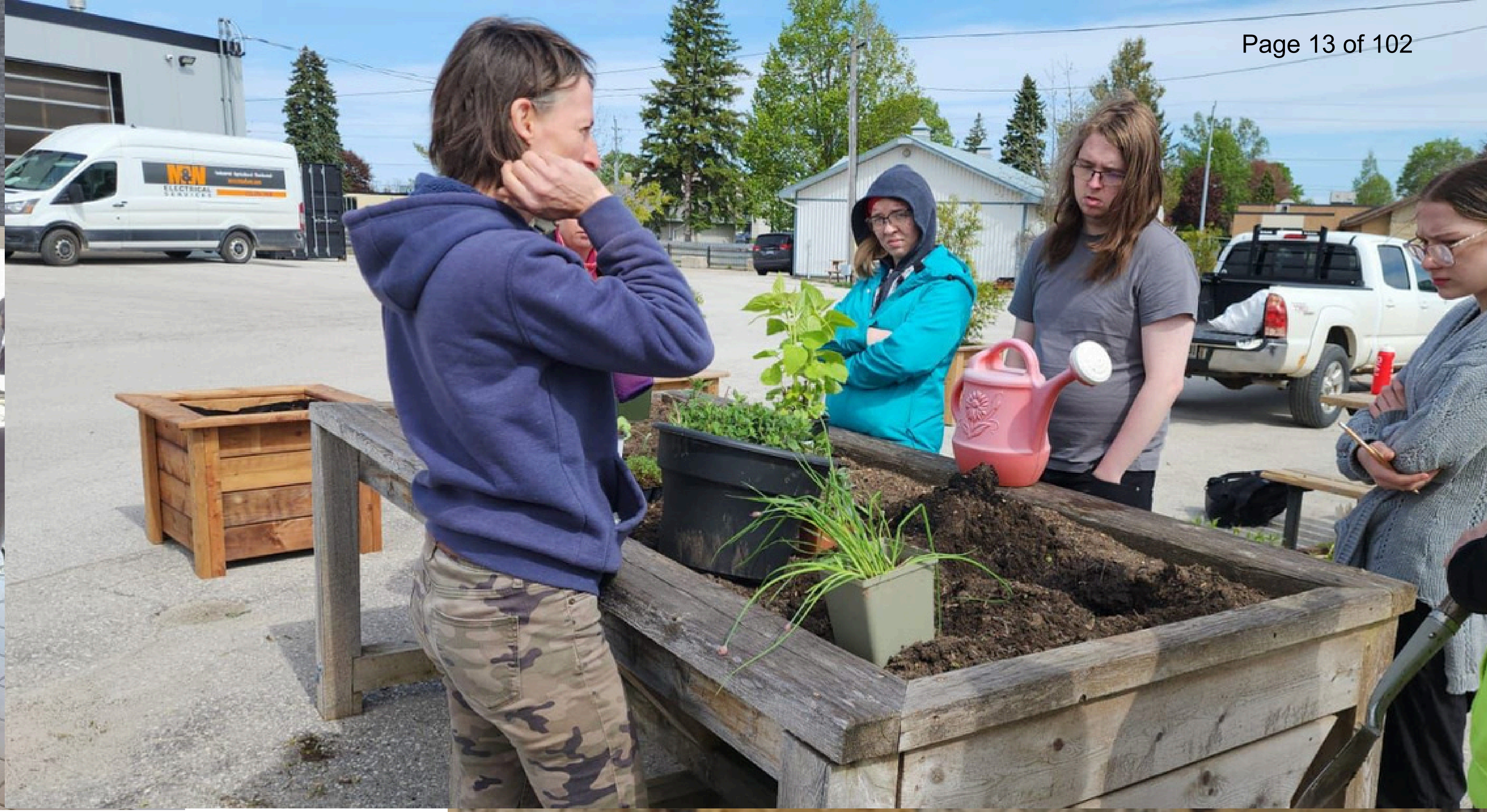
**Melody will now take a few moments to speak about her experience at Elephant Thoughts.**

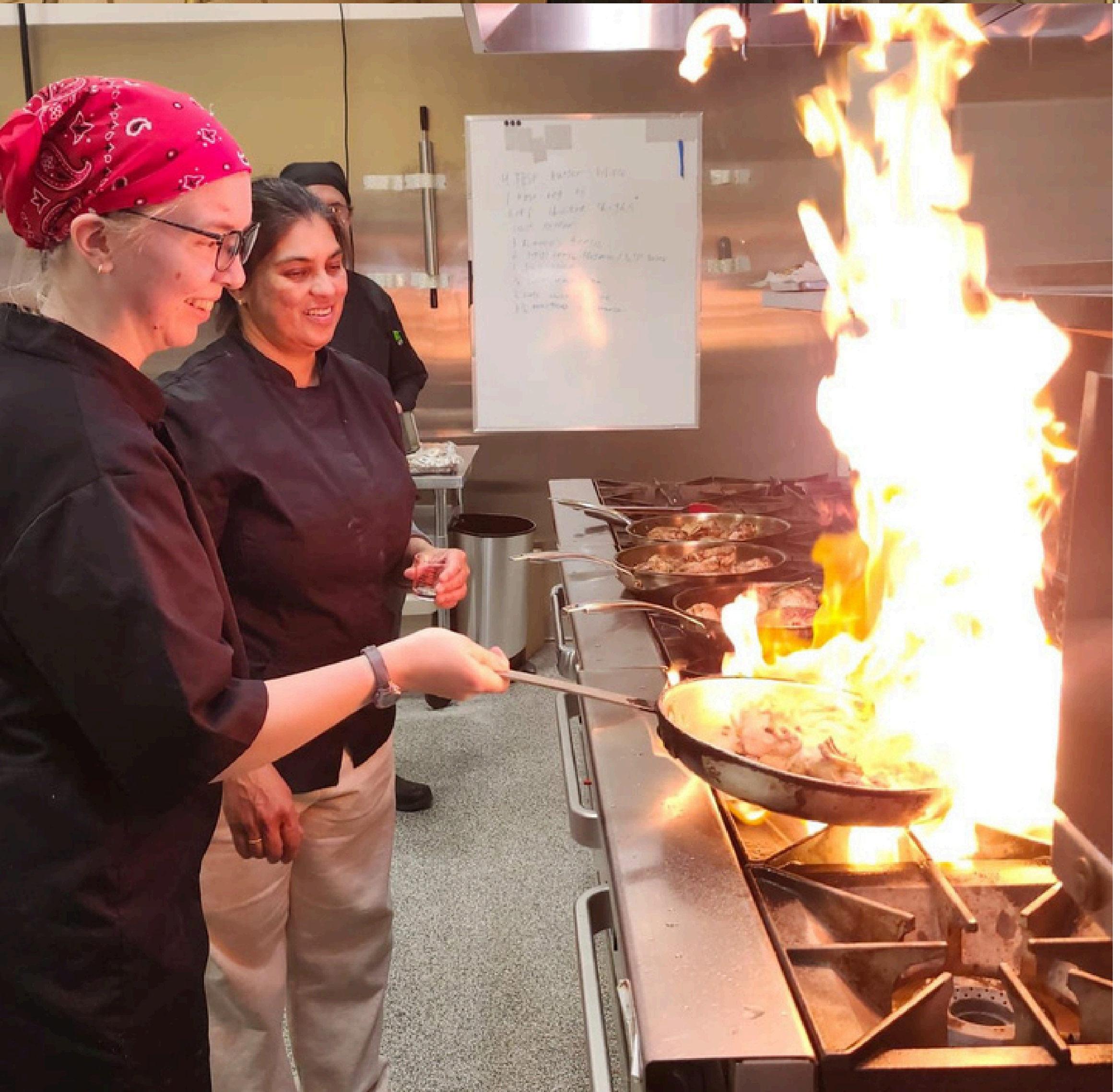






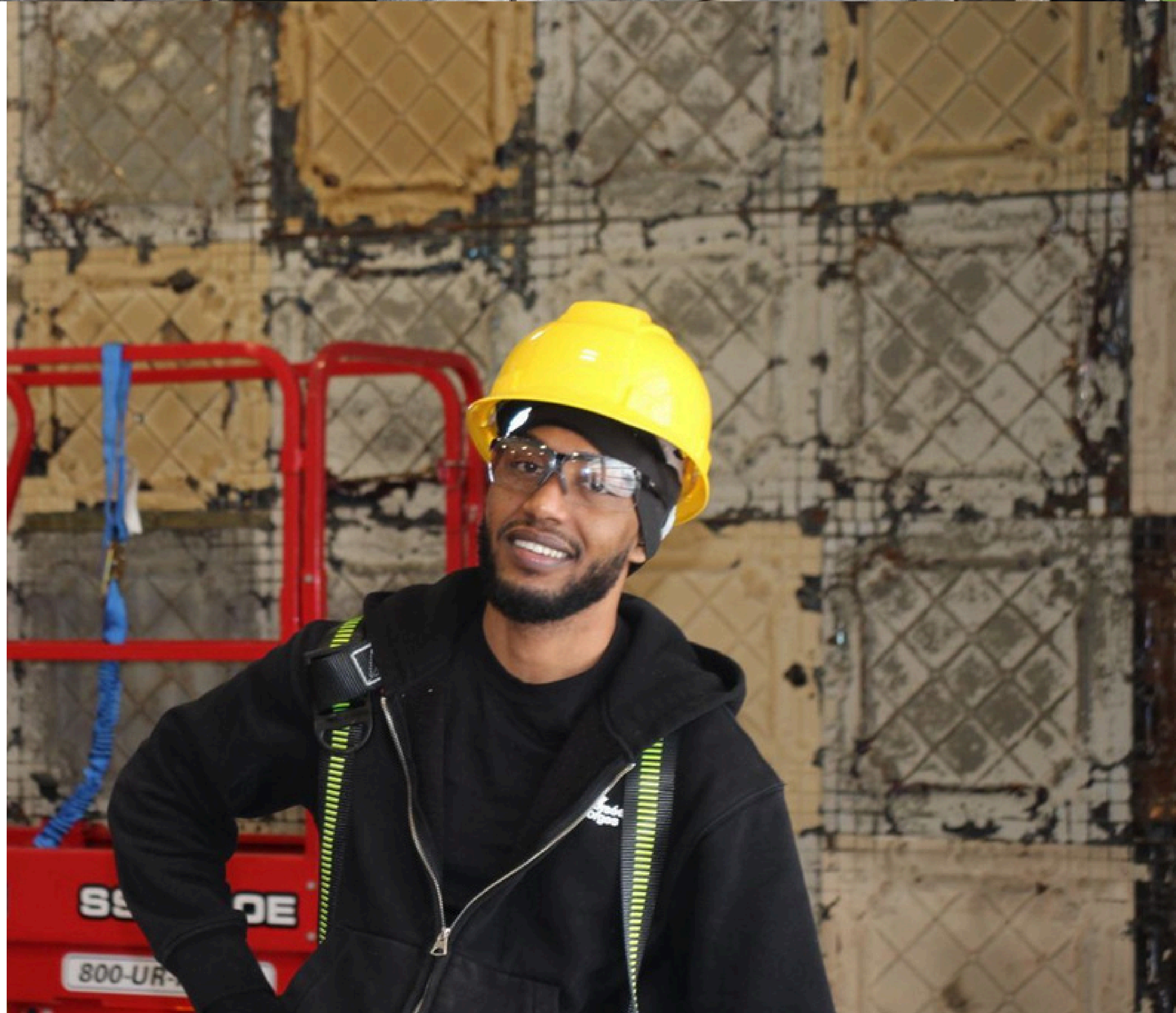






## THANK YOU FOR YOUR ONGOING SUPPORT & COLLABORATION

ELEPHANT THOUGHTS



Hanover
Ontario, Canada

**REGULAR COUNCIL MEETING MINUTES**

August 10, 2026, 4:00 pm
Council Chambers | Civic Centre
341 10th Street
Hanover, ON N4N 1P5

| | |
|---|---|
| **MEMBERS PRESENT** | **Mayor Sue Paterson**<br>**Deputy Mayor Warren Dickert**<br>**Councillor Dave Hocking**<br>**Councillor Carol Hudson**<br>**Councillor Brandon Koebel**<br>**Councillor Susan Sakal** |
| **MEMBERS ABSENT** | **Councillor Harold Fleet** |
| **STAFF PRESENT** | **Laura Christen, Director of Parks, Recreation & Culture (Departed at 6:02pm)**<br>**Melissa Hilgendorff, Human Resources Manager (Departed at 5:01pm)**<br>**April Marshall, Economic Development Manager (Departed at 4:40pm)**<br>**Vicki McDonald, Clerk**<br>**Tanya Patterson, Administrative Assistant/Deputy Clerk**<br>**Sherri Walden, CAO**<br>**Andrew Wilken, Director of Development & Infrastructure/CBO**<br>**Jamie McCarthy, Manager of Public Works (Departed at 5:45pm)**<br>**Jelena Savic, Director of Corporate Services/Treasurer (Departed at 4:32pm)** |
| **ALSO PRESENT** | **Kevin Tremble, MNP LLP** |

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## 1. National Anthem

Following the National Anthem, Mayor Patterson acknowledged the passing of Councillor Harold Fleet and recognized his many years of dedicated service to the Town of Hanover. His passion for Hanover, dedication to public service, and commitment to improving the community were evident in all that he did.

Councillor Fleet was serving his second term on Council, having first been elected in 2018. Council recognized that Harold's kindness, leadership, and lasting contributions to the Town would be remembered by all who had the privilege of knowing and working with him.

## 2. Call to Order

Mayor Paterson called the meeting to order at 4:03pm.

## 3. Land Acknowledgment

We want to acknowledge the Traditional Territory of the Anishinabek Nation: The People of the Three Fires known as Ojibway, Odawa, and Pottawatomie Nations. And further give thanks to the Chippewas of Saugeen, and the Chippewas of Nawash, now known as the Saugeen Ojibway Nation, as the traditional keepers of this land.

**4. Disclosure of Pecuniary Interest**

None

**5. Agenda Additions or Deletions**

None

**6. Health & Safety Message**

6.1 Wildland Fire Season - Councillor Carol Hudson

**7. Delegations**

7.1 2025 Draft Financial Statements - MNP LLP, Chartered Professional Accountants, Licenced Public Accountants

Kevin Tremble, Partner with MNP LLP, presented the audited 2025 Financial Statements and Trust Fund Statements.

**Resolution Number: 188-26**

**Moved by** COUNCILLOR HOCKING
**Seconded by** COUNCILLOR SAKAL

That the council of the Town of Hanover approves the Corporation of the Town of Hanover Financial Statements for the year ended December 31, 2025 as audited and presented by the municipal auditors for MNP LLP, Chartered Professional Accountants, Licenced Public Accountants.

**CARRIED**

**Resolution Number: 189-26**

**Moved by** DEPUTY MAYOR DICKERT
**Seconded by** COUNCILLOR HUDSON

That the council of the Town of Hanover approves the Corporation of the Town of Hanover Trust Fund Financial Statements for the year ended December 31, 2025 as audited and presented by the municipal auditors for MNP LLP, Chartered Professional Accountants, Licenced Public Accountants.

**CARRIED**

**8. Council Minutes**

8.1 Regular Council Meeting Minutes – July 13, 2026

**Resolution Number: 190-26**

**Moved by** COUNCILLOR KOEBEL
**Seconded by** COUNCILLOR HOCKING

That the minutes of the July 13, 2026 regular council meeting be adopted as printed and circulated.

**CARRIED**

**9. Business Arising From the Minutes**

None

**10. Consent Agenda**

Mayor Paterson asked if any member of council wished to have an item on the consent agenda brought forth for separate discussion.

Councillor Sakal requested that Item 10.10 South Huron Resolution regarding heads and beds in-lieu of taxes be pulled for separate discussion.

Councillor Koebel requested that 10.1 Report DCS-15-26 - 2026 Budget Monitoring Report and 10.4 Committee of Adjustment Meeting Minutes of July 15, 2026 be pulled for separate discussion.

10.1 Report DCS-15-26 - 2026 Budget Monitoring Report

Ms. Savic provided a mid-year budget update and advised that operations remain generally in line with budget projections. Council discussed winter maintenance costs, equipment maintenance, arena parking lot cost-sharing, and industrial park expenditures.

**Resolution Number: 192-26**

**Moved by** COUNCILLOR KOEBEL
**Seconded by** COUNCILLOR HUDSON

That Report DCS-15-26 - 2026 Budget Monitoring Report be received.

**CARRIED**

10.2 Report DCS-16-26 - Investment Update Report to June 2026

10.3 Mayoral Decision MDE-2026-001 - Budget Preparation of the 2027 Operating and Capital Budgets

10.4 Committee of Adjustment Meeting Minutes- July 15, 2026

Councillor Koebel highlighted approvals for a minor variance at 485 16th Avenue and a consent application related to lands within the Saugeen Cedar Heights West subdivision.

**Resolution Number: 193-26**

**Moved by** COUNCILLOR KOEBEL
**Seconded by** DEPUTY MAYOR DICKERT

That the minutes of the July 15, 2026 Committee of Adjustment meeting be received for information.

**CARRIED**

10.5 Saugeen Mobility and Regional Transit Commission

10.5.1 Meeting Minutes - June 4, 2026

10.5.2 2025 Annual Letter

10.6 Saugeen Valley Conservation Authority

10.6.1 2027 Draft Budget for Municipal Review

10.6.2 Quarterly Newsletter - April to June 2026

10.6.3 Meeting Minutes - May 21, 2026

10.7 Grey County Council Highlights - July 23, 2026

10.8 Ontario Provincial Conservation Agency - July 30, 2026 letter announcing members of a transition committee

10.9 Municipality of Wawa - Resolution supporting Municipal Finance Officers' Association of Ontario request to double the Ontario Community Infrastructure Fund

10.10 Municipality of South Huron - Resolution regarding heads and beds in-lieu of taxes

Council discussed the Heads and Beds Payment in Lieu of Taxes program. Administration advised that hospitals are exempt from municipal property taxation and, instead, municipalities receive a provincial payment based on the number of hospital beds. Hanover currently receives $75 per hospital bed for the 100-bed Hanover hospital. It was noted that the funding level has not been updated in decades and may be insufficient to offset the municipal costs associated with hosting facilities such as hospitals and universities. Council discussed supporting the Municipality of South Huron's request for an increase to the funding program,

**Resolution Number: 194-26**

**Moved by** COUNCILLOR SAKAL
**Seconded by** DEPUTY MAYOR DICKERT

That the correspondence from the Municipality of South Huron regarding heads and beds payment in lieu be received; and

That council provide a letter of support for the review and update of the heads and beds payment in lieu fee.

**CARRIED**

**Resolution Number: 191-26**

**Moved by** DEPUTY MAYOR DICKERT
**Seconded by** COUNCILLOR HOCKING

That the items listed on the Consent Agenda with the exception of items 10.1 Report DCS-15-26, 10.4 Committee of Adjustment Minutes of July 15, 2026, and 10.10 Municipality of South Huron resolution regarding heads and beds payment in-lieu, be received for information.

**CARRIED**

## 11. Staff Reports Requiring Action

11.1 Report ED-15-26 - 276 10th Street Concept Development

**Resolution Number: 195-26**

**Moved by** COUNCILLOR KOEBEL
**Seconded by** COUNCILLOR SAKAL

That Report ED-15-26 276 10th Street Concept Development be received; and

That the proposed adaptive reuse and redevelopment concept for 276 10th Street be supported in principle, subject to the completion of Site Plan Control, building permit review, and all other required municipal and agency approvals; and

That 276 10th Street be recognized as a priority redevelopment site given its strategic location, longstanding vacancy, and potential contribution to downtown revitalization and economic development; and

That future applications related to Community Improvement Plan incentives for the property, including any request to combine a Tax Increment Equivalent Grant (TIEG) with other eligible CIP grant streams, be considered through the Town's established approval processes as the project advances.

**CARRIED**

11.2 Report CL-09-26 - Council Compensation Review

**Resolution Number: 196-26**

**Moved by** COUNCILLOR KOEBEL
**Seconded by** COUNCILLOR HUDSON

That council receive Report CL-09-26 Council Compensation Review; and

That council approve annual base compensation adjustments for the Deputy Mayor and Councillors to the median level outlined in this report, which shall take effect at the commencement of the 2026-2030 council term; and

That the annual base compensation of the Mayor position be maintained at its present level until such time as median compensation is equivalent to the existing remuneration; and

That council confirm continuation of the following council remuneration practices:

- Application of annual adjustments to base remuneration equivalent to the cost-of-living adjustment provided to non-union staff;
- Payment of annual base remuneration between December and November on a quarterly basis;
- Completion of a market review every 4 years in the final term of council utilizing the most recent list of approved market comparators.

**CARRIED**

11.3 Report PRC-09-26 - Heritage Square Holiday Tree

**Resolution Number: 197-26**

**Moved by** DEPUTY MAYOR DICKERT
**Seconded by** COUNCILLOR HOCKING

That Report PRC-09-26 Heritage Square Holiday Tree be received; and

That council approve Option 1 for replacing the holiday tree feature in Heritage Square, as outlined in the report.

**CARRIED**

11.4 Report PRC-10-26 - Civic Centre Boiler Replacement Project Update

**Resolution Number: 198-26**

**Moved by** DEPUTY MAYOR DICKERT
**Seconded by** COUNCILLOR KOEBEL

That Report PRC-10-26 Civic Centre Boiler Replacement Project Update and Direction be received; and

That council approve the project budget up to a total cost of $130,000.00 plus HST; and

That council authorize staff to award the tender and execute the necessary contracts following the tendering process, provided the tender amount is within the approved budget detailed in this report.

**CARRIED**

11.5 Report PW-14-26 - Development and Engineering Guidelines

**Resolution Number: 199-26**

**Moved by** COUNCILLOR SAKAL
**Seconded by** COUNCILLOR KOEBEL

That Report PW-14-26 Development and Engineering Guidelines be received; and

That council seek comments from the Planning Advisory Committee on the proposed guidelines prior to adoption.

**CARRIED**

11.6 Report PW-16-26 - Financial Analysis for Sidewalks on 22nd Avenue A

Considerable discussion ensued on the alternatives presented and project financing.

**Resolution Number: Withdrawn**

**Moved by** COUNCILLOR HOCKING
**Seconded by** COUNCILLOR KOEBEL

That Report PW-16-26 Financial Analysis for Sidewalks on 22nd Ave A be received; and

That council provide direction on the preferred option.

**Amendment**:
**Resolution Number: 200-26**

**Moved by** COUNCILLOR KOEBEL
**Seconded by** COUNCILLOR HOCKING

That Report PW-16-26 -Financial Analysis for Sidewalks on 22nd Avenue A be received; and

That council direct staff to proceed with the works described in Table 1, and that funds up to $14,000 be reallocated from the Saugeen Cedar Heights West trail development project to complete the sidewalk construction on 22nd Avenue A; and

That grant funding continue to be pursued to assist with costs.

**CARRIED**

11.7 Report PW-17-26 - Hanover Cemetery By-Law Amendment

**Resolution Number: 201-26**

**Moved by** COUNCILLOR SAKAL
**Seconded by** COUNCILLOR HOCKING

That Report PW-17-26 Hanover Cemetery By-Law Amendment be received; and

That council approves the update as presented in By-Law Amendment 3411-26 to Cemetery By-Law No. 3265-23.

**CARRIED**

11.8 Report CAO-09-26 - Library Facility Investigation Ad Hoc Committee Terms of Reference

General discussion ensued. Subsequent to the defeat of the amendment, Councillor Koebel withdrew as seconder of the original motion. Councillor Sakal then seconded the motion.

**Resolution Number: 202-26**

**Moved by** COUNCILLOR HOCKING
**Seconded by** COUNCILLOR SAKAL

That Report CAO-09-26 Library Facility Investigation Ad Hoc Committee Terms of Reference be received; and

That council approves the Library Facility Investigation Ad Hoc Committee Terms of Reference as detailed.

**CARRIED**

**Amendment**:
**Resolution Number: 203-26**

**Moved by** COUNCILLOR HUDSON
**Seconded by** COUNCILLOR KOEBEL

That the motion be amended by replacing "council approve" with "the 2026 to 2030 council approve" the Library Facility Investigation Ad Hoc Committee Terms of Reference and deleting "as detailed".

**DEFEATED**

## 12. Committees of Council Minutes

12.1 Emergency Management Program Committee Meeting Minutes - June 10, 2026

12.2 Hanover Police Station Ad Hoc Committee Meeting Minutes - July 7, 2026 and July 21, 2026

12.3 Hanover / Walkerton Waste Management Committee Special Meeting Minutes - July 7, 2026

12.4 Parks, Recreation & Culture Advisory Committee Meeting Minutes - July 29, 2026

12.5 Planning Advisory Committee Meeting Minutes - July 14, 2026

**Resolution Number: 204-26**

**Moved by** COUNCILLOR KOEBEL
**Seconded by** COUNCILLOR HOCKING

That the minutes of the following committees be received for information and the recommendations contained therein be hereby approved;

- Emergency Management Program Committee - June 10, 2026
- Hanover Police Station Ad Hoc Committee - July 7, 2026 and July 21, 2026
- Hanover / Walkerton Waste Management Committee - July 7, 2026
- Parks, Recreation & Culture Advisory Committee - July 29, 2026
- Planning Advisory Committee - July 14, 2026

**CARRIED**

## 13. By-Laws

13.1 By-law No. 3411-26 - Amend Cemetery By-Law No. 3265-23

13.2 By-law No. 3412-26 - Appoint a Chief Administrative Officer for the Town of Hanover

**Resolution Number: 205-26**

**Moved by** COUNCILLOR HUDSON
**Seconded by** DEPUTY MAYOR DICKERT

That by-law 3411-26 and 3412-26 be introduced; and

That they be taken as read a first, second and third time, finally passed, signed by the mayor and clerk, sealed with the seal of the Corporation and inserted in the By-law book.

**CARRIED**

## 14. Correspondence Requiring Action

None

## 15. Notice of Motion

None

## 16. Good News and Celebrations

## 17. Upcoming Committee Meetings

17.1 Age Friendly Committee - Monday September 21, 2026 | 10:00am

17.2 Economic, Tourism & Cultural Development Committee - Friday September 18, 2026 | 9:00am

17.3 Cultural Roundtable Subcommittee - October 7, 2026 | 10:00am

17.4 Heritage Subcommittee - Thursday September 17, 2026 | 10:00am

17.5 Planning Advisory Committee - September 8, 2026 | 4:00pm

17.6 Hanover Police Service Board - Monday August 24, 2026 | 10:00am

17.7 Hanover Public Library Board - Wednesday September 16, 2026 | 6:00pm

17.8 Parks, Recreation & Culture Advisory Committee - Wednesday September 23, 2026 | 6:00pm

17.9 Hanover / Walkerton Waste Management Committee - Tuesday September 15, 2026 | 1:00pm

17.10 Saugeen Municipal Airport Commission - Wednesday September 16, 2026 | 1:00pm

17.11 Saugeen Mobility and Regional Transit Board - Friday September 11, 2026 | 10:00am

**18. Important Dates and Announcements**

18.1 Next Regular Council Meeting – September 8, 2026 | 4:00pm

**19. Closed Meeting**

**20. Confirmation of Proceedings By-law**

20.1 By-law 3413-26 - Confirm Proceedings of the August 10, 2026 Regular Council Meeting

**Resolution Number: 206-26**

**Moved by** COUNCILLOR KOEBEL
**Seconded by** COUNCILLOR SAKAL

That by-law 3413-26 be introduced; and

That it be taken as read a first, second and third time, finally passed, signed by the mayor and clerk, sealed with the seal of the Corporation, and inserted in the By-law book.

**CARRIED**

**21. Adjournment**

**Resolution Number: 207-26**

**Moved by** COUNCILLOR HOCKING
**Seconded by** DEPUTY MAYOR DICKERT

THAT this meeting of Hanover Council now be adjourned at 6:24pm.

**CARRIED**

_________________________
Susan Paterson, Mayor

_________________________
Vicki McDonald, Clerk

Hanover
Ontario, Canada

**Staff Report To Council**

**From**: Jeff Dentinger, Fire Chief/CEMC

**Date**: September 8, 2026

**Report:** FI-06-26

**Subject** **Hanover Fire Station Net Zero Target Achieved**

## Recommendation

That Report FI-06-26 Hanover Fire Station Net Zero Target Achieved be received for information.

## Background

The Hanover Fire Station was designed and constructed with the objective of achieving Net Zero electrical energy consumption through a combination of energy-efficient building systems and on-site solar photovoltaic power generation.

July 1, 2026 marked one full year of operation for the facility's solar generation system. Staff, with assistance from the electrical contractor, have reviewed the solar monitoring and Westario Power revenue metering data for the period of July 1, 2025 to June 30, 2026 to determine whether the facility has achieved its Net Zero performance target.

The energy data has been converted to Gigajoules (GJ) in accordance with the reporting requirements established under the Federation of Canadian Municipalities (FCM) Green Municipal Fund (GMF) funding agreement.

## Discussion

The final energy data confirms that the Hanover Fire Station successfully achieved and exceeded its Net Zero electrical energy target during its first full year of operation.

Between July 1, 2025 and June 30, 2026, the solar photovoltaic system generated:

- 303.2 MWh (1,091.6 GJ) of electricity;
- Of this amount, 65.3 MWh (235.1 GJ) was consumed directly by the Fire Station; and
- 237.9 MWh (856.5 GJ) was exported to the electrical grid.

During the same period, the Fire Station consumed a total of:

- 279.1 MWh (1,004.9 GJ) of electricity;
- 213.8 MWh (769.8 GJ) was supplied from the electrical grid; and
- 65.3 MWh (235.1 GJ) was supplied directly from the solar photovoltaic system.

The resulting annual energy balance was:

| Energy Measure | MWh | GJ |
|---|---|---|
| Solar Energy Production | 303.2 | 1,091.6 |
| Total Fire Hall Energy Consumption | 279.1 | 1,004.9 |
| Net Zero Surplus | 24.1 | 86.7 |

The station generated 24.1 MWh (86.7 GJ) more electricity than it consumed during the reporting period. This exceeds the Net Zero requirement and represents a positive energy balance for the first full year of operation.

The Westario Power revenue meter records the electricity imported from and exported to the electrical grid but does not separately identify the solar energy consumed directly by the building. Accordingly, the total station consumption figure of 279.1 MWh (1,004.9 GJ) was determined using the solar monitoring system, which captures the complete energy consumption of the facility. It is noted that electricity continues to be imported from the electrical grid when on-site solar generation is insufficient, and excess electricity is exported to the grid when generation exceeds the building's immediate demand, the annual energy balance remains positive.

The successful achievement of the Net Zero performance target represents a significant milestone for the Hanover Fire Station project and demonstrates the effectiveness of the building's energy-efficient design and renewable energy systems are operating as intended.

**Financial Implications**

The successful achievement of Net Zero means that the Hanover Fire Station generated sufficient renewable electricity to offset its total annual electrical consumption.

There are no direct financial implications for this report. Staff are now able to submit the required documentation to the FCM Green Municipal Fund to demonstrate compliance with the Net Zero performance requirement and access the grant funding associated with achieving the project's performance targets.

**Link to Strategic Plan**

This report supports the indicated Strategic Goals and Action Plans of the Town of Hanover.

☒ **Goal 1**: **Safe and Reliable Infrastructure**

Build, maintain and continuously improve our municipally owned properties, buildings, and equipment.

☐ **Goal 2: Healthy and Welcoming Community**

Care for our natural environment and provide an enviable quality of life for everyone who calls Hanover “home”.

☐ **Goal 3: Strong and Vibrant Economy**

Refresh downtown Hanover and retain and attract local economic investment and jobs.

☒ **Goal 4**: **Balanced Growth**

Work together to create a community we can all be proud of.

☒ **Goal 5**: **Open and Responsible Government**

Deliver services in a friendly, efficient and effective manner while providing an exceptional working environment for our employees.

| | |
|---|---|
| Respectfully submitted, | Concurrence, |
| Jeff Dentinger<br>Fire Chief / CEMC | Sherri Walden<br>CAO |

Hanover
Ontario, Canada

**Staff Report To Council**

**From**: April Marshall, Economic Development Manager

**Date**: September 8, 2026

**Report:** ED-17-26

**Subject** **Hanover Culture Days**

## Recommendation

That Report ED-17-26 Hanover Culture Days be received for information.

## Background

Culture Days is a national celebration of arts, culture, and heritage that takes place annually across Canada. Each year, millions of people participate in thousands of free, interactive cultural experiences designed to connect residents and visitors with local artists, performers, cultural organizations, and heritage assets. Culture Days programming encourages the public to engage in hands-on activities and behind-the-scenes experiences, highlighting the important role that arts, culture, and heritage play in building vibrant and connected communities.

Lead by the Cultural Roundtable, the Town of Hanover has proudly participated in Culture Days for several years as an opportunity to showcase the community's diverse cultural offerings, celebrate local creativity and heritage, and strengthen awareness of the many organizations and individuals that contribute to Hanover's cultural landscape. Supporting the Town's broader HIPP Culture initiative, Culture Days brings together arts, culture, heritage, tourism, business, and community partners to deliver engaging experiences that encourage residents and visitors to explore Hanover's cultural assets, connect with the community, and foster a greater sense of cultural pride while positioning Hanover as a vibrant cultural destination.

## Discussion

Hanover Culture Days 2026 is happening between September 18 through October 4 and will feature a variety of activities designed to celebrate local arts, culture, and heritage while encouraging residents and visitors to engage with the community's cultural assets. Through partnerships coordinated by the Cultural Roundtable, this year's programming highlights opportunities to learn about Hanover's history, explore community landmarks, experience local creativity, and connect with cultural organizations and community partners.

A key feature of this year's event is the Hanover Culture Days Scavenger Hunt, available through the Driftscape app. Participants will visit cultural, heritage, public art, and community locations throughout Hanover, unlocking clues and learning more about the community along the way. The interactive hunt encourages residents and visitors to explore Hanover's cultural assets while providing an opportunity to win prizes through participation. The scavenger hunt offers an accessible and engaging way for individuals and families to discover places they may not have previously visited and strengthen their connection to the community.

New this year, the Hanover Heritage Committee's "I Remember When" project will collect and preserve local stories by recording residents sharing their memories and experiences of Hanover. These firsthand accounts will help document community history, capture unique perspectives, and create a valuable archive of stories that celebrate the people and events that have shaped the town over time.

The Hanover Public Library House Histories program will provide residents with an opportunity to learn more about the history of their homes and properties through local historical records and research resources. The initiative helps showcase Hanover's built heritage and encourages residents to explore the stories connected to their neighbourhoods and properties.

The Saugeen Culture Bus returns for its third year through the collaborative efforts of the Hanover, Wellington North, and Minto Cultural Roundtables. The program continues to be a highly anticipated regional cultural experience, providing participants with curated arts, culture, and heritage tours throughout our communities. As the value of the experience exceeds $100 per participant, tickets are offered at a subsidized rate with limited capacity available. Three buses carrying 20 participants each will depart from each community, creating a unique opportunity for residents to explore destinations across the Saugeen Region.

As part of the Saugeen Culture Bus itinerary, Hanover will welcome visitors to Bev Morgan’s Art Studio, featuring guest artists participating in the Autumn Leaves and Saugeen Artists Guild Studio Tour, as well as the Hanover Net-Zero Fire Station, Training Centre and Fire Heritage Display, where participants can get a tour of one of the region's innovative municipal facilities while learning about Hanover's firefighting history. While Bev Morgan’s Art Studio is a featured stop on the bus tour, it will also be open to the public during the Autumn Leaves and Saugeen Artists Guild Studio Tour, taking place October 2 to 4, providing additional opportunities for residents and visitors to experience local artistic talent.

Also new to this year's Culture Days lineup is Artie's Music and Film Festival, taking place at the Hanover Legion on October 3. The festival celebrates music, film, and creative storytelling while providing a platform for local and regional artists and filmmakers. As an emerging cultural event, Artie's Music and Film Festival has received support through Hanover's HIPP Culture Event Development Fund, which helps foster new cultural experiences and build local creative capacity. While the festival is a ticketed event, it adds another unique cultural experience to the Culture Days program and demonstrates how the Event Development Fund can support new initiatives that contribute to community vibrancy and strengthen Hanover's cultural ecosystem.

Additional Culture Days programming includes a Youth Karaoke Night hosted by The Bodega Café and Pantry by Elephant Thoughts on October 3, providing a fun and welcoming opportunity for youth to showcase their talents and connect with their peers. Culture Days programming also supports the return of the Harvest Market in the Square and encourages residents and visitors to explore the weekly Eat Well Farmers' Market, highlighting the important connection between local food, culture, community gathering, and place-making.

These featured events represent only a portion of the activities planned during Hanover Culture Days. Residents and visitors are encouraged to visit hanover.ca/culture-days for a complete schedule of events and activities and to discover the many ways they can participate in celebrating arts, culture, and heritage in Hanover.

**Financial Implications**

There are no direct financial implications associated with this report. Costs related to the Saugeen Culture Bus Tour, Event Development Fund, and Culture Days promotional activities are accommodated within the approved 2026 Economic Development Budget.

**Link to Strategic Plan**

This report supports the indicated Strategic Goals and Action Plans of the Town of Hanover.

☐ **Goal 1**: **Safe and Reliable Infrastructure**
Build, maintain and continuously improve our municipally owned properties, buildings, and equipment.
☒ **Goal 2: Healthy and Welcoming Community**
Care for our natural environment and provide an enviable quality of life for everyone who calls Hanover “home”.
☒ **Goal 3: Strong and Vibrant Economy**
Refresh downtown Hanover and retain and attract local economic investment and jobs.
☐ **Goal 4**: **Balanced Growth**
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| Respectfully submitted, | Concurrence, |
|---|---|
| April Marshall<br>Economic Development Manager | Sherri Walden<br>CAO |

Hanover
Ontario, Canada

**Staff Report To Council**

**From**: Jelena Savic, Director of Corporate Services, Treasurer

**Date**: September 8, 2026

**Report:** DCS-18-26

**Subject** **Budget Survey Findings**

## Recommendation

That Report DCS-18-26 Budget Survey Findings be received for information.

## Background

In spring 2026 the Town conducted its first Budget Questionnaire to provide residents, property owners, business owners, and other interested stakeholders with an opportunity to provide input into the development of the 2027 municipal budget. The survey was available both electronically and in paper format across Town facilities to encourage broad participation. The vast majority of responses were submitted electronically, with very few paper copies completed and returned.

The questionnaire sought feedback on residents' understanding of municipal finances, satisfaction with municipal services, budget priorities, growth-related investment priorities, and key considerations during the 2027 budget process. In addition to structured questions, participants were invited to provide open-ended comments and suggestions.

A total of 116 complete responses were received. While participation provided useful insight into community priorities and concerns, the overall response rate was relatively low (approx. 1.3%) compared to the Town's population.

As this was the Town's first budget questionnaire, the results should be viewed as informative feedback from participating residents, rather than statistically representative of the entire community.

## Discussion

### A. Understanding of Municipal Services and Taxation

Responses indicated varying levels of understanding regarding municipal finances and how tax dollars are spent. While many participants reported understanding municipal finances "somewhat well" or "very well", a significant number of respondents indicated that they did not understand municipal budgeting processes or felt that the Town does not communicate effectively about how tax dollars are used.

Similarly, opinions regarding value for taxes paid were mixed. Many respondents felt they receive fair value or that municipal services are "about right" for the taxes they pay, while others expressed concern that taxes have increased faster than their household incomes or inflation. Affordability emerged as one of the strongest recurring themes throughout the survey.

Representative comments included:

- *"Tax increase should not exceed inflation. Zero increase is not a good plan but our taxes have exceeded inflation too often and now has a negative impact on housing affordability."*
- *"Affordability for many families, especially young, is a concern. If taxes/fees are made too high in comparison to surrounding communities, Hanover may seem less appealing to reside in."*

At the same time, some respondents expressed support for maintaining service levels even where that may require additional tax investment:

- *"Don't be afraid to raise taxes."*
- *"Focus on services and allocate dollars to services rather than focus on dollars to reduce taxes."*

These responses demonstrate that while affordability remains a significant concern, residents also recognize the relationship between taxation and the level of service provided by the municipality.

**B. Service Satisfaction and Budget Priorities**

The survey results suggest that Fire and Emergency Services, Water and Wastewater Services, Roads, and Snow Removal continue to be viewed as core municipal responsibilities that residents want protected during budget discussions. These services consistently ranked among those selected for protection if budget reductions were required.

Road maintenance and winter maintenance generated the highest volume of comments from respondents. While some residents reported satisfaction with existing service levels, many expressed concern about snow clearing response times, sidewalk maintenance, road conditions, and accessibility during winter months.

Representative comments included:

- *"Better snow removal in the winter. People can't support local if they can't get to businesses."*
- *"Fix the roads."*

Respondents also raised concerns regarding accessibility and pedestrian infrastructure, including requests for additional sidewalks, safer crossings, improved lighting, and transportation options for those without access to a vehicle.

**C. Recreation, Parks and Quality of Life**

A significant number of comments highlighted the importance of recreation facilities, parks, playgrounds, trails, and youth programming in maintaining the quality of life available in Hanover. Respondents frequently identified recreation-related services as important investments that contribute to community attractiveness and long-term liveability.

Several respondents specifically requested more investment in youth amenities and recreation infrastructure:

- *"Increase the budget for Recreation Facility Improvements."*
- *"Focus on providing services and growth for our youth. If we invest in them when they are young, they are more likely to return as long-term residents when older."*
- *"You need to really consider investing in your youth. Our youth are the FUTURE of our town."*

There was also continued support for trails, parks, and public spaces, with several respondents referencing the Town's trail network and requesting additional investment or reconsideration of previously deferred trail projects.

**D. Growth, Development and Economic Sustainability**
The survey included several questions related to growth and long-term sustainability. Most respondents indicated that planned growth is either important or very important to Hanover's future. Many recognized the connection between growth, infrastructure investment, housing development, and the long-term ability to spread municipal costs across a larger tax base.

Responses suggest that residents generally support growth when it is managed responsibly and balanced with existing infrastructure needs. Common themes included housing affordability, economic development, downtown revitalization, healthcare recruitment, business attraction, and community attractiveness.

**E. Additional Themes**
Beyond traditional municipal services, respondents identified several emerging community issues for council's consideration, including:

- Housing affordability and availability.
- Downtown revitalization and business attraction.
- Physician recruitment and healthcare access.
- Homelessness and social issues.
- Property standards and community appearance.
- Public transit and transportation alternatives.
- Community safety and accessibility improvements.

These comments illustrate that residents view municipal budgeting as more than a discussion about taxes and services and increasingly expect municipalities to play a leadership role in broader community-building initiatives.

**F. Next Steps**
As this was the Town's first budget questionnaire, staff view the initiative as a pilot project that established a foundation for future public engagement on municipal budgeting. Based on lessons learned, several improvements are recommended for future budget surveys.

**Objective 1: Improve Survey Design**
Future questionnaires will place greater emphasis on helping residents understand municipal finances before seeking feedback. This may include:

- Providing a brief overview of the municipal budget process.
- Explaining how property taxes are allocated among municipal services.
- Presenting examples of the service-level impacts associated with budget increases or decreases.

- Including educational information regarding infrastructure funding, asset replacement, debt management, and growth-related investments.

Staff will also consider reducing the number of satisfaction-based questions and introducing more scenario-based questions that help council better understand trade-offs between service levels, capital investments, affordability, and long-term sustainability.

Examples of future questions may include:

- Would you prefer lower taxes with reduced service levels, or higher taxes with expanded services?
- Which capital projects should be prioritized if funding is limited?
- Which services should receive additional investment over the next five years?

**Objective 2: Increase Participation**
Staff believe greater promotion will be required to improve participation rates and obtain a larger sample size. Future promotion may include:

- Social media advertising.
- Town website features and notices.
- Utility bill messaging.
- Community organization partnerships.
- Business association and Chamber engagement.

Staff recommend aligning future budget engagement with other corporate planning initiatives to reduce consultation fatigue and create a more integrated understanding of community priorities.

**Objective 3: Establish an Annual Budget Engagement Program**
Rather than treating budget engagement as a one-time exercise, staff recommend establishing the questionnaire as an annual component of the budget process. Over time, a recurring survey will provide valuable trend data, allow council to monitor changing community priorities, and improve the Town's ability to incorporate public input into budget decision-making.

**Financial Implications**

To support future budget engagement initiatives, staff have included a proposed budget allocation of $1,500 within the 2027 Mayor's Budget to fund costs associated with future budget questionnaires and public engagement activities. Funding would be used for items such as advertising, promotion, participant incentives, and other community outreach efforts intended to increase awareness and participation. The proposed funding allocation will be considered as part of the Town's 2027 budget deliberation process.

**Link to Strategic Plan**

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| Respectfully submitted, | Concurrence, |
|---|---|
| Jelena Savic<br>Director of Corporate Services, Treasurer | Sherri Walden<br>CAO |

Hanover
Ontario, Canada

COMMITTEE OF ADJUSTMENT MEETING MINUTES

Wednesday, September 2, 2026, | 4:00 pm
Virtual Meeting via Zoom

| | |
|---|---|
| **MEMBERS PRESENT** | Mark Ebert (Chair) \| Brandon Koebel \| Bill Switzer \| Larry Lantz (joined at 4:09 pm) |
| **OTHERS PRESENT** | Andrew Wilken, Secretary-Treasurer \| Jordan Whitmore, Deputy Chief Building Official \| Sandeep Josan, Deputy Secretary-Treasurer \| Sue Paterson, Mayor |
| **REGRETS** | Barbara Hicks \| Carol Hudson |
| **DISCLOSURE OF PECUNIARY INTEREST** | None |
| **DELEGATIONS** | Travis Burnside, Cobide Eng. \| Aaron Armstrong, Teeswater Concrete 2021 Ltd. |

**Appointment of Chair**

The Secretary-Treasurer called for nominations from the floor for the position of Chair.

**Moved by BRANDON KOEBEL / Seconded by BILL SWITZER**

**THAT** Mark Ebert be nominated for position of Chair.

The Secretary-Treasurer called for nominations a second and third time. The Secretary-Treasurer congratulated Mark Ebert on his appointment to Chair.

The Secretary-Treasurer stated that in the absence of the chair through illness or otherwise, the Committee will appoint another member to act as acting chair, as per the *Planning Act*.

**1. Adoption of July 15, 2026, Regular Meeting Minutes**

**Moved by BRANDON KOEBEL / Seconded by BILL SWITZER**

That the minutes of the July 15, 2026, regular meeting be approved as printed and circulated.

**CARRIED**

**2. Business Arising from Minutes**

The Deputy Secretary-Treasurer advised that Minor Variance Application A4-26 for 485 16$^{th}$ Avenue, which permits the construction of an attached garage with a 436 sq. ft. footprint, has proceeded to the footing and framing stage. The appeal period for Consent Applications B1-B3-25 for 801 20th st, which proposes the creation of four lots, has expired, and the applicant is currently in the process of satisfying the conditions of consent.

**3. Consent Application, B3-26, Teeswater Concrete 2021 Ltd--------341076 Grey Rd 28**

The Deputy Secretary-Treasurer advised that notice of the public meeting was circulated to all property owners within 60 metres of the subject lands and posted on the property, the Town’s website, and circulated to relevant agencies on August 14, 2026, in accordance with Section 53 of the Planning Act, R.S.O. 1990.

The Deputy Secretary-Treasurer provided an overview of Consent Application B3-26, advising that the owner is proposing to sever the industrial property, which is zoned M2 under the Town of Hanover Comprehensive Zoning By-law. The proposal would create a 2.4 ha vacant lot, designated and zoned for industrial uses. The proposed retained parcel would contain the existing Teeswater Concrete Ready-Mix plant and have a total area of 8.1 ha.

The applicant is seeking relief from Policy D7.4.11 of the Town of Hanover Official Plan, which states that development shall only be permitted on properties having a minimum lot area of 8 hectares. The policy also allows for the development of a smaller lot on an infilling basis through an amendment to the Town of Hanover Official Plan. Accordingly, the applicant has submitted an Official Plan Amendment application to seek relief from this policy. The Official Plan Amendment will be presented to council on September 21.

The subject lands are traversed by hydro easements that run diagonally through the property and effectively bisect the lands, creating both physical and functional separation between the existing Teeswater Concrete Ready-Mix operation on the retained parcel and the proposed severed lands. The easements and associated overhead hydro lines provide a clear separation between the two areas of the property. As buildings and permanent structures cannot be located within the easement corridor, the lands on either side are effectively constrained to function as separate areas from a land use and site design perspective. This results in two distinct development areas that can more readily function independently of one another.

The proposed severance represents a good infill opportunity, rather than maintaining a single business operation across the bisected lands with restricted connectivity and would allow the proposed severed parcel to be independently developed for appropriate industrial use.

The Secretary-Treasurer provided information regarding the defined lot size requirements in the M2 zone for larger businesses that require additional space to operate. Lot size requirements for industrial lands are also currently under review as part of the Official Plan review process in broader terms.

The Grey County Planning Department has reviewed the application and has no concerns. The Grey County Ecology Department advised that any future development should maintain a minimum 30-metre setback from the existing watercourse/drainage area located to the east of the subject property.

Grey County Transportation Services also provided comments requiring a 3-metre road widening to be conveyed to the County of Grey along the frontage of the County Road for both the severed and retained parcels, at the applicant’s expense. The entrance for the proposed severed lot should be located at a minimum of 100 metres from any other entrance. The existing rough entrance meets this requirement; however, it will need to be upgraded to a paved CSAS commercial entrance suitable for industrial use.

The Saugeen Valley Conservation Authority reviewed the application and indicated that they have no concerns with the proposed development. However, any future development proposed on the retained or severed parcel should be circulated to the SVCA for review to determine whether an SVCA permit is required.

After discussion, a motion was made to approve the application. It was then,

**Moved BRANDON KOEBEL / Seconded by BILL SWITZER**

**THAT** Consent Application No. B3-26 be granted with the following conditions:

1. That the Owner agree in writing with the Municipality, if deemed necessary by the Municipality, to satisfy all requirements, financial or otherwise of the Municipality concerning the provision of roads, installation of services, facilities and drainage, and the provision of parkland or cash in lieu of parkland; and, that the Owner enter, if required, into an agreement with the Municipality, providing for the payment of a development charge, said payment to be made on or before the delivery of a letter by the Municipality addressed to the Secretary-Treasurer of the Committee of Adjustment waiving the municipal conditions as imposed herein;
2. That a surveyor's drawing be completed and a copy filed with the Clerk, the Registrar and the Secretary/Treasurer of the Committee of Adjustment;
3. That "Certification of Consent" be affixed to the deed within two year of the giving of the Notice of Consent;
4. That a Local Official Plan Amendment be approved to permit a reduced lot area for the severed lot;
5. That any future development should maintain a minimum 30 metre setback from the existing watercourse/drainage area to the east of the subject property;
6. That the road widening of 3 meters shall be conveyed to the County of Grey along the frontage of the County Road for both the severed and retained parcels, at the expense of the applicant;
7. That the entrance for the proposed severed lot should be 100 meters away from any other entrance. The existing rough entrance meets this criteria but shall be upgraded to a paved CSAS commercial entrance for industrial use.
8. That the future development be proposed on the retained/ or severed lot, a site plan should be circulated to the SVCA to determine if an SVCA permit would be required for the work;
9. that the proposed development will not adversely affect or restrict the uses in the surrounding area.

**CARRIED**

## 6 Correspondence

None

## 7. New Business

None

## 8. Adjournment

**Moved by BILL SWITZER**
That the meeting now be adjourned at 4:16 p.m.

Chair, Mark Ebert

Secretary-Treasurer, Andrew Wilken

The AMO 2026 Annual Conference in Ottawa brought together over 3,600 municipal leaders, provincial and federal representatives, sector partners, and stakeholders from 444 municipalities. Over four days, delegates shared ideas, raised concerns, and spoke collectively about municipal needs. I thank Grey County for the opportunity to attend.

Grey County continues to have strong representation on the AMO Board of Directors. Barbara Dobreen, Deputy Mayor of Southgate, and Dane Nielsen, Deputy Mayor of Grey Highlands, were both successfully re-elected to their respective caucuses.

Conference Workshops – Sunday, August 16, 2026

Practising Leadership in a Flooding

This workshop provided a realistic emergency exercise focused on escalating impacts to infrastructure, public safety, municipal services, and community recovery. Key points included:

- Importance of mutual aid and resource prioritization
- Collaboration with provincial and community partners
- Overview of Ontario Corps, a province wide group of skilled professionals and trained volunteers able to mobilize within 24 hours at no cost to municipalities
- Municipalities must contact the Provincial Emergency Operations Centre (PEOC) first when requesting Ontario Corps assistance
- 33,000 people registered; 7,800 trained and deployable

The Astronaut, the Thermostat, and the Hidden Work of Reliable Energy

A panel featuring Commander Chris Hadfield, Enbridge Gas President Michele Harradence, and FCM President/Ottawa Councillor Tim Tierney highlighted:

- The hidden work behind reliable energy systems
- The need to plan infrastructure for extremes
- Long-term planning to keep residents safe and economies functioning
- Commander Hadfield’s emergency preparedness experiences aboard the International Space Station, including training 21 years for things to go wrong
- Emerging technology: data centres may soon be placed in space
- All panelists were exceptional and I see why people refer to Commander Hadfield as brilliant.

Monday, August 17

Youth Networking Breakfast
Three AMO Youth Fellows shared insights on youth engagement:

- Ask youth what they think and how they experience the community
- Encourage staff to explain their roles to summer students
- Bring policies to high schools for youth review to foster involvement

Plenary Program

Ottawa will host the AMO Conference through 2031. Delegates heard remarks from AMO President Robin Jones, Lieutenant Governor Edith Dumont, and Premier Doug Ford.

Opening Keynote: The Curse of Politics – Herle Burly is a political podcast hosted by David Herle that features opinions, discussions, lively spicy discussions about economics, politics, and current events.

Concurrent Session: How to Talk About Costs with Constituents

Key guidance included:

- Be open and transparent; follow up when information is requested
- Tailor messages to different age groups
- Start with the outcome, then explain the dollar
- Boston's photo-submission and issue-tracking system increased transparency and trust. At one time health care was the top concern for constituents. Oddly, potholes are the new 'north star' as the speaker termed it. Driving over a pothole every day on the way to work is highly visible and salient. It triggers issues that the constituent feels are wrong with the community. The ability to track the issue and see it move up in the queue, even if it takes a couple of months, creates transparency leaving the constituent knowing their concern will be addressed.
- Businesses value certainty more than cost
- For tax increases, explain the outcome and what it delivers

Tuesday, August 18

Stronger, Healthier Communities for Older Adults

With Ontario's aging population, municipalities will increasingly be asked how they support older adults and caregivers. Grey County's Director of Long Term Care Jennifer Cornell presented on:

- Dementia care at Grey Gables

- The designated care partner program
- The Colour It Coach program

Beyond Assessment: MPAC's Expanding Value

MPAC provided updates on:

- Self-serve website tools
- Post-election MPAC 101 outreach
- Property trends: condo market decline; northern Ontario increased growth due to affordability
- Transition from paper notices to e-services
- No update on reassessment timing

Plenary Hall

Deputy Premier and Minister of Health Sylvia Jones announced a $250 million investment to connect 600,000 more people to primary care through the creation or expansion of 78 primary care teams across Ontario.

Resilience in the Age of Disruption

Key messages included:

- Strategy must be people first
- Diversification and investment readiness are essential
- "If you don't plan it won't happen"

The Minister's Forum was interesting, with the majority of questions directed to The Hon. Rob Flack, Minister of Municipal Affairs and Housing.

Conclusion

The AMO 2026 Conference provided valuable insights into emergency preparedness, infrastructure planning, youth engagement, cost communication, aging population needs, property assessment trends, and provincial health investments. These discussions reinforce the importance of long-term planning, transparency, and collaboration across all levels of government.

**HANOVER POLICE SERVICE BOARD**
**MINUTES OF MEETING**
**Monday, August 24, 2026**
**Boardroom, P & H Centre, Hanover, ON**

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**Present:** Vice-Chair Peter McEwen
Police Service Board Member Dave Hocking
Police Service Board Member Sue Paterson
Chief Chris Knoll
Board Administrator Catherine McKay

**Absent:** Chair Selwyn Hicks
Police Service Board Member Lorrie Pegelo

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**DECLARATION OF CONFLICT OR PECUNIARY INTEREST**
No conflict or pecuniary interest declared.

**OPENING OF MEETING**
The Vice-Chair chaired the meeting in the absence of the Chair who was on vacation and declared the meeting open at 10:00 a.m.

**AGENDA**
**Motion # 2026-05-055**
**Moved by:** D. Hocking **Seconded by**: S. Paterson
That the agenda for August 24, 2026 be accepted as circulated and that the Board deviate from the agenda if required.
**Carried**

**MINUTES OF THE JUNE 15, 2026 MEETING**
**Motion # 2026-05-056**
**Moved by:** D. Hocking **Seconded by**: S. Paterson
That the Minutes of the June 15, 2026 meeting be adopted as circulated.
**Carried**

**CONSENT AGENDA**
**Motion # 2026-05-057**
**Moved by:** D. Hocking **Seconded by**: S. Paterson
That the following Consent Agenda items be received and that the information and correspondence in the consent agenda be received for information.
A. June & July 2026 Cheque Registers
B. Correspondence
  i. All Chiefs Memo - Police Service Board and OPP Detachment Board Members and Elections
  ii. Inspector General Memo and Advisory Bulletin 4.1 re Political Activity
  iii. IoP 2026 Data Collection for Municipal Police Service Boards
  iv. Inspector General Message: Recent Police Line-of-Duty Deaths
  v. Crime Stoppers of Grey Bruce April to June 2026 Q2 Coordinator's Program Report
**Carried**

The Board was notified that Board Members Selwyn Hicks, Dave Hocking and Sue Paterson are running in the upcoming municipal election for the positions of Deputy Mayor, Councillor and Mayor respectively.

**BUSINESS FROM MINUTES**
**A. Presentation of 2025 Annual Report to Hanover Town Council**
The Chief has requested the opportunity to present the Annual Report to Council at its meeting of September 25, 2026 when the contractor for the construction of the new police station is to be decided.

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**CORRESPONDENCE & MINUTES**

**A. Province-Wide Inspection on Police Integrity and Anti-Corruption Practices - Inspection Notice**

The first phase of the inspection consists of all Boards and Services submitting 111 documents to the Inspection Team on Police Integrity and Anti-Corruption Practices by September 8, 2026. Some have expressed concern about the deadline, since the document collection represents a considerable amount of work over the summer months when many staff are on vacation. The Chief reviewed what gave rise to the initiative and the Board discussed the implications. The document collection for the Hanover Board and Service is being completed by the Board Administrator and the Deputy Chief.

**Motion # 2026-05-058**
**Moved by:** D. Hocking **Seconded by**: S. Paterson
That the Board receive for information the Notice regarding the Province-Wide Inspection on Police Integrity and Anti-Corruption Practices.
**Carried**

**B. New Police Station Project Team Minutes, April 14 & 28, May 26, 2026**

The tender for construction of the station was released on August 8, 2026 through Biddingo and on the Town's web site. A mandatory information session for bidders was well attended and a decision on a contractor is expected at the Council meeting on September 25, 2026.

**Motion # 2026-05-059**
**Moved by:** S. Paterson **Seconded by**: D. Hocking
That the Board accept for information the minutes of the New Police Station Project Team meetings of April 14 & 28, May 26, 2026.
**Carried**

**NEW BUSINESS**

**A. Year-to-Date Budget**

The Chief informed the Board that the budget is on track and will be presented at the next meeting.

**B. Action Tracking**

**Motion # 2026-05-060**
**Moved by:** S. Paterson **Seconded by**: D. Hocking
That the Board receive for information the action tracking document.
**Carried**

**C. Ratification of Motions Passed by Email**

**Motion # 2026-05-061**
**Moved by:** D. Hocking **Seconded by**: S. Paterson
That the Board ratify Motion #2606-00-055 that the Hanover Police Service Board promote Brenden Clayton to the rank of 4th Class Constable effective June 26, 2026 as recommended by Chief Knoll and Motion #2606-00-056 that the Hanover Police Service Board approves the Community Safety and Policing Act - Section 14 - Mutual Assistance Agreement and authorize the Board Chair and Chief of Police to execute the Agreement as presented.
**Carried**

**D. Police Governance Ontario Administrator Webinar**

The webinar was attended by administrators from a large number of police service boards, including Hamilton, York Region and Toronto. It provided a number of useful suggestions including the use of the Eisenhower Matrix to assess decisions based on importance and urgency, holding planning sessions to track progress against the strategic plan, using decision logs, template agendas and segregating the Board budget from the Service's budget. The Hanover Police Service Board has the last three items in place.

**CHIEF'S REPORT & Q2 2026 OPERATIONAL REPORT**

In addition to his report, the Chief presented information from Statistics Canada on crime severity and weighted clearance rates showing that Hanover's Crime Severity Index for 2025 is the lowest since 2015. Its overall weighted clearance rate for 2025 was 64.49 compared to the Ontario average of 39.8, its weighted clearance rate for violent crime was 75.29 compared to the Ontario rate of 59.77, and its weighted clearance rate for non-violent crime was 60.61 compared to Ontario's rate of 27.98. The Vice-Chair noted that non-violent crimes are notoriously difficult to solve. The Chief highlighted these positive results in a press release issued on July 31, 2026.

Crime Severity Index is based on Uniform Crime Reporting data submitted to Statistics Canada by police services. It summarizes police reported crime and takes into account the number and severity of crimes in an area. Weighted clearance rate assigns a higher "weight" to more serious offences and clearance counts are based on the number of incidents cleared each year including incidents reported in that year and those reported in previous years.

The Chief also presented a report on Fail to Stops as required by Regulation 397/23 under the Community Safety and Policing Act. The report notes that from July 31, 2025 to July 31, 2026, the Hanover Police Service was involved in twelve incidents where motorists failed to stop for police. In every case, the pursuits were terminated for safety reasons and no injuries were reported during the incidents. Of the twelve incidents, nine were cleared as unsolved, two are listed as remaining under investigation and one was cleared by charge.

In his report, the Chief also highlighted an upcoming retirement at the end of August 2026.

The Operational Report for the second and third quarters will be presented at the next meeting.

**Motion # 2026-05-062**
**Moved by:** D. Hocking **Seconded by**: S. Paterson
That the Board accept the Chief's Report for the period June 13, 2026 to August 21, 2026 as presented.
**Carried**

**IN CAMERA SESSION**
**Motion # 2026-03-063**
**Moved by:** D. Hocking **Seconded by**: S. Paterson
That the Board convene in closed session at 11:30 a.m. under section 44 (2) of the Community Safety and Policing Act to discuss personal matters about an identifiable individual, including members of the Police Service or any other employees of the Board and labour relations or employee negotiations.
**Carried**

The Hanover Police Service Board reconvened in open session at 12:22 p.m. and the Vice-Chair confirmed that the Board had gone in closed session under section 44 (2) the Community Safety and Policing Act to discuss personal matters about an identifiable individual, including members of the Police Service or any other employees of the Board, and labour relations or employee negotiations. The Vice-Chair confirmed that no other matters were discussed.

**ADJOURNMENT & NEXT MEETING**
**Motion # 2026-05-064**
**Moved by:** S. Paterson **Seconded by**: D. Hocking
That the Board adjourn at 12:22 p.m. to meet again on, Monday, September 21, 2026 at 10:00 a.m., Boardroom, P&H Centre or at the call of the Chair.
**Carried**

**Peter McEwen, Vice-Chair** **Catherine McKay, Administrator**

# Hanover Downtown Improvement Area

**MINUTES 2026** 8:00am | Thursday June 18, 2026

214 – 10th Street Boardroom

**Board Members Present:** Jennifer Heerema, Jenn Olivero, Krista LeSauvage, Jess Hastie, Susan Sakal, Will Shannon, Ryan Enright Linda Fidler (Committee Member)

**Convener:** Jennifer convened and brought the meeting to order.

**Disclosure of Pecuniary Interest:** none noted Board: 7 max | Quorum: 4

**Minutes:** Board members received a draft copy of the D.I.A. Board Meeting Minutes of May 14, 2026 for their reference and review. [emailed to Board, hard copies at the table]
**MOTION** by Will to approve the D.I.A. Board Meeting Minutes of May 14, 2026 as amended (removing one repeated line), seconded by Susan, all in favour, … carried. [approved copy to Town for Council Packages]

**Accounts for Payment:** D.I.A. Codes [21-8300-____ ]

**MOTION** by Jenn to approve the D.I.A. Invoices for Payment, Seconded by Jess, all in favour, … carried.

**CORNFEST** Discussion on a Sponsorship request from the Hanover Rotary Club, regarding the 6pm Friday August 7th Kick-Off to the HBB Ag Society's Fall Fair. This event should bring family and friends and new attendees to town. Cross promotion will invite people downtown. We will ask Mackenzie to create a complementary SM Poster to share. … ie Come to your favourite shops and restaurants in Downtown Hanover during for the day, then enjoy the Cornfest Activities & Food beginning at 6pm.
Downtown Businesses will be asked to create a "Cornfest Discount Deal" or "Cornfest Sale Section".

**MOTION** by Jenn to donate $500.00 to the Hanover Rotary Club for Cornfest 2026, seconded by Ryan, all in favour, … carried. Note: We will add this item to our D.I.A. Payables.

Revenue Codes | 0518 Contra Spon/Donation | 0578 Promo/Market
Expense Codes | 32**23** Promo | 32**33** Market Fall | 3143 Office | 4126 Admin-C | 3627 CIP top-up/Downtown Plan | 3439 Flowers

**** NO NEW PAYMENT REQUEST** **[brought forward for tracking purposes]**
**CIP 2025 Downtown Revitalization:** **D.I.A. Top Up** $15% with max $2,000 per business **2026 Budget 3,000**
"Façade / Building / Signage + Accessibility Improvement". Town approves app's, we top-up D.I.A. businesses. Details from April Marshall upon project completion.
DIA Incentive Grant Track **2026: $3,000** | '25: White Dress $540 | '24: Ashanti $210.; LMLR Faç $900., Brutons Sign $1,895.40= -$5.40

**Discussion:** June 8th Email from April Marshall regarding CIP applications in the Downtown, in progress.
CIP Top Up 15% (max $2,000 per business) "Façade / Building / Signage + Accessibility Improvement".
Clarification: DIA Top Up is for Commercial portions of buildings … discussion to confirm this wording.
Review of 3 applications in progress, confirming $2,000 max per business, and noting the current $3,000 Budget allocation for 2026, with potential room for further discussion on the Annual Budget amount.

**MOTION** by Jess confirming "the Town approved CIP Downtown Revitalization Grant Program Top Up from the D.I.A. at 15% (max $2,000 per business) Façade / Building / Signage + Accessibility Improvement applies to the Commercial portions of buildings in our Downtown Improvement Area." **2026 Budget 3,000.**, seconded by Will, all in favour … carried.

We will notify April at the Town confirming the above notations regarding Commercial portions only.

**Discussion:** Start/End date set for Community Living Part Time (cleaning refuse & debris) J.D. connected with Rob at Parks & Rec; dated slips delivered to Rob, to give to our Clean Up Person and her mom.
Rob is to discuss details from our June 9th email.
Hours from early June to mid-September for the D.I.A. portion; and the Town can continue as they see fit.

**COMMITTEE UPDATES**

- **Downtown Plan (MOU) –** Jenn, Jennifer, Harold/Susan ($10,000 pm't transferred Feb. 19/26) (start details in May 2025 Minutes)
  Zoom Group Meeting – Monday May 25, 8:30am to 10am * all D.I.A. Board Members invited to join this.
  A recap was shared with board members, concerning many aspects with which the board was not in agreement.
  Public Open House – Thursday May 28th 5:30pm to 7:30pm, Saugeen Room. This invitation was shared with all D.I.A. businesses in hopes they would attend … one business attended (that was not involved with the process).
  June 18th meeting: The D.I.A. Board held a lengthy and disappointing discussion as a review of the Open House. No changes were made from D.I.A. push back on several items, with no acknowledgement regarding the D.I.A. Board's input in amendments for the proposed Downtown Plan.

- **Council Report –** Susan shared the acknowledgements of JDSS student proposals for the Downtown Revitalization Plan. 2026 Tax Levie was approved. New water meter/readers will increase accuracy and assist with billing. BR&E, a multi-year direction planning document, was approved. Saugeen Municipal Airport is undergoing a new build for on-side flight repair. Music in the Square had a low turn-out for the first date, hoping to build to continue with the Saturday date to support Downtown businesses. Eat Well Market is also getting started for the season. Canada Day celebrations to be held at the Hanover Park, with food and entertainment joining the Splash Pad. June 15th is World Elder Abuse Awaremenss. Library event was cancelled due to low ticket sales, perhaps because of the time of the year? Residents are invited to take a 2027 Budget Prep survey.
  * Susan confirmed that Council had passed the Downtown Plan as presented by the Consultants.

- **E.T.C.D.A.C. Report –** Jenn noted the updated 'Windows In Time' posters will be delivered. Grey MOU Investment readiness: Airport plans to attract revenue generating ventures. West Grey is opting out of Saugeen Startups and Saugeen Connects for youth. WOWSA continues their event plans.

- **Market Committee** **occasionally –** Linda reported on the Saturday September 19th Fall Market, with close to 60 vendors confirmed! The Committee met with Ryan regarding his plans for a Music & Film Festival, to run on Market Day. Confirmed: the Market will run their own entertainment from 10am to 3pm.
  ***** Discussions continued, suggesting the Town be asked to create a 'Guideline and Information List' for proposals of new events. To include items such as grant opportunities, facility contacts, road closure process, insurance requirements, rules specific for each venue, etc., to assist with future enquires from organizations or businesses. Linda was thanked for attending.

- **Downtown Promotions –** Recap below ... and Other Business

**2026 Events & Promotions Draft Year at a Glance … feel free to add and/or amend**

**Jan.:** Shop Downtown using Christmas Gift $ **Feb.:** V's Day DIA$ Give-a-Way SM **March:** Shamrock Hunt, DIA $'s SM (6th)
**April:** Springtime S&W (6th) $3,000 prizes D/C 50/50 **May:** Mother's Day photo shoot SM Flower Baskets Downtown D
Canada Flags D/C **June:** Father's Day BBQ (letter to deliver in May) SM Sat. June 27 New Resident Welcome + Events
**July:** Canada Day - promote (4 Discounts in '25), Windows in Time – Heritage Committee! Back to School SM,
**July/Aug./Sept.:** Music in the Square (sponsor), Downtown Events, Sidewalk Sales, Eatwell Market Corn Stalks & bows
**Sept.:** Fall Market, Culture Days T **Oct:** Breaky for Bus (4th) T, Pumpkin Carving Challenge (6th), **30th** Trick or Treat Trail (13th) D/C
**Nov.:** _____ date Downtown Open House, All Day Discounts, Lighting of the Square D **Nov./Dec.:** Christmas Décor D/C/T
Can. Tire Magic on Main (5th) D/C **Nov./Dec.:** Hanover's Holiday Shop & Win (14th) Nov. 16-Dec. 12th $3,000 prizes D/C 50/50
**Parade Day:** Dec. 5th Rotary's Santa Claus Parade (sponsor), Lions Breakfast with Santa (sponsor)

**Other Business:**

1. **Cornfest 2026:** The Rotary Club has asked for a donation toward Cornfest. Connect Cornstalks from Downtown Hanover, up 7th Ave., to the Raceway?
2. **Mother's Day Promo SM:** Invoice (to purchase) from Jessica Beukema (Dutch Touch Photography), for: D.I.A. 30 Minute Session +10 digital files +11x14 Fine Art Print. Connected winner Heather Karl (through Sheena) with Jessica. SM recap will follow.
3. **Springtime Shop & Win** (6th)**:** Winner photos to be set in, 3 collages of 10 winners each. Using an expiry date of Dec. 31, 2026.
4. **Board Recommendation:** Jess Hastie has been confirmed by Town Council ~ Congratulations!
5. **Enquires from previous meeting:** Benches and Bike Racks now painted and out … blue / green. Garbage Cans – have been cleaned up and look good … Thank-you Public Works Department!
6. **Parking:** We'll continue to share 'best locations' for business owners, employees, and tenants to park. Note: there was a recent 18 parking ticket blitz ... thank-you Ken! Push to the Portal.
7. **Father's Day BBQ Feast:** Erin at Hanover Foodland has generously donated a 'Hanover Foodland Father's Day BBQ Feast". We will continue to promote; when winner drops in for certificate we will give same to Erin, and ask for an invoice for payment. SM recap will follow.
8. **Magic On Main** (5th)**:** Early July … a 'Get Lit Kit' for **new businesses** that are decorating for the first time to join Magic On Main. Yes, we have been tracking! The kit to be used to decorate a business front/Churches too on 10th Street, and kept for future use.
9. **Homecoming 2029:** Jennifer attended the 8th meeting from 6-7:30pm, Saugeen Room, the 125th. Committee Rules were reviewed, need to name the Chair as appointment. Look ahead: Aug. 2029.
10. **Music in the Square 2026:** Saturdays, 11am to 1pm June 13 & 27, July 11 & 25, August 8 & 22. Note **July 27th** is a New Resident Welcome Event and a Canadian Multiculturalism Day with May Ip, Petunia the Clown, Matty Sings, and the Saugeen Artists Guild. * additions to the Welcome Packages:
11. **Welcome Package Items by June 19th:** We will ask if businesses have a gift or coupon, to provide a minimum of 25, provided by June 19th to the Town, to be distributed in Newcomer hand-out bags, for the June. [if extras, they will go to the Library for handout at the Newcomer Resource Centre]
12. **Summer Radio:** 101.7 The One will broad live from Heritage Square on July 24th again this year. Announcing winner: "Summer in Hanover" Entertainment Package ($6,975 promo value, running July 6-24). Anyone add a **$25.+** value prize, i.e. gifts/coupons, to have confirmed by June 10th.
13. **Next Meeting:** begin fall promotion details.
14. **Meetings:** No July | next: Thursday August 20th 8am 214 Boardroom (* Nov.'s on 12th|usually 3rd Thursday)

**MOTION to Adjourn:** Will (9:30 am)

# Grey County Council and Committee of the Whole Highlights

Grey County Council met on August 13, 2026, in the Council Chamber and virtually on Zoom. The meeting was immediately followed by a session of Committee of the Whole. A recording of the meeting can be found on the Grey County YouTube Channel.

Council

- Council accepted the minutes of the July 23 County Council and Committee of the Whole meetings. Council Committee
- Council accepted the minutes of the July 16 meeting of the Long-Term Care Committee of Management. The meeting included an update on long-term care redevelopment, which included a consultant report on future options for the current Rockwood Terrace building, and options for expansion of Grey Gables in Markdale. At the meeting it was also highlighted that the Province has recently announced new funding for long-term care home renovations. Council accepted the minutes but voted against spending an additional $30,000 to further study renovation options. The information in the reports was received for information. Decisions on the future expansion of Grey Gables and the current Rockwood Terrace building will be made by the incoming Grey County Council. The Committee also discussed a fire panel and system replacement at Grey Gables and a building automation system at Lee Manor. Minutes
- Council approved the minutes of the July 16 meeting of the Long-Term Care Redevelopment Planning Task Force. At this meeting, members had a tour of the new Rockwood Terrace construction site and received a project update report. Minutes

Committee of the Whole

- Council accepted the minutes of the August 6 Community Services Committee meeting. At this meeting the committee discussed a Community Services Systems, Planning and Compliance Analyst position, the Canada-Ontario Community Housing Initiative and Ontario Priority Housing Initiative, and emergency repairs funding for Garafraxa Non-Profit Homes. Minutes
- Council approved the 2027 Paramedic Services Response Time Performance Plan. This plan is submitted to the Province annually and outlines target response times for calls of varying severity. Grey County is keeping the same response time targets for 2027. Report
- Council received a report highlighting changes to the way 911 medical calls are dispatched. A new Medical Priority Dispatch System will be implemented in the region on October 14. The new system will help triage and prioritize incoming

- calls for service to better ensure responders are available to provide rapid response to patients with the highest severity needs. Report

- Council received a report highlighting the results of the Grey County Paramedic Services Land Ambulance Review. This review is mandated every three years and focuses on the areas of patient care, quality assurance, and administration. Grey County received a positive review, and the license has been renewed for three years. Report

- Council approved the exchange of land between Grey County and the Township of Southgate in Dundalk. Land being exchanged is “like-for-like”. Report Draft Exchange Plan

- Council approved a report directing staff to add a County Community Improvement Plan (CIP) project to the 10-year capital budget and to include it within the Development Charges Background Study. A CIP is a tool that helps municipalities offer incentives that support strategic community priorities. Until recently, upper-tier municipal governments were not permitted to deliver a CIP program. Priorities Grey County may consider include affordable housing and further complementing existing municipal CIP programs. Report

- Council received a report on Healthcare Funding Requests and directed staff to maintain the annual transfer of $200,000 to the funding reserve when preparing the 2027-2028 budget. Further, Council directed staff to include a funding request of $175,000 from Saugeen Hospice in the 2027-2031 budgets for consideration. Report

- Council approved updates to the Land Acquisition and Disposition Policy. Updates support fair, open, and transparent processes that also protect the interests of Grey County. Report Policy

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Canada | N0G 1W0 | 519-364-1255
www.saugeenconservation.ca
publicinfo@svca.on.ca

County of Bruce
County of Dufferin
County of Grey
County of Huron
County of Wellington
Municipality of Arran-Elderslie
Municipality of Brockton
Township of Chatsworth
Municipality of Grey Highlands
Town of Hanover
Township of Howick
Township of Huron-Kinloss
Municipality of Kincardine
Town of Minto
Municipality of Morris-Turnberry
Town of Saugeen Shores
Township of Southgate
Municipality of South Bruce
Township of Wellington North
Municipality of West Grey

August 10th, 2026

**Subject: August 6, 2026 Update to ERO 026-0740, Proposed Governance Regulations for Regional Conservation Authorities**

To our Watershed Partners,

The Province of Ontario has posted proposed regulations under the Conservation Authorities Act relating to the governance of Ontario's future regional conservation authorities and the Ontario Provincial Conservation Agency.

The proposal was posted to the Environmental Registry of Ontario on July 29, 2026, under ERO number 026-0740. The posting was subsequently updated on July 31 and August 6 to correct population information for certain participating municipalities. The Province has indicated that these corrections resulted in minor adjustments to the proposed number of members appointed by some municipalities.

The proposed regulations would establish:

- A population-based method for determining the number of representatives appointed by participating municipalities to regional conservation authority boards
- Additional eligibility restrictions for appointments to the board of the Ontario Provincial Conservation Agency

Under recent amendments to the Conservation Authorities Act, responsibility for appointing members to the future regional conservation authorities will rest with participating single-tier and upper-tier municipalities. Lower-tier municipalities would no longer make appointments directly.

## Proposed Municipal Appointment Formula

The Province is proposing a tiered formula based on each participating municipality's share of the population within the regional conservation authority:

- A municipality representing more than 30% of the regional population would appoint four members
- A municipality representing 15% or more, but less than 30%, would appoint three members
- A municipality representing 5% or more, but less than 15%, would appoint two members
- A municipality representing less than 5% would appoint one member

Where only part of a municipality falls within the regional conservation authority, the Province proposes adjusting the municipality's population based on the percentage of its geographic area located within the authority's jurisdiction.

For example, if 50% of a municipality's geographic area falls within a regional conservation authority, 50% of its total population would be used to determine its share of the regional population and corresponding number of appointments.

## Proposed Lake Huron Regional Conservation Authority

SVCA is proposed to become part of the new Lake Huron Regional Conservation Authority, together with the existing conservation authorities serving watersheds that drain into Lake Huron and Georgian Bay.

Under the revised supplemental document, the proposed Lake Huron Regional Conservation Authority would have 21 members appointed by 13 participating upper-tier and single-tier municipalities.

The proposed allocations are:

- York Region: four members
- Simcoe County: three members
- Durham Region: two members
- City of Barrie: two members
- Grey County: two members
- Huron County: one member
- Bruce County: one member
- Dufferin County: one member
- Middlesex County: one member
- Wellington County: one member
- Perth County: one member
- Lambton County: one member
- City of Kawartha Lakes: one member

For SVCA's current municipal partners, this would mean that appointments to the future regional authority would be made through Bruce County, Grey County, Huron County, Dufferin County and Wellington County, as applicable. SVCA's current lower-tier participating municipalities would not make appointments directly under the proposed framework.

The proposed allocation is based on the population and geographic area of each participating upper-tier municipality located within the entire Lake Huron Regional Conservation Authority. It is not based solely on the municipality's population or geographic area within the existing SVCA watershed.

### Alternative Municipal Agreement

Following the transition, all participating municipalities within a regional conservation authority could unanimously enter into an agreement establishing a different allocation of appointments.

Under the Province's proposal:

- No municipality could appoint more than five members
- The total board size could not exceed the number of members produced by the provincial tiered formula
- An alternative agreement would not be required to provide every participating municipality with at least one representative
- Any increase in appointments for one municipality would require a corresponding reduction elsewhere to remain within the overall board limit

The tiered formula would be mandatory for the initial appointments made before the transition. An alternative municipal agreement could only be entered into after the regional conservation authority has been established.

### Ontario Provincial Conservation Agency Board

The Province is also proposing additional restrictions on who may be appointed to the board of the Ontario Provincial Conservation Agency.

The following individuals would be ineligible:

- A registered lobbyist under Ontario's Lobbyists Registration Act
- A current conservation authority board member
- A current officer or senior staff member of a conservation authority

The Province has indicated that these restrictions are intended to support public confidence and reduce the potential for conflicts of interest or undue influence.

### Consultation Period

The Province is accepting comments on the proposed regulations until 11:59 p.m. on September 12, 2026. The complete proposal and revised supplemental document are available through the Environmental Registry of Ontario at:

https://ero.ontario.ca/notice/026-0740

SVCA is reviewing the proposed governance framework and its implications for the Authority, its current Board of Directors and its municipal partners. We will continue to participate in the provincial transition process and provide further information as it becomes available.

Our partners may also wish to review the proposal and consider whether to provide comments directly to the Province before the consultation period closes.

Thank you for your continued partnership and attention to this important stage of the transition process.

Sincerely,

Erik Downing
General Manager / Secretary-Treasurer
**Saugeen Valley Conservation Authority**
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Hanover
Ontario, Canada

**Staff Report To Council**

**From**: April Marshall, Economic Development Manager

**Date**: September 8, 2026

**Report:** ED-16-26

**Subject** **Community Improvement Program (CIP) Progress and Next Steps**

## Recommendation

That Report ED-16-26, Community Improvement Program (CIP) Progress and Next Steps be received; and

That the allocation of up to an additional $15,000 from the Investing in Hanover Reserve Fund be approved to support eligible Community Improvement Program applications in 2026, with funds to be drawn only as required; and

That the 2026 Community Improvement Program intake be closed following consideration of the current applications, with any future inquiries or applications to be considered through the 2027 intake period.

## Background

On June 15, 2026, council received Report ED-14-26, Community Improvement Program (CIP) Update, which provided an overview of the CIP's outcomes since implementation of the 2020–2030 Community Improvement Plan and outlined the status of the 2026 funding allocation. The report highlighted the CIP's ongoing success in leveraging municipal investment to support business growth, downtown revitalization, property improvements, housing development, and private-sector investment throughout Hanover. Since its launch, the program has supported new business start-ups, business expansions, façade and accessibility improvements, downtown redevelopment projects, and the creation of new residential units through both grant programs and Tax Increment Equivalent Grants.

At the time of the update, the available 2026 CIP budget had been fully allocated through approved projects supporting business expansion, property improvements, downtown revitalization, and residential development. The report also noted continued interest from property owners and businesses seeking access to the program and identified an opportunity to support additional applications should funding become available.

Council subsequently approved the recommendation to authorize the allocation of up to an additional $25,000 from the Investing in Hanover Reserve Fund designated CIP funds to support eligible CIP applications during the remainder of 2026, with funds to be drawn only as required. This additional funding was intended to ensure the Town could continue to respond to demonstrated demand and advance the priorities identified through the Community Improvement Plan, Hanover Downtown Plan, and Business Retention and Expansion (BR+E) Study.

## Discussion

Interest in the Community Improvement Program (CIP) has remained strong, particularly among downtown property owners seeking to reinvest in their properties and improve the appearance of the downtown. The continued demand demonstrates the value of the program as a catalyst for private-sector investment and supports the objectives identified through the Community Improvement Plan, Hanover Downtown Plan, and Business Retention and Expansion (BR+E) Study.

Since approval of the additional reserve funding, the Plan Administrator has received four new applications representing approximately $115,000 in total project value. The proposed projects include:

- Three downtown façade improvement projects, involving repair and modernization of aging building exteriors, improving curb appeal, and enhancing the overall appearance of the downtown streetscape.

- One of these properties is anticipated to become vacant as a result of a business retirement, creating an opportunity to proactively improve the building and enhance its ability to attract future investment and occupancy.

- One signage improvement project supporting an existing business relocating to a new premises within a currently vacant downtown building, contributing to the activation of vacant commercial space and continued business growth within the downtown.

Collectively, these projects represent a significant opportunity to build upon the momentum generated through previous CIP investments and continue advancing visible improvements throughout the downtown core. The concentration of proposed projects will have a particularly positive impact on the western gateway and border of the downtown, creating a more attractive and welcoming entrance to the core while enhancing the overall streetscape.

The additional approved reserve funds are sufficient to support three of the four applications currently under review. The Plan Administrator is therefore requesting authorization to access up to an additional $15,000 from the Investing in Hanover Reserve Fund to support the remaining project. Approval of this additional funding would allow all four projects to proceed and maximize the community benefit resulting from the current level of program interest.

Supporting these applications represents a strategic opportunity to leverage additional private investment, advance downtown revitalization objectives, and capitalize on the demonstrated demand for the program. Given that there are only a few months remaining in the construction season and the Plan Administrator is not currently aware of any additional applications in development, it is recommended that, following consideration of the current applications, the 2026 CIP intake be closed for the remainder of the year. This approach will provide certainty regarding available funding, allow approved projects sufficient time to be completed, and support effective administration of the program for the balance of the year.

**Financial Implications**

Council previously approved the allocation of up to $25,000 from reserves to support additional Community Improvement Program (CIP) applications in 2026. The Plan Administrator is requesting authorization to access up to an additional $15,000 from the reserve to support one additional eligible project. Funds will be drawn only as required based on completed eligible works, and any unused funds will remain in the reserve. If fully utilized, approximately $21,000 will remain earmarked for CIP initiatives within the Investing in Hanover Reserve Fund.

**Link to Strategic Plan**

This report supports the indicated Strategic Goals and Action Plans of the Town of Hanover.

☐ **Goal 1**: **Safe and Reliable Infrastructure**
Build, maintain and continuously improve our municipally owned properties, buildings, and equipment.
☐ **Goal 2: Healthy and Welcoming Community**
Care for our natural environment and provide an enviable quality of life for everyone who calls Hanover “home”.
☒ **Goal 3: Strong and Vibrant Economy**
Refresh downtown Hanover and retain and attract local economic investment and jobs.
☐ **Goal 4**: **Balanced Growth**
Work together to create a community we can all be proud of.
☐ **Goal 5**: **Open and Responsible Government**
Deliver services in a friendly, efficient and effective manner while providing an exceptional working environment for our employees.

Respectfully submitted,

April Marshall
Economic Development Manager

Concurrence,

Sherri Walden
CAO

Hanover
Ontario, Canada

**Staff Report To Council**

**From**: Jelena Savic, Director of Corporate Services, Treasurer

**Date**: September 8, 2026

**Report:** DCS-17-26

**Subject** **Investment Policy FIN-006 Update**

## Recommendation

That Report DCS-17-28 Investment Policy FIN-006 Update be received; and

That council approve the updated Investment Policy FIN-006 as detailed.

## Background

At the February 23, 2026, meeting, the Finance Committee reviewed the Town's draft Investment Policy FIN-006 (Investment Policy or Policy). The purpose of the review was to ensure that the policy continues to provide an appropriate framework for managing the Town's investment portfolio while balancing the key investment objectives of preserving capital, maintaining sufficient liquidity, and generating an appropriate rate of return.

As part of council's consideration of the recommended policy updates, representatives from ONE Investment attended the April 27, 2026, Finance Committee meeting to provide additional information regarding municipal investment options. The presentation included information related to available investment products, investment time horizons, portfolio diversification, risk, and the role that equities may play within a municipality's longer-term investment strategy.

Staff have considered council's direction from both meetings, together with the information provided by ONE Investment, and have incorporated the relevant information into the updated Investment Policy presented with this report.

## Discussion

The updated Investment Policy establishes the parameters and governance framework for the prudent management of the Town's investment funds. The policy is intended to support consistent and transparent investment decisions while ensuring compliance with applicable legislation and maintaining an appropriate balance across the Town's investment objectives.

The attached proposed final policy is substantially consistent with the draft presented at the April 27th Finance Committee meeting. The only substantive change from the version presented on February 23 is the addition of investment risk tiers. The updates are noted in red font within the policy. The initial draft established a 25% portfolio maximum for each of the ONE Investment Canadian Government Bond, Canadian Corporate Bond, and Canadian Equity Portfolios. During Finance Committee review, members noted the strong historical and recent performance oft he Canadian Equity Portfolio and expressed a concern that a 25% limit would unnecessarily restrict the Town’s ability to pursue long-term investment growth.

The presentation from ONE Investment confirmed that a higher equity allocation may be appropriate for funds that are not expected to be required in the near term and can remain invested through periods of market volatility. However, ONE Investment also emphasized that investment allocations should reflect the timing of anticipated cash requirements and the Town’s ability to withstand fluctuations in market value.

In response, staff have developed a three-tiered investment framework that aligns the permitted level of equity exposure with the anticipated timing and use of funds. Rather than applying a single equity limit to the Town’s entire investment portfolio, funds will be assigned to an investment tier based on their expected investment horizon and capacity to withstand short-term changes in market value.

The tiered framework recognizes that higher equity allocations provide greater long-term growth potential but may also result in more significant short-term fluctuations. Conversely, lower equity allocations are expected to reduce portfolio volatility and the risk that investments will need to be redeemed at an unfavourable time to meet cash flow requirements.

Funds required within a shorter timeframe will be assigned to a more conservative tier with a lower permitted equity allocation. Funds that are not expected to be required for a longer period may be assigned to a growth-oriented tier with a higher permitted equity allocation. This approach allows the Town to pursue stronger long-term returns where the investment horizon supports greater market exposure, while continuing to prioritize capital preservation and liquidity for funds required in the nearer term.

Staff will continue to monitor the town’s investments and report to council in accordance with the reporting requirements established in the Investment Policy. The Policy will also be reviewed periodically to ensure that it remains appropriate and reflects the Town’s financial needs, risk tolerance, and legislative requirements.

**Financial Implications**

There Town’s investment portfolio is currently invested 100% in equities. To align the portfolio with the updated Investment Policy, the portfolio will need to be rebalanced to achieve the appropriate mix of equities and fixed-income investments.

The rebalancing process will involve reducing the Town’s equity exposure and reallocating funds to investment products permitted within the applicable risk tier. This will be undertaken in consultation with external advisors, and with consideration for market conditions, liquidity requirements, investment time horizons and transaction costs. As part of the rebalancing process, some existing equity investments will need to be sold. Depending on their market value at the time of sale compared with their original cost, these transactions may result in investment gains or losses being recognized.

Future investment returns will also differ from historical returns due to the more diversified asset allocation. However, rebalancing the portfolio will reduce its current concentration in equities, better align investment risk with the Town's financial needs, and support the stated policy objectives.

## Link to Strategic Plan

This report supports the indicated Strategic Goals and Action Plans of the Town of Hanover.

☐ **Goal 1**: **Safe and Reliable Infrastructure**
Build, maintain and continuously improve our municipally owned properties, buildings, and equipment.

☐ **Goal 2: Healthy and Welcoming Community**
Care for our natural environment and provide an enviable quality of life for everyone who calls Hanover "home".

☐ **Goal 3: Strong and Vibrant Economy**
Refresh downtown Hanover and retain and attract local economic investment and jobs.

☐ **Goal 4**: **Balanced Growth**
Work together to create a community we can all be proud of.

☒ **Goal 5**: **Open and Responsible Government**
Deliver services in a friendly, efficient and effective manner while providing an exceptional working environment for our employees.

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| Respectfully submitted, | Concurrence, |
| Jelena Savic<br>Director of Corporate Services, Treasurer | Sherri Walden<br>CAO |

Hanover
Ontario, Canada

# Policy and Procedure Manual

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|---|---|
| **SECTION:** Finance | **POLICY #: FIN-006** |
| **Date Approved:** October 3, 2011 | **Investment Policy** |
| **Revision Date:** September 8, 2026 | **Review Date:** February 23, 2026 |
| **Authority:** Report DCS-26-11, DCS 25-19, DCS 04-26, DCS-17-26 | |

## SCOPE

This policy applies to the Town of Hanover's (the "Town") surplus funds and investment portfolio.

## PURPOSE

This policy is intended to:
1. Establish a clear understanding of the investment objectives of the Town and the Town's risk tolerance;
2. Define acceptable investment instruments and provide guidelines for the composition of the Town's investment portfolio;
3. Define responsibilities with respect to investment management.

## AUTHORITY

The *Municipal Act, 2001* (the "Act"), s.418 provides the legislative authority for the Municipality to invest surplus funds. The Town will continue to invest in prescribed investments under the Legal List as identified in Part 1 of Ontario Regulation ("O. Reg.") 438/97 (as amended).

## POLICY OBJECTIVES

The Town strives for the optimal utilization of its cash resources while maintaining compliance with statutory limitations, protecting and preserving capital, and maintaining solvency and liquidity to meet ongoing financial needs.

The primary objectives of the Town's investment program, in priority order are:
1. Adherence to statutory requirements
2. Preservation of principal
3. Maintenance of liquidity
4. Diversification
5. Earning a competitive rate of return.

### Adherence to Statutory Requirements
All investment activities shall be governed by the *Municipal Act* as amended. Eligible investments are limited to those described under O. Reg. 438/97 and further defined in this policy.

### Preservation of Principal
To minimize the risk of loss of principal, the Town will invest in only authorized investments with the following ratings:
- Long-term securities with a minimum Standard & Poor's (S&P) bond rating of A- or equivalent;
- Short-term securities with a minimum S&P debt rating of A-2 or equivalent;
- Pooled funds administered by Local Authority Services Limited and the CHUMS Financing Corporation, as set out in the *Act*.

### Maintenance of Liquidity
The investment portfolio shall remain sufficiently liquid to meet cash flow requirements of the Town and to minimize reliance on temporary borrowing.

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The Treasurer shall maintain a liquidity floor for immediate and near-term financial requirements and shall assign remaining investable funds to the appropriate investment tier based on the anticipated timing and certainty of future cash requirements.

The portfolio shall be structured to align with the anticipated cash needs of the Town, as identified in the Asset Management Plan and Long-Term Financial Plan, to the greatest extent possible.

Funds shall not be assigned to an investment tier with a level of equity exposure that could reasonably require the Town to sell equities during adverse market conditions to meet an anticipated expenditure.

**Diversification**
The Town shall seek to maintain a diversified investment portfolio to reduce risk of loss resulting from over-concentration of assets in a specific maturity, issuer, or class of investment.

Investments will be diversified by maturity, issuer, class of security, and investment horizon. The allocation of investments shall also reflect the investment tier assigned to the applicable funds.

Maximum investment percentages are defined within this Policy. Changes in market value may cause an allocation to temporarily exceed an applicable maximum or all outside a permitted range. Investments shall not be required to be immediately redeemed solely to correct a market-driven deviation where immediate redemption would be inconsistent with the Town's investment objectives. The Treasurer shall establish a reasonable plan to restore the portfolio to compliance and shall report material deviations to Council through the annual investment report.

**Competitive Rate of Return**
The Town shall strive to maximize the rate of return earned on its portfolio without compromising other stated objectives by:

- Reviewing and revising the investment policy and investment program performance on a regular basis and adjusting as needed;
- Seeking professional advice and information to assess opportunities and risks; and
- Aligning the investment portfolio with long-term financial sustainability objectives.

**RISK MANAGEMENT**

The Town strives to mitigate the following types of risk within the investment program:

- Credit risk: the risk that an issuer will default in the payment of interest and/or principal on a security;
- Currency risk: the risk of loss from fluctuating foreign exchange rates through exposure to foreign currency;
- Interest rate risk: fluctuation in interest rates resulting from fluctuating values of investments in fixed-income securities;
- Liquidity risk: the risk that the Town may be unable to convert investments to cash when required, or that it may be unable to do so without incurring a loss.
- Market risk: the risk of changes in the value of a security as a result of changes in market conditions.

These risks will be mitigated by:

- Preparing and maintaining cash flow projections in alignment with the Town's asset management plan and long-term financial sustainability requirements, to determine liquidity needs and define appropriate investment time horizons;
- Assigning investable funds to investment tiers based on the anticipated timing and certainty of future cash requirements;
- Limiting equity exposure within each investment tier in accordance with the applicable investment horizon and liquidity requirements;
- Maintaining a liquidity floor outside the investment tiers for immediate and near-term cash requirements;
- Reviewing tier assignments at least annually and whenever there is a material change in anticipating timing or use of funds;
- Transitioning funds to a more conservative investment tier as the anticipated expenditure date approaches;
- Diversifying the investment portfolio to minimize exposure in any individual security, institution, industry, and sector; and
- Restricting the list of acceptable investments to those that fall within the rating requirements listed herein.

## INVESTMENT HORIZON AND RISK TIERS

The Treasurer shall assign investable funds to an investment tier based on the anticipated timing and certainty of future cash requirements. Tier assignments shall be informed by the annual budget, capital plan, Asset Management Plan, reserve and reserve fund forecasts, Long-Term Financial Plan, and other relevant financial information.

The purpose of the investment tiers is to align the Town's investment risk, liquidity, and exposure to equity market volatility with the anticipated timing and use of the funds. Funds with a shorter investment horizon shall be invested more conservatively, while funds with a longer investment horizon may assume greater market risk in pursuit of long-term growth and inflation protection.

### Liquidity Floor

Before allocating funds to an investment tier, the Treasurer shall establish and maintain a liquidity floor sufficient to meet:

- Forecast operating cash requirements
- Committed capital expenditures
- Debt and other contractual obligations
- A reasonable allowance for cash-flow uncertainty and unplanned expenditures

Funds forming part of the liquidity floor shall not be invested in equities. The liquidity floor may be held in bank deposits, high-interest savings accounts, money market investments, short-term government securities, or other authorized investments appropriate for immediate or near-term cash requirements. The liquidity floor is separate from the investment tiers and shall be reviewed as part of the Town's regular cash-flow forecasting process.

**Tier A: Short-Term Portfolio**
Tier A shall include funds expected to be required within two to five years. The primary objectives of Tier A are preservation of capital and maintenance of liquidity, and the earning of a competitive return within those constraints.

The Tier A portfolio may have an equity allocation of up to 20%, provided that the remaining portfolio is structured so that anticipated withdrawals can be met without requiring the sale of equities during adverse market conditions.

The Tier A allocation shall be managed within the following parameters:

| **Investment Category** | **Strategic Target** | **Permitted Range** |
|---|---|---|
| HISA, money market, and other short-term authorized investments | 20% | 0% to 100% |
| Government bonds and other authorized fixed-income investments | 30% | 0% to 80% |
| ONE Investment Corporate Bond Portfolio | 30% | 0% to 60% |
| ONE Investment Canadian Equity Portfolio | 20% | 0% to 20% |

The strategic targets are intended to provide general allocation guidance. The Treasurer may vary the allocation among cash and fixed-income investments based on anticipated cash requirements, interest-rate conditions, maturity needs, and available investment opportunities, provided that the maximum equity allocation is not exceeded.

**Tier B: Intermediate-Term Portfolio**
Tier B shall include funds expected to be required within five to ten years. The primary objectives of Tier B are preservation of purchasing power, moderate long-term growth, diversification, and the maintenance of sufficient liquidity to meet anticipated expenditures.

The Tier B portfolio may have an equity allocation of up to 50%.

The Tier B allocation shall generally be managed within the following parameters:

| **Investment Category** | **Strategic Target** | **Permitted Range** |
|---|---|---|
| HISA, money market, and other short-term authorized investments | 5% | 0% to 30% |
| Government bonds and other authorized fixed-income investments | 20% | 0% to 60% |
| ONE Investment Corporate Bond Portfolio | 25% | 0% to 50% |
| ONE Investment Canadian Equity Portfolio | 50% | 20% to 50% |

The Treasurer may vary the allocation among cash and fixed-income investments based on anticipated cash requirements, interest-rate conditions, maturity needs, and available investment opportunities, provided that the maximum equity allocation is not exceeded.

**Tier C: Long-Term Growth Portfolio**
Tier C shall include funds not expected to be required for at least ten years. The primary objectives of Tier C are long-term capital growth, preservation of purchasing power, and inflation protection. Tier C funds may accept greater short-term market volatility where the Town has sufficient liquidity outside the portfolio and can defer withdrawals during periods of adverse market performance.

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The Tier C portfolio shall have a strategic equity target of 75% and may have an equity allocation of up to 100%.

The Tier C allocation shall generally be managed within the following parameters:

| Investment Category | Strategic Target | Permitted Range |
|---|---|---|
| HISA, money market, and other short-term authorized investments | 0% | 0% to 10% |
| Government bonds and other authorized fixed-income investments | 15% | 0% to 40% |
| ONE Investment Corporate Bond Portfolio | 15% | 0% to 40% |
| ONE Investment Canadian Equity Portfolio | 75% | 50% to 100% |

An allocation above the 75% strategic equity target may be implemented where the Treasurer determines that the funds are not expected or required for at least ten years, the Town has sufficient liquidity outside the Tier C portfolio, and the timing of any anticipated withdrawal can be deferred following a material market decline.

**Assignment and Review of Tiers**
The Treasurer may assign an entire reserve or reserve fund to one investment tier, or may divide a reserve or reserve fund among multiple tiers where different portions of the balance have different anticipated expenditure dates.

Tier assignments and actual allocations shall be reviewed at least annually and whenever there is a material change in:

- The timing or amount of an anticipated expenditure;
- The capital plan or Asset Management Plan;
- The Town's cash-flow forecast.

Where the anticipated use of funds moves to a shorter timeframe, the Treasurer shall develop and implement a reasonable transition plan to reduce equity exposure and increase liquidity.

Changes in market value may cause an allocation to temporarily fall outside its strategic target or permitted range. Such deviations shall not require the immediate sale of investments where doing so would be inconsistent with the Town's investment objectives. The Treasurer shall document a reasonable plan to restore compliance and report material deviations through the Town's annual investment reporting process.

**STANDARDS OF CARE**

**Prudence**
Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

**Ethics and Conflict of Interest**
Officers and employees involved in the investment of Town funds shall:

- Refrain from personal business activity that could conflict with proper execution of the investment program or which could impair their ability to make impartial investment decisions;
- Disclose all material interests in financial institutions with which they conduct business;

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- Further disclose any personal financial or investment positions or relationships that could be related to the performance of the investment portfolio; and
- Not undertake personal investment transactions with the same individual with whom business is conducted on behalf of the Town.

**Competitive Selection of Investment Instruments**
Wherever possible, purchase and sale of securities will be transacted through a competitive process through financial institutions approved by the Treasurer. The Town will accept the bid that optimizes the investment objectives of the overall portfolio and has the highest rate of return within the maturity period required.

**RESPONSIBILITIES**

The Treasurer is authorized to:

- Invest surplus funds of the Town in accordance with the Municipal Act, 2001, O.Reg. 438/97 (as amended), and this policy;
- Enter into agreements with appropriate parties for the purchase, sale redemption, issuance, transfer, and safekeeping of securities;
- Execute and sign documents on behalf of the Town, in conjunction with the Chief Administrative Officer;
- Establish and maintain the Town's liquidity floor;
- Assign reserves, reserve funds, and other investable balances to the appropriate investment tier;
- Divide a reserve or reserve fund among multiple tiers where the timing of cash requirements varies;
- Determine and implement the investment allocation within the permitted ranges as applicable to each tier;
- Rebalance investments within the permitted ranges established by this Policy;
- Reassign funds to a different investment tier where the anticipated timing or use of the funds changes;
- Obtain investment allocation, performance, and risk-management advice from qualified professional advisors;
- Designate certain staff to carry out the day-to-day management of the investment program; and
- Perform all other related duties required for the ongoing management of the investment program.

The Treasurer has overall responsibility for the prudent investment of the Town's portfolio and is responsible for the implementation of the investment program and the establishment of investment procedures consistent with this policy.

The Treasurer is responsible for developing and maintaining internal procedures to provide for effective control and management of the investment program.

In the event that the rating of an investment held by the Town falls below the minimum acceptable rating, the Treasurer is authorized to implement any workout plans required by the regulation to remedy non-compliance. Any workout plans will be reported to the Finance Committee at the earliest regularly scheduled meeting following the implementation of the workout plan.

**REPORTING**

The Treasurer will maintain an investment register and annually prepare a report for the Finance Committee outlining the structure and performance of the Town's investment program. The report shall be prepared in a manner that will allow Council to ascertain whether investment activities have been undertaken in conformance with this policy, and whether portfolio performance is in alignment with expectations, considering the objectives and limitations identified within this policy.

**AUTHORIZED INVESTMENTS**

The Town shall invest only in securities that are expressed or payable in Canadian dollars, with the exception of securities included within pooled funds managed by external parties, as permitted through O. Reg. 438/97.

The following are authorized investments for the Town of Hanover:

1. Bonds, debentures, promissory notes, or other evidence of indebtedness issued or guaranteed by any of the following:
    a. Government of Canada
    b. Any province of territory of Canada
    c. Any municipality within Canada
    d. Any school board within Ontario
    e. The Ontario Infrastructure and Lands Corporation
    f. The Municipal Finance Authority of British Columbia
    g. Any university, college, local board, conservation authority, hospital, or housing corporation within Canada.
2. Bonds, debentures, deposit receipts, deposit notes, certificates of deposit or investment, acceptances or similar instruments issued, guaranteed, or endorsed by:
    a. A bank listed in Schedule I or Schedule II of the *Bank Act*
    b. A loan corporation or trust corporation registered under the *Loan and Trust Corporations Act*
    c. A credit union or league to which the *Credit Unions and Caisses Populaires Act* applies
3. ONE High Interest Savings Account, ONE Legal List funds.

All investments must meet or exceed the minimum credit ratings detailed in Appendix 3.

**APPENDIX 1: AUTHORIZED INVESTMENTS**

The limitations herein apply at the time of purchase.

| Category | Sector / Issuer | Portfolio Maximum | Individual Issuer Maximum [1] | Maximum Term (Years) | Minimum S&P Credit Rating [2] |
|---|---|---|---|---|---|
| Federal | Federal and Federal Guarantees | 100% | 100% | 20 | ST: A-2<br>LT: A- |
| Provincial | Provincial and Provincial Guarantees | 75% | 50% | 20 | ST: A-2<br>LT: A- |
| Municipal | Municipal and Municipal Guarantees | 40% | 25% | 20 | ST: A-1<br>LT: A- |
| Boards / Schools | School Board | 15% | 5% | 10 | ST: A-1<br>LT: AA- |
| | University / College [3] | | | | |
| | Local Board or Conservation Authority | | | | |
| | Public Hospital Board | | | | |
| | Non-Profit Housing Corporation | | | | |
| Financial Institutions | Schedule I Banks: BMO, Scotiabank, CIBC, NBC, RBC, TD [4] | 40% [5] | 25% | 10 | ST: A-2<br>LT: A- |
| | Schedule II Banks and other Schedule I Banks not listed above | | 10% | 5 | ST: A-1+<br>LT: A- |
| | Trust Loan / Credit Union [6] | | | | |
| ONE Investment Program | High Interest Savings Account | 100%, subject to liquidity requirements and applicable tier parameters | 100% | N/A | N/A |
| | Money Market Portfolio | | | | |
| | Canadian Government Bond Portfolio | 100%, subject to applicable tier parameters | 100% | | |
| | Canadian Corporate Bond Portfolio | 100%, subject to applicable tier parameters | 100% | | |
| | Canadian Equity Portfolio | In accordance with the equity maximum applicable to the assigned investment tier | Tier A: 20%,<br>Tier B: 50%<br>Tier C: 100% | | |

(1) Individual Issuer Maximum applies to a direct investment in an individual issuer. Investments in pooled portfolios administered through the ONE Investment Program are subject to the portfolio and investment-tier limits established in this Policy rather than the individual issuer limits applicable to direct holdings.
(2) The minimum credit ratings herein represent the Standard and Poor scale. Equivalent ratings from Dominion Bond Rating Service (DBRS), Fitch Ratings, and Moody's Investors Service are acceptable, and an equivalency table is provided in Appendix 2. "ST" denotes "Short-Term" and "LT" denotes "Long-Term".
(3) Includes a University in Ontario that is authorized to engage in an activity described in Section 3 of the Post-Secondary Education Choice and Excellence Act, 2000 and a college established under the Ontario Colleges of Applied Arts and Technology Act, 2002.
(4) The six major Schedule I Banks listed in the Bank Act are the Bank of Montreal (BMO), the Bank of Nova Scotia (Scotiabank), the Canadian Imperial Bank of Commerce (CIBC), the National Bank of Canada (NBC), the Royal Bank of Canada (RBC), and Toronto-Dominion Bank (TD).
(5) The Financial Institution category shall not exceed 40% of the total portfolio. The aggregate holdings of the six major Schedule I banks shall not exceed 40% of the total portfolio, and the aggregate holdings of Schedule II and other Schedule I banks (excluding the six major banks) and Trust Loan / Credit Unions shall not exceed 15% of the total portfolio.
(6) Investments in Credit Unions for terms exceeding two years require that the Credit Union meet all financial indicator requirements set forth in Ontario Regulation 438/97.

## APPENDIX 2: INVESTMENT TIER EQUITY LIMITS

| Investment Classification | Anticipated Use | Equity Target | Maximum Equity Allocation |
|---|---|---|---|
| Liquidity Floor | Immediate and near-term requirements | 0% | 0% |
| Tier A: Short-Term Portfolio | Two to five years | Up to 20% | 20% |
| Tier B: Intermediate-Term Portfolio | Five to ten years | Up to 50% | 50% |
| Tier C: Long-Term Growth Portfolio | At least ten years | 75% | 100% |

The equity thresholds apply to the funds assigned to each investment tier and not to the Town's total consolidated investment portfolio. As a result, the Town's overall equity exposure will depend on the proportion of investable funds assigned to each tier.

## APPENDIX 3: CREDIT RATING EQUIVALENCY TABLES

### Table A: Long-Term Credit Rating Equivalencies

| Credit Quality Category | S&P | DBRS Morningstar | Moody's | Fitch |
|---|---|---|---|---|
| Highest Credit Quality | AAA | AAA | Aaa | AAA |
| Superior Credit Quality | AA+, AA, AA- | AA (high), AA, AA (low) | Aa1, Aa2, Aa3 | AA+, AA, AA- |
| Good Credit Quality | A+, A, A- | A (high), A, A (low) | A1, A2, A3 | A+, A, A- |
| Minimum Acceptable Long-Term Rating | A- | A (low) | A3 | A- |

### Table B: Short-Term Credit Rating Equivalencies

| Credit Quality Category | S&P | DBRS Morningstar | Moody's | Fitch |
|---|---|---|---|---|
| High Short-Term Credit Quality | A-1+ | R-1 (high) | P-1 | F1+ |
| Good Short-Term Credit Quality | A-1 | R-1 (mid) / R-1 (low) | P-1 | F1 |
| Minimum Acceptable Short-Term Rating | A-2 | R-1 (low) | P-2 | F2 |

Credit ratings listed above are considered equivalent for the purpose of applying this investment policy.

Where more than one credit rating exists for an issuer or security, the lowest applicable rating shall be used to determine compliance.

These equivalencies reflect industry-standard credit-rating relationships and are included for clarity and consistency; they do not modify the Town's minimum credit-rating requirements.

Hanover
Ontario, Canada

**Staff Report To Council**

**From**: Andrew Wilken, Director of Development & Infrastructure / CBO and Sherri Walden, CAO

**Date**: September 8, 2026

**Report:** PB-18-26

**Subject** **Grey County Hybrid Planning Services Model Direction**

## Recommendation

That Report PB-18-26 Grey County Hybrid Planning Services Model Direction be received; and

That council opt out of the Grey County Hybrid Planning Services Model at this time; and

That the Town of Hanover communicates council's decision to Grey County staff.

## Background

### A. Grey County Hybrid Planning Services Model Background

On August 8, 2024, council members attended a special Grey County joint council meeting involving all 9 municipal councils. At this meeting, County staff provided an overview of the proposed centralized planning service delivery model. Further to this meeting and information, input was provided to the County with respect to council and staff questions, clarifications and feedback.

At the March 21, 2025, joint councils meeting, County staff presented Report PDR-SJM-19-25 Hybrid Planning Services Model Update with 4 members of Hanover Council in attendance at this joint meeting. The direction from this meeting was that correspondence be sent to each member municipality in Grey County, requesting any interested municipality to indicate its support in-principle for a hybrid planning service delivery model no later than May 9, 2025.

At the April 22, 2025, meeting, council received Report CAO-10-25 Grey County Hybrid Planning Services Delivery Model (attached) and approved the following resolution:

*That Report CAO-10-25 Grey County Hybrid Planning Services Delivery Model be received; and*

*That council support and communicate to Grey County their in-principle interest in continued discussions with respect to a hybrid planning service delivery model.*

Throughout 2025 and into 2026, Grey County staff have investigated the hybrid planning services model and developed a draft financial model and memorandum of understanding (MOU). At the June 11, 2026, County Council meeting, Report PDR-CW-23-26 Hybrid Planning Services Model Update (attached) was provided. The direction from this report was to communicate with the municipalities who had indicated in-principle interest and request confirmation, by resolution of council, as to whether or not the municipality is committing to the County’s proposed hybrid planning services model or not, subject to acceptance of a final memorandum of understanding. The County is also seeking the desired transition timeline should the municipality’s direction be to proceed with the County’s planning services.

## B. Summary of Hybrid Planning Services at the County

### 1. In-Person Service Delivery

Each participating municipality would specify what level of in-person service delivery they required. Municipalities would then provide workspace in their municipal offices to facilitate the in-person service from the County planner at no cost to the County.

### 2. Defining Core Planning Services

Core planning services are provided to all participating municipalities and would include:

a. Processing planning applications including attending meetings, site visits, writing reports, pre-submission consultation, and providing recommendations to committees or council.
b. Preparing official plan and zoning by-law amendments, as well as regular consolidation of official plans and zoning by-laws.
c. Providing planning advice to municipal council or other municipal departments.
d. Preparing reports to municipal councils on emerging planning matters or legislative / policy changes.
e. Providing in-person and remote customer service at the agreed upon levels in the MOU.
f. Assigning a primary planner to each municipality as the ‘go to’ contact for planning matters between the municipality and the County.
g. Providing evidence at tribunal hearings, in a manner as defined by the MOU.

### 3. Defining Non-Core Planning Services

Non-core planning services are services that are not provided to all participating municipalities but may be negotiated as an ‘add on’ service between the County and municipality (subject to agreement by both parties and appropriate staffing levels). This includes the following:

a. The creation of new official plans, secondary plans, five or ten-year official plan reviews, and new comprehensive zoning by-laws.
b. Municipal specific special projects or technical studies (ie. new development charges background study, various bylaw development or community improvement plan).
c. Drafting legal agreements and legal review of said agreements for subdivisions, condominiums, site plans, etc.
d. Municipal file creation, file tracking, creating public notices, circulating notices, mailouts, minute-taking, or drafting meeting agendas for municipal committee or council meetings, as such responsibilities generally fall to municipal administrative staff or municipal clerks.
e. Review of non-planning by-laws or permits such as heritage, noise, short-term accommodation, community improvement plan, etc.
f. Training of municipal staff will be limited. It is the municipality’s responsibility to provide in-house training on the role and work done by other departments, or those that directly serve planning in an administrative function.

### 4. Defining Shared Responsibilities

There are many responsibilities that will fall to both County and municipal staff. These responsibilities include; data sharing, zoning by-law interpretation, communications, responding to freedom of information requests, and responding to Ontario Land Tribunal (OLT) appeals. In the case of the OLT appeals, the MOU spells out what the County staff involvement would be, versus what remains the responsibility of the municipality.

### 5. Defining Planning Priorities

The MOU sets out a hierarchy for how planning work is prioritized as follows: (i) development applications, (ii) legislative changes, (iii) municipal official plan and zoning by-law updates, and (iv) special projects / studies.

### 6. Disputes, Disagreements, and Reporting

The MOU sets out a dispute resolution framework. It also sets out a reporting relationship, whereby the County and a participating municipality would meet a minimum of twice per year to review operations and receive suggestions for service level adjustments.

### 7. Other

The MOU sets out that the planners would be County employees, and thus County Human Resources (HR) and Information Technology (IT) policies would govern staff. Procurement of specialized expertise on an individual development application, where needed, would also be governed by the County, with input from the municipality. Procurement for special projects, e.g., a five-year official plan review would be governed by municipal processes, with input from County staff where required. The MOU also has liability, insurance, amendment, and termination clauses, as would be standard for any such MOU.

## C. Town of Hanover Planning Services Overview

Planning and development processes include the following: Zoning By-law Amendment, Official Plan Amendment, Minor Variance, Consent (Severance) and Plan of Subdivision. An overview of the steps is as follows:

- Initial contact by phone or in person. Discussion to understand proponent’s goal / objective and staff advise of the avenue required to move forward.
- Staff advise of the direction following internal pre-consultation meeting that may involve other Town departments and Grey County representative.
- Application submitted.
- Applicable Planning Act processes implemented (ie notices, Committee of Adjustment review, public meeting).
- Decision (incudes council decision, conditions/ granting approvals, notice of decision, appeal timelines).
- Application completed once conditions are deemed met.

The Town processes approximately 25 formal planning applications on an annual basis. Additionally, we conduct an increasingly large amount of initial contacts and pre-consultation meetings with perspective developers and landowners in that same period. These numbers are anticipated to increase as our growth evolves.

Our staffing structure includes one staff role, Junior Planner, with formal planning education. The Junior Planner is responsible for the co-ordination of all planning applications and approvals processes, responding to initial inquiries related to development planning applications, and providing administrative support to the building and planning department. This role includes functions and job responsibilities that are not planning related and it is expected would need to remain and continue with the Town.

Based on the County's hybrid model, the Junior Planner is the only staff role that would be impacted by the transition.

## Discussion

The Town continues to receive positive reviews from developers and members of the public with respect to planning services provided by the Town. Often referred to as a 'one stop shop' department structure, this has worked favourably in avoiding delays, providing clear expectations and allowing applicants, investors and developers with a wholesome experience as they proceed forward. This ability to provide a more relationship-based experience has positively benefited and served the Town in the past. Opting-in to the hybrid planning service will have a perceived impact on this interaction, whether positively or negatively.

Staff agree with the core principles of the hybrid planning model as proposed by the County, and in past years the proposed model may have been more attractive to the Town. Recruitment, continuity, level of expertise, financial implications are realities when attracting and maintaining an adequate internal planning staff complement and do pose various challenges.

There are both pros and cons to the hybrid model proposed by the County. At the time of this report, the Town is recruiting a Director of Development. One of the core areas of expertise defined in this role is an experienced professional planner with a Registered Professional Planner (RPP) designation. Currently no staff in-house maintain this designation and staff rely strictly on third party reviews and consultants to assist when applicable. Additionally, many of the areas that are noted below as a benefit with our most recent past planning structure will be absorbed by way of an incoming Director of Development with planning experience.

## D. Benefits of Opting In to Hybrid Model

Staff have considered the following potential benefits of opting into the County's Hybrid Planning Services Model

### 1. Human Resources

- The increased resiliency that is created when you have a number of planning staff versus just a single staff member as is our current complement.
- The ability to attract and retain staff with the necessary planning education and credentials is enhanced.
- There will be more opportunities for peer-to-peer mentoring, career development and pooling of resources to offer enhanced training.

### 2. In House Expertise

- There will be expertise and knowledge of senior planners and planning policy experts available to us. Having this expertise available, there is potential for the staff to guide and lead specific initiatives in our community.

### 3. Enhanced Service Level

- The experience and knowledge of a group of planning staff is noted as an enhancement to our current service level.

### 4.. **Maintain Approval Authority**

- We will maintain approval authority and be responsible for our Official Plan and Comprehensive Zoning By-law. Council would still make the same decisions that you currently make with respect to planning matters.

## E. Challenges of Opting In to Hybrid Model

### 1. Continue to Maintain Administrative Role

- Administration of planning applications remains the Town's responsibility and these duties are currently completed by the staff role that would transition to the County.
- Maintaining a staff role with administrative functions would be necessary. This could provide opportunity to consider organizational review recommendations with respect to compliance and executive assistant roles and responsibilities. This would require additional budget commitment for this staff role.

### 2. Preliminary Stage of Growth Impacts

- As we are at the preliminary stage of our growth, the realities of the impacts are not clear at this time. It is anticipated that as our growth evolves, there may be greater need for planning staff expertise.
- Initial growth planning related tasks (comprehensive review, secondary plan) are expected to require specialized expertise and this is not provided, as it is a non-core planning service in the hybrid model.
- Our current recruitment of a Director of Development with an RPP designation is to ensure our Development portfolio is positioned well to undertake and move forward our immediate key tasks, as well as consider our actions to be completed in the future.

### 3. Financial

- Preliminary financial modelling notes incremental financial impacts for the Town.
- As noted above, there would be additional budget commitment required to maintain many of the tasks currently completed by the Junior Planner role.

## F. Staff Recommendation

At this time, staff recommend that the Town opt out of the County's Hybrid Planning Services Model for the following reasons:

- Once the Director of Development recruitment is complete and in addition to the current staff complement, staff would expect that a continued 'one stop shop' experience will occur while generating greater levels of in-house planning and development experience. Based on this, opting in to a proposed hybrid planning services model, in addition to current staffing levels outlined above is not required and does not provide stakeholders with enhanced additional benefit or services.
- Our boundary adjustment and the resulting planning related tasks would be deemed non-core planning services. The Town will need to undertake these tasks and the

Director of Development role will lead this work, with assistance as required from third parties.

- The potential for added staff costs to maintain the planning administrative related work that would remain with the Town.
- Overall control of planning services related fees in future years.
- The Town is in a phase of considerable transition with boundary adjustment, staff taking on new roles and future urban roads transfer and each of these transitions require diligence to ensure the many tasks are executed well.
- Our planning services and administration are positively received by developers and public members. Town staff involvement has been key to ensuring development proposals are advanced efficiently with a focus on building positive relationships.
- Maintaining Town planning services ensures alignment with infrastructure, community strategic priorities, and economic development objectives and the required coordination across departments.
- The Town continues to assume a key planning role to support investment attraction.

**Financial Implications**

Grey County has provided the following draft financial model estimate for the hybrid planning services. It is important to note that the financial estimate is based on 2025 data and to simplify the comparison and analysis for the Town, the financials below detail the County staff and expenses cost estimate to be billed to the Town. There would continue to be costs maintained within the Town's budget for planning and development related costs such as legal, consulting, materials and supplies.

**Grey County – Financial Model A**

| | |
|---|---|
| County Estimate - 1 Full-Time Equivalent Planning Staff (based on average FTE person cost) and Expenses | $139,403 |
| Hanover Salary / Benefits Estimate (includes planning budget portion for Director and Junior Planner) | $133,700 |
| Difference | +$ 5,703 |

**Grey County – Financial Model B**

| | |
|---|---|
| County Estimate - 1 Full-Time Equivalent Planning Staff (based on planning staff position assigned) and Expenses | $127,188 |
| Hanover Salary / Benefits Estimate (includes planning budget portion for Director and Junior Planner) | $133,700 |
| Difference | -$ 6,512 |

**Link to Strategic Plan**

This report supports the indicated Strategic Goals and Action Plans of the Town of Hanover.

☐ **Goal 1**: **Safe and Reliable Infrastructure**

Build, maintain and continuously improve our municipally owned properties, buildings, and equipment.

☐ **Goal 2: Healthy and Welcoming Community**

Care for our natural environment and provide an enviable quality of life for everyone who calls Hanover “home”.

☐ **Goal 3: Strong and Vibrant Economy**

Refresh downtown Hanover and retain and attract local economic investment and jobs.

☐ **Goal 4**: **Balanced Growth**

Work together to create a community we can all be proud of.

☒ **Goal 5**: **Open and Responsible Government**

Deliver services in a friendly, efficient and effective manner while providing an exceptional working environment for our employees.

Respectfully submitted,

Andrew Wilken,
Director of Development and Infrastructure
/ CBO

Sherri Walden
CAO

Hanover
Ontario, Canada

**Staff Report To Council**

**From**: Sherri Walden, CAO & Andrew Wilken, Director of Building & Planning / CBO

**Date**: April 22, 2025

**Report:** CAO-10-25

**Subject** **Report CAO-10-25 Grey County Hybrid Planning Service Delivery Model.docx**

## Recommendation

That Report CAO-10-25 Grey County Hybrid Planning Services Delivery Model be received; and

That council support and communicate to Grey County their in-principle interest in continued discussions with respect to a hybrid planning service delivery model.

## Background

In 2024, Grey County (County) began a project to improve the planning process and recommended efficiencies at the County level, with suggestions for municipal improvements as well. As part of this project, County staff have researched a centralized planning services delivery model. This has included input from municipal staff including the CAO network and planning staff. Various reports have been provided by County staff through the summer and fall of 2024. Based on the feedback received, County is now investigating a Hybrid service delivery model.

Under this new model, the County could provide planning services to some municipalities for both County and municipal planning matters, while other municipalities would remain status quo with a two-tier planning service delivery model.

At the March 21, 2025, joint councils meeting, County staff presented Report PDR-SJM-19-25 Hybrid Planning Services Model Update. Hanover council had 4 members in attendance at this joint meeting. The resolution passed at that meeting was as follows:

> *That Report PDR-SJM-19-25 be received; and*
>
> *That correspondence be sent to each member municipality in Grey County, requesting any interested municipality to indicate its support in-principle for a hybrid planning service delivery model by no later than May 9, 2025.*

Correspondence dated March 21, 2025, was received from the County and was included in the April 7, 2025, Hanover Committee of the Whole meeting agenda.

## Discussion

The County Report PDR-SJM-19-25 Hybrid Planning Services Model Update includes detailed information, as well as the Municipal Comment Response Table. While this information has been provided to council on at least 2 occasions, it is attached again for reference.

It is staff's recommendation that council support in principle continued conversation and investigation in a hybrid planning service delivery model. Based on the information provided to date, there is enough context that conversation should continue to further refine and detail how the hybrid planning service delivery model could be implemented. At this time, staff have identified the following benefits based on the information presented to date.

1. **Human Resources |** The increased resiliency that is created when you have a number of planning staff versus just a single staff member as is our current compliment. The ability to attract and retain staff with the necessary planning education and credentials is enhanced. There will be more opportunities for peer-to-peer mentoring, career development and pooling of resources to offer enhanced training.

2. **In House Expertise |** There will be expertise and knowledge of senior planners and planning policy experts available to us. Currently these staff provide some support to initiatives in the lower tier. Having this expertise available, there is potential for the staff to guide and lead specific initiatives in our community.

3. **Enhanced Service Level |** The experience and knowledge of a group of planning staff is noted as an enhancement to our current service level.

4. **Maintain Approval Authority |** We will maintain approval authority and be responsible for our Official Plan and Comprehensive Zoning By-law. Council would still make the same decisions that you currently do with respect to planning matters.

By committing in principle support, the town is indicating their commitment to participation in continued discussions on the hybrid planning service delivery model. In principle support is not a commitment to join a hybrid model. The County has indicated that there will be opportunity later in the process to 'opt in' or 'opt out' following the detailed financial investigations and the development of draft memorandums of understanding (MOUs). It is expected that MOUs would detail service delivery standards, including in person service delivery at each participating municipal office, as well as, information technology, human resources, financial and legal / agreement review requirements.

**Financial Implications**

There are no direct financial implications with this report.

**Link to Strategic Plan**

This report supports the indicated Strategic Goals and Action Plans of the Town of Hanover.

☐ **Goal 1**: **Safe and Reliable Infrastructure**

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Deliver services in a friendly, efficient and effective manner while providing an exceptional working environment for our employees.

Respectfully submitted,

Sherri Walden
CAO

Andrew Wilken
Director of Building & Planning / CBO

# Committee Report

| | |
|---|---|
| **To**: | Warden Matrosovs and Members of Grey County Council |
| **Committee Date**: | June 11, 2026 |
| **Subject / Report No**: | PDR-CW-23-26 |
| **Title**: | Hybrid Planning Services Model Update |
| **Prepared by**: | Scott Taylor, Director of Planning |
| **Reviewed by**: | Randy Scherzer, CAO |
| **Lower Tier(s) Affected**: | Township of Chatsworth, Township of Georgian Bluffs, Municipality of Grey Highlands, Town of Hanover, Municipality of Meaford, Township of Southgate, and Municipality of West Grey |

# Recommendation

1. **That report PDR-CW-23-26 be received; and**
2. **That this report be sent as correspondence to the Township of Chatsworth, Township of Georgian Bluffs, Municipality of Grey Highlands, Town of Hanover, Municipality of Meaford, Township of Southgate, and Municipality of West Grey requesting confirmation, by resolution of Council, as to whether or not the municipalities are committing to the County's proposed hybrid planning services model or not, subject to acceptance of a final memorandum of understanding; and**
3. **That for those municipalities interested in joining the hybrid planning services model, that they also indicate their desired timing for joining the hybrid planning services model, but that such timelines do not precede January 1, 2027, with the exception of the Township of Chatsworth who already purchases planning services from the County.**

# Executive Summary

Starting in 2023, the County began investigating initiatives to make the planning process more efficient. On February 8, 2024, County Council supported a series of staff recommendations for increased planning efficiencies. Most of those efficiencies have since been implemented at the County and municipal levels.

Stemming from the planning efficiencies work, staff were also asked to investigate a new planning service delivery model for a two-tier municipal government, which may include the centralization of planning services at the County level. Through a series of in-camera and open session reports, as well as joint and individual council meetings, it was determined that seven of Grey's nine member municipalities were supportive 'in principle' of a hybrid planning service delivery model. The Township of Chatsworth, Township of Georgian Bluffs, Municipality of Grey Highlands, Town of Hanover, Municipality of Meaford, Township of Southgate, and Municipality of West Grey were all supportive in principle of the hybrid model. Those municipalities who offered in principle support noted that they needed to see additional financial and operational details before a final decision could be made. The City of Owen Sound and the Town of The Blue Mountains opted out of a hybrid model.

Throughout 2025 and into 2026 staff have developed a draft financial model, and a draft memorandum of understanding (MOU) for the hybrid service delivery model. Although not finalized, the draft financials and MOU give a greater understanding to municipalities on how a hybrid service delivery model would function.

Now that draft hybrid planning service model financials and MOU have been developed, County staff are seeking Council's support to go back to the seven municipalities that offered in principle support, to request that they either firmly commit to or opt out from the hybrid service model. Should municipalities commit to the hybrid model, then staff will work with the municipalities to finalize the MOU and financials for consideration as part of the 2027 budget processes (i.e., both the County and member municipality budget processes).

# Background and Discussion

Beginning in 2023, the County investigated actions to make the planning process more efficient. On February 8, 2024, staff presented a planning efficiencies whitepaper to Committee of the Whole, which recommended a series of improvements that could be made to the County's planning processes. The report also provided suggestions for municipal consideration. Council supported the staff recommendations, and most of those efficiencies have since been implemented at the County and municipal levels.

As part of this planning efficiencies work, a suggestion was put forward that the County reexamine the two-tier planning service delivery model currently employed by Grey and its nine member municipalities. Through a series of both in camera and open session staff reports (to both joint and individual councils), the County eventually requested each of the nine member municipalities to indicate whether there was in principle support for a centralized planning service model or not. As part of the centralized planning service model, it proposed that all planning services be at the County-level, with all approval authority remaining as is i.e., although the planners would be employed by the County, it would still be municipal councils and committees of adjustment rendering decisions on municipal planning applications. The County would retain its authority over official plan amendments and plans of subdivision/condominium, except for the City of Owen Sound where such approvals already rest with the City. Under the centralized model, municipalities would retain any administrative staff or directors which currently serve the planning department, but all other planners would become County employees, serving both the municipal and County planning functions.

At the time of the original centralized planning services investigations, a series of rationale were put forward as follows:

1. It would avoid duplication in the planning process between County and municipal planners i.e., for a subdivision at the County level and a zoning amendment at the

municipal level they would be reviewed by a single planner, rather than one County planner and one municipal planner.

2. Greater ability for information sharing and collaboration. For example, if one municipality had already completed a zoning by-law update for additional residential units, then a second municipality could build off that work for their own purposes (rather than needing to 'start from scratch').
3. Employee attraction and retention reasons. Particularly at the beginning of the centralized planning services model investigations, several municipalities were facing staff shortages and having difficulty recruiting new planners. Under a centralized model there may be greater potential for the following:
    a. Attracting talent if the planners were joining a team versus being a single incumbent planner in a municipality.
    b. Growing talent and promoting from within versus an employee spending two years with a municipality and leaving the area for greater career advancement opportunities.
    c. Offering more specialized training via bulk buying power or greater 'in-house' mentoring opportunities.
    d. Providing redundancy should a planner leave, either temporarily or permanently. In the current system where a municipality has a single incumbent planner, if that planner leaves, then the municipality could be without a planner until a new planner or backfill position can be recruited. Under a centralized model, the ability to temporarily backfill from within becomes a more feasible possibility.
    e. Allowing for greater technical and policy specialization, which may allow for more work to be done 'in-house' versus needing to hire consultants.
    f. Offering flexibility for greater versus slower workload times.

The rationale for the centralized service model was not specifically about 'cost savings,' but rather aiming for efficiency in services, and the ability to attract, retain, and grow planning talent, at a time where there is a national shortage of planners.

In response to this request for in principle support, the City of Owen Sound and Town of The Blue Mountains opted out of the centralized planning services delivery model. The Township of Chatsworth, Township of Georgian Bluffs, Municipality of Grey Highlands, Town of Hanover, Municipality of Meaford, Township of Southgate, and Municipality of West Grey all provided in principle support for a centralized model. Since not all nine municipalities were interested, the model shifted from being a centralized model, to instead being a hybrid model. Under the hybrid service delivery model some municipalities would continue to have their own municipal planning services, while those opting into the model would have the County provide municipal planning services.

For the seven municipalities that opted into the model in principle, they noted that they were not committing to the model, but rather wanting to see further details including (a) the financials, and (b) what a memorandum of understanding (MOU) may look like for the County to deliver such services. Since the County last reported back to County Council on this matter, staff have (a) developed a draft financial model, and (b) developed a draft MOU for the hybrid planning services model, both of which have been shared with municipalities for their review and feedback. Neither the financial model nor the MOU are finalized yet, but both provide a high level of detail for how the hybrid services model could function. The feedback received has been at a staff-to-staff level, and neither the draft financials nor MOU have been presented to County or municipal councils yet.

One of the key differences between the centralized versus the hybrid models is the financials. More details on the financial model are provided later in this report. However, as a high-level summary, under the centralized model the planning services would've been funded through a mixture of planning application revenue, and County levy, with certain costs to remain at the municipal level (e.g., special projects unique to one municipality and administrative staff or directors). Municipalities will continue to collect municipal planning application revenues, and retain control over setting their own planning fees. Under the hybrid model, the County needs to ensure that those municipalities not participating in the model are not subsidizing another municipality's local planning services. For example, given that the City of Owen Sound and the Town of The Blue Mountains have already opted out of the hybrid model, it needs to be ensured that they are not paying for their own municipal planning services as well as another municipality's local planning services in the hybrid model.

In the interim, since the planning efficiencies work first started, Chatsworth's consulting planner has moved on from the Township. As a result, in May 2025, the Township started purchasing planning services from the County and this continues to present day. Planning services are provided to the Township using existing County Planning staff (i.e., there was no up-staffing), and the County bills the Township monthly based on the hours spent providing municipal planning services. The approval authority has not changed. Both the Township and County continue to be the approval bodies for the same planning applications as they were prior to the County providing planning services to the Township. This Chatsworth circumstance has offered a working opportunity to tease out further considerations for the structuring of the hybrid model and related financials. However, the financials and time-tracking associated with providing local planning services to one municipality, without adding any additional staff, are very different than providing such services to multiple municipalities where additional County-level staffing would be needed.

Now that a draft hybrid planning service model financials and MOU have been developed, County staff are now seeking Council's support to go back to the seven municipalities that offered in principle support, to request that they either firmly commit to or opt out of the hybrid service model. Should the staff recommendation be supported, staff will request that each of the seven member municipalities commit to or opt out of the hybrid model, such that both the County and member municipalities can properly plan for their 2027 budgets, and their planning service delivery (whether jointly or individually).

## Highlights of the Draft Memorandum of Understanding (MOU)

A draft MOU was prepared by County staff and shared with municipal staff for their input. In drafting the MOU, County staff borrowed from various MOUs between counties and member municipalities across the province. In most cases, the example MOUs staff reviewed were using a centralized model versus a hybrid model. While the principles are still broadly the same in both models, the key difference is the financials, including fair billing to both the participating municipalities and those not participating in the hybrid model.

As noted above, a finalized version of the MOU has not yet been drafted. The reason for not finalizing this document is because neither County Council, nor any individual municipal council has provided firm direction to move forward with a hybrid model yet. Staff didn't want to invest too much time and effort fine-tuning a MOU, just to have either County or municipal councils opt out of the hybrid model.

The above being said, the draft MOU does provide sufficient detail for municipalities to understand how the hybrid model could function. Some key highlights of the MOU are as follows:

1. **In-Person Service Delivery** – As part of the MOU, each participating municipality would specify what level of in-person service delivery they require e.g., 5 days a week in person service for some, or maybe only 2 days a week for others. Municipalities would then provide workspace in their municipal offices to facilitate the in-person service from the County planner at no cost to the County (given that the County is collaborating with the municipality to provide service).
2. **Defining Core Planning Services** – Core planning services are services provided to all participating municipalities and include the following:
    a. Processing planning applications including attending meetings, site visits, writing reports, pre-submission consultation, and providing recommendations to committees or council.
    b. Preparing official plan and zoning by-law amendments, as well as regular consolidation of official plans and zoning by-laws.
    c. Providing planning advice to municipal council or other municipal departments.
    d. Preparing reports to municipal councils on emerging planning matters or legislative / policy changes.
    e. Providing in-person and remote customer service at the agreed upon levels in the MOU.
    f. Assigning a primary planner to each municipality as the 'go to' contact for planning matters between the municipality and the County.
    g. Providing evidence at tribunal hearings, in a manner as defined by the MOU.
3. **Defining Non-Core Planning Services –** Non-core planning services are services that are not provided to all participating municipalities, but may be negotiated as an 'add on' service between the County and municipality (subject to agreement by both parties and appropriate staffing levels). Non-core planning services include the following:
    a. The creation of new official plans, secondary plans, five or ten-year official plan reviews, and new comprehensive zoning by-laws. In some cases, it may still be feasible for the County to provide this service, staffing and budget permitting, but the County cannot guarantee this role based on current staffing levels. In many instances, municipalities would already hire consultants to undertake such large planning projects currently, and that could be the same under the hybrid model. In that instance, the hiring of a consultant would be from municipal budgets, using municipal procurement, versus from the County Planning department budget.
    b. Municipal specific special projects or technical studies. Similar to item 3(a) above, if a municipality is looking at a new development charges background study or community improvement plan, then a consultant is likely required, and that would be funded from municipal budgets. With respect to both items 3(a) and 3(b) the MOU sets out a framework for how the municipality can request the County provide a quote on such services.

c. Drafting legal agreements and legal review of said agreements for subdivisions, condominiums, site plans, etc. While County staff could provide input on such agreements, the County would not be providing legal review or legal services for municipal agreements.
d. Municipal file creation, file tracking, creating public notices, circulating notices, mailouts, minute-taking, or drafting meeting agendas for municipal committee or council meetings, as such responsibilities generally fall to municipal administrative staff or municipal clerks. County staff could provide input on correspondence or notices, but the municipality would be responsible for drafting and circulating such materials.
e. Review of non-planning by-laws or permits such as heritage, noise, short-term accommodation, community improvement plan, etc.
f. Training of municipal staff will be limited. It is the municipality's responsibility to provide in-house training on the role and work done by other departments, or those that directly serve planning in an administrative function. County staff would offer guidance, but not comprehensive training.

4. **Defining Shared Responsibilities** – There are many responsibilities that will fall to both County and municipal staff. These responsibilities include; data sharing, zoning by-law interpretation, communications, responding to freedom of information requests, and responding to Ontario Land Tribunal (OLT) appeals. In the case of the OLT appeals, the MOU spells out what the County staff involvement would be, versus what remains the responsibility of the municipality.
5. **Defining Planning Priorities –** The MOU sets out a hierarchy for how planning work is prioritized as follows: (i) development applications, (ii) legislative changes, (iii) municipal official plan and zoning by-law updates, and (iv) special projects / studies.
6. **Disputes, Disagreements, and Reporting** – The MOU sets out a dispute resolution framework. It also sets out a reporting relationship, whereby the County and a participating municipality would meet a minimum of twice per year to review operations and receive suggestions for service level adjustments.
7. **Other** – The MOU sets out that the planners would be County employees, and thus County Human Resources (HR) and Information Technology (IT) policies would govern staff. Procurement on specialized expertise on an individual development application, where needed, would also be governed by the County, with input from the municipality. Procurement for special projects, e.g., a five-year official plan review would be governed by municipal processes, with input from County staff where required. The MOU also has liability, insurance, amendment, and termination clauses, as would be standard for any such MOU.

## Draft Hybrid Planning Services Financial Model

The draft financial model being proposed is predicated on the fact that any participating municipality needs to pay for the hybrid planning services on a cost recovery basis. As noted in the Background section of this report, the County already provides planning services to the Township of Chatsworth. Under this model, County staff track their time on Township Planning services in 15-minute increments, and the County bills the Township for those services monthly. Just as a consulting firm would, the services of a senior planner are more expensive than the services of a planner (i.e., each level of planner has different billing rates). This current model works okay for the provision of service to one municipality, but is a bit cumbersome, and would become particularly cumbersome if it was being implemented across multiple municipalities.

To avoid a labour-intensive tracking and billing system, while also providing cost certainty to municipalities, staff are proposing the following financial model. Staff have assumed that each municipality is appropriately staffed currently. This assumption is underlaid by the fact that 'current staffing' includes both current incumbents and vacant budgeted planning staff positions*. As such, if a municipality currently has a planner and a senior planner in their budget, then County staff have assumed that's the correct staffing level for that municipality. As a result, the County would then bill the municipality for those two positions annually and such billing would include salaries, benefits, travel, professional memberships, hardware (e.g., computers/phones), inter-functional IT costs, software licensing, and training/professional development. Staffing levels would be reviewed on a regular basis e.g., every three years to ensure a municipality is not under or over-staffed. In this sense, a participating municipality would know ahead of the annual budget what to expect for billing for the coming year i.e., the County would be able to say a senior planner costs 'x', versus an intermediate planner costs 'y', etc. Additional information regarding anticipated salary models is provided in the HR Section below.

*Where a municipality currently relies heavily on a planning consultant for day-to-day planning services, an extra full-time staff person has been included in the model to replace the consultant. This assumption does not include municipalities using a planning consultant for a one-off special project, e.g., hiring a consultant for an official plan review.

In this hybrid model, municipalities would retain all municipal planning application revenue. As such, consents, minor variances, zoning by-law amendments, site plans, municipal official plan amendments, and pre-submission consultation applications would still be submitted directly to the municipalities. Municipalities would continue to be in control of determining the application fees to help offset the cost of planning service delivery, including both the County services (e.g., the County planner) and municipal services (e.g., an administrative assistant assisting with application intake, notices, and mailouts). As an example, if a municipality knew that planning services were going to cost $250,000 for a year, but they estimated that municipal application revenues were expected to recover $180,000, then $70,000 would be required from municipal levy to pay for said planning services. Municipalities can set their own thresholds for what percentage of cost recovery is feasible through application revenues, and therefore what the application fees should be per application.

The above assumes that County-level planning services will still be provided to all nine member municipalities and those services will still be paid for by a mixture of County application fees and County levy. Those municipalities who opt into a hybrid planning service model would be billed by the County, based on the number of staff needed to deliver those municipal planning services, but for only the municipal services, and not the County services already provided.

The cost of each employee is calculated using the County's non-union salary grid, as the entire County planning department is non-union. As noted above, the cost to municipalities would include salaries, benefits, travel, professional memberships, hardware (e.g., computers/phones), software licensing, inter-functional IT costs, and training/professional development. Additional notes on information technology (IT) costs are provided below.

## Information Technology (IT) Considerations

The planners under the hybrid model would be governed by County IT policies and would have access to the full suite of software used by the County Planning department. Hardware such as computers would also be the property of the County and procured by the County. Costs for the hardware and software licensing would be billed back to the municipalities as part of the annual billing based on the number of employees that municipality has in the hybrid model.

The costs for software licensing include all software platforms used by the County Planners, but would not include any municipal-specific software that the planner may need access to for that municipality. For example, if the County and member municipalities use Microsoft Office 365, then these costs would be included in the costs the County bills back to a member municipality. However, if municipality 'A' uses Cloud Permit for processing applications and requires the County planner to have a Cloud Permit license, then the municipality would pay those licensing costs directly.

Should the County see a high uptake in the number of municipalities signing onto the hybrid planning service delivery model, a future step may include looking to standardize some software or technology across the County and participating municipalities. This 'standardization' is not feasible at this stage, until such time as it's determined; (a) if the hybrid planning service model is moving forward, (b) who the participating municipalities are, and (c) what the common platforms in use are, or what available platforms exist. In some cases, municipalities may be using software unique to their planning department, but in other instances, they may be using platforms that are shared across multiple departments. For example, the County currently uses software, developed by the IT department, primarily for tracking and processing planning applications, which is known as GIN (Grey Information Network). However, County Planning staff also regularly use Escribe, which is software administered by the Clerks department, and is used by all County departments and some of the member municipalities. Using this example and comparing it to the hybrid planning services model, there may be some ability to standardize a GIN-like software (i.e., primarily a planning department software), but less ability to standardize an Escribe-like software (i.e., a software used by many departments for which Planning is not the lead department).

It is anticipated that planners under the hybrid model would be working (a) in municipal offices, (b) remotely, and (c) in the County office. Access to both the County and municipal networks would be accessed remotely via virtual proxy networks (VPN) or cloud-based server access. If a County planner was primarily working in municipality 'A', then they would need access to both municipality 'A's' network as well as the County network.

## Human Resources (HR) Considerations

Planners in the hybrid model would be County employees governed by the County's HR policies, non-union salary grid, vacation entitlements, and benefits package. Should a municipality opt into the hybrid model, the planner(s) from that municipality would be offered a similar role with the County. If the employee accepted the County position, there would be no severance package paid out from the municipality. That employee would then join the County with existing vacation entitlements intact, and slot into the non-union salary grid at a comparable level. Nobody joining the County would receive a cut in pay. HR staff have investigated benefit levels across the County, and though not exactly the same, benefit packages are comparable.

There may however be instances where a County benefit is slightly better than a municipal benefit, and vice versa, e.g., perhaps the County pays slightly more for dental benefits than municipality ‘A’, but municipality ‘A’ pays slightly more than the County for vision benefits.

Provided the County offers a similar position to a current municipal employee in joining the County model, this will assist in mitigating against any claim of constructive dismissal.

A further goal of the model is to ensure minimal impact on existing employees and their work arrangements. If a municipal employee currently lives and works in southern Grey County, the intent under the hybrid model would be to retain that working relationship. For example, the County does not want to ‘force’ an employee that currently has a 10-minute daily commute, to suddenly have an hour-long commute based on a new work location. Once it is determined (a) which municipalities decide to participate in the hybrid model (if any), and (b) what level of in-person vs. remote service each municipality is requesting, then staff will further assess existing staff joining the model, as well as their current work location relative to where they reside. The goal will be to try to accommodate everyone with minimal disruption.

Each planner would have a ‘home base location,’ but could also be called upon to occasionally assist or backfill in another work location. For example, if planner ‘X’ regularly works in municipality ‘A’ (whether remotely or in person), then their daily commute to municipality ‘A’ would not be eligible for mileage compensation. However, if planner ‘X’ gets asked to fill in at municipality ‘B’ due to a staff shortage, then they could be eligible for mileage compensation to municipality ‘B’.

Where a municipality joins the hybrid model with an existing staff vacancy, the County would need to hire for that vacancy as soon as possible to ensure minimal disruption to service delivery.

If the hybrid model proceeds, operational hiring, promotion, performance appraisals, training/education needs, and discipline would all be done by the County. As it pertains to performance, a key indicator would be feedback from the municipality where that planner is primarily working. As per above, the draft MOU spells out a minimum of twice annual meetings between the municipality and the County. As part of those meetings, or at any other time, the County would be open to receiving feedback on an employee, their performance, or their training/education needs. Although it would be a County staff person completing a performance appraisal, this is not done in a vacuum, and management staff are receptive to any municipal feedback.

## Department Structure and Space Needs

In the initial discussions on a centralized planning service model, the philosophy was that it’s either all nine municipalities joining the model for common benefit, or the model doesn’t proceed. As the model evolved into a hybrid planning service model, there have been questions about what minimum number of participating municipalities is required to proceed with a hybrid model. Staff do not have a definitive answer to this question.

The County currently provides municipal planning services only to the Township of Chatsworth. County staff would be willing to consider adding other municipalities as well, but would note that depending on how many municipalities and municipal staff are added, it could impact the organizational structure of the County Planning department, as well as the space needs for the department. For Chatsworth, the County did not upstaff, and the Township has not required any in-person service delivery, beyond attending Council and Committee of Adjustment meetings. As such, the impacts on existing County staff have been relatively minimal. County staff have learned a lot through the past year of providing local planning services to Chatsworth. Staff would certainly welcome any feedback from the Township on how this transition has gone, including any pros, cons, or ‘growing pains’ along the way.

If the County were to add five more municipalities, and ten new staff, then it could behoove the County to look further at its internal structure, staffing levels, and office space (i.e., at that stage another manager may be required to help oversee the new staff and additional in-person office space may be needed). One of the challenges with not knowing which municipalities have firmly opted in or out, is that staff have not been able to complete a final analysis of staffing or space needs requirements given the uncertainty.

## Next Steps and Timing

Should the staff recommendation be supported, then this report would be sent to the seven municipalities that had previously expressed in principle support for the hybrid services model. Each of those municipalities would then need to prepare a report for their respective councils recommending that the municipality opt into the hybrid model, or opt out of the hybrid model (thereby continuing with the status quo). Once it’s been determined who has committed to join the hybrid model, staff would work to finalize the MOU, which would then come back to County Council and member municipal councils for signing, unless this responsibility has been otherwise delegated to staff.

The goal is that municipalities could opt in or out of the hybrid model in time for 2027 budget preparations to commence. For those that have chosen to opt in, staff are also asking that they give a desired timeline for that transition, with the timeline being no earlier than January 1, 2027. Particularly where a municipality has existing staff vacancies, it may take longer to accommodate the transition.

Should County Council vote to take no further action on a hybrid planning services model, then no further action is needed, and the status quo would remain for the County and all member municipal planning departments.

## Final Considerations and Notes

The County is not required to adjust its current two-tier planning model. The current system is not ‘broken’, but like any system there’s always room for improvement. None of the investigations through this model are meant to be critical of either municipal or County planning departments. Staff at both levels are dedicated professionals looking to serve their communities, while enacting the vision of municipal and County Councils.

There are many things that work well with the current model. Currently County staff are well positioned to provide support for regional economic initiatives, policy matters or technical studies which span municipal boundaries, research, and large/technical developments including subdivision review. County staff also ensure that County official plan policies are applied consistently and broadly across the region, particularly in rural contexts. Municipal staff provide a very complimentary skill set and role. In many cases municipal staff know their communities including the settlement areas best, and are the ‘on the ground’ staff that residents, business owners, or municipal councils connect with most directly. Municipal staff also have more intimate knowledge of municipal infrastructure and processes, than County staff. Should a hybrid model proceed, it would be crucial to try to replicate these skill sets and being able to maintain both local and regional viewpoints as it applies to planning.

Both County staff and municipal staff have invested a lot of effort into investigating how a centralized or hybrid planning service model could function. Through the preparation of this model, staff have tried to ‘set the table for success,’ but would note that there are many variables which could impact the success of this project. County staff are cognizant that some of the concerns with the province’s plan to consolidate conservation authorities could also be concerns with a hybrid service delivery model.

In recent public discourse sometimes the planning system in Ontario gets ‘blamed’ for holding up development. In some cases that is a fair criticism. Planners and related professionals have worked hard to streamline and improve the approvals process. However, in some cases it may not be the planner who is holding things up. In some instances, developers have their approvals and are choosing not to build for economic, personal, or other reasons. Planning is an interrelated discipline which relies on several other departments and professions for success. For example, even if a planning department is appropriately staffed, if there are not the related engineers, public works staff, clerks, or administrative support staff in place to review and process development proposals, then the planning process will continue to lag behind. Similarly, if municipalities have not maintained investment in growth-enabling infrastructure, then it can equally create significant delays in planning approvals and construction projects (i.e., a municipality may not be able to approve a planning application if the water and sewer capacity isn’t in place to service said development).

Furthermore, if the hybrid model does move forward there could be hiccups as the model evolves. Efficiencies in this model will not be realized immediately. It may take a few years to really establish processes and procedures that allow the model to operate smoothly.

If approved, the change management and team-building considerations of a hybrid system are also not to be underestimated. If the County Planning department were to increase in size, and if portions of that team are working either remotely or in municipal offices across the County, there needs to be steps taken to form and maintain a cohesive team. Staff are cognizant that merging existing teams or portions of departments will come with some apprehension. Staff will work to establish team dynamics and allay trepidation, but realize that this could be a stressful transition for both existing municipal and County staff.

There are staff at some municipalities who have strong reservations about the hybrid planning services model. Whether it’s a staff member that could be making the transition to becoming a County employee, or a staff member that may be remaining with their municipality, such reservations could become greater issues, should they feel that this decision has been ‘forced upon’ them.

Staff do not raise the above points to ‘walk back’ from the model, but also wish to paint a realistic picture of challenges that could still stem from this model, as well as some of the benefits of the current model.

## Legislated Requirements

Any proposed changes will need to address the requirements of the *Planning Act, Municipal Act, Labour Relations Act, Employment Standards Act and the Occupational Health and Safety Act*.

## Financial and Resource Implications

The financial and resource implications have generally been explored throughout the body of this report. Draft detailed financial costings have been shared with each of the seven potentially participating municipalities. Should the hybrid service delivery model move forward, cost recovery of the municipal planning services being provided would be essential to ensure that non-participating municipalities do not subsidize the municipal planning services of participating municipalities and result in an increase in the County levy. As noted earlier in the report, municipalities would continue to collect their own municipal planning application fees, and the rates charged would be as per municipal fees and charges by-laws.

## Relevant Consultation

☒ Internal: CAO/Deputy CAO, Clerks, Economic Development, Tourism, and Culture, Finance, Human Resources, Information Technology, Legal Services, and Planning

☒ External: Member municipalities, external counties/municipalities, Ministry of Municipal Affairs and Housing, the public, and the development industry

## Appendices and Attachments

PDR-CW-03-24 - Planning Efficiencies Report

PDR-CW-52-24 - Investigating a Model for Planning Efficiencies and Shared Service Delivery

PDR-CW-63-24 Centralized Planning Service Delivery Model Update

PDR-SJM-19-25 Hybrid Planning Services Model Update

Hanover
Ontario, Canada

**Staff Report To Council**

**From**: Vicki McDonald, Manager of Legislative Services/Clerk

**Date**: September 8, 2026

**Report:** CL-10-26

**Subject** **Declaration of Council Vacancy**

## Recommendation

That Report CL-10-26 Declaration of Council Vacancy be received; and

That council declare the office of Councillor Harold Fleet vacant, in accordance with section 259 of the *Municipal Act, 2001;* and

That council direct the office remain vacant for the remainder of the current term of council which concludes November 15, 2026.

## Background

Vacancies on municipal council are governed by sections 259 to 263 of the *Municipal Act, 2001* (the Act). The Act requires that council declare a seat vacant at one of its next two meetings when a vacancy occurs as a result of the death of a member of council.

The Act also stipulates that should the vacancy occur 90 days before voting day in a regular election, the municipality is not required to fill the vacancy. The next regular municipal and school board election is scheduled to take place Monday October 26, 2026 with the new four year term of office commencing November 16, 2026.

## Discussion

Following the passing of Councillor Harold Fleet, the office to which he was elected became vacant pursuant to the Act. Accordingly, council is required to formally declare the office vacant. As the vacancy occurred near the end of the current term of council and the next regular municipal election is scheduled for October 26, 2026, council may leave the seat vacant for the remainder of the term, subject to the applicable provisions of the Act.

Consequently quorum will be calculated as a majority of the members of council excluding the vacant office. As council consists of seven members and one seat is vacant, quorum will remain at four members for the balance of the current term.

The new term of council will commence on November 16, 2026, at which time the members elected in the 2026 municipal election will be sworn into office.

**Financial Implications**

There are no financial implications related to this report.

**Link to Strategic Plan**

This report supports the indicated Strategic Goals and Action Plans of the Town of Hanover.

☐ **Goal 1**: **Safe and Reliable Infrastructure**
Build, maintain and continuously improve our municipally owned properties, buildings, and equipment.

☐ **Goal 2: Healthy and Welcoming Community**
Care for our natural environment and provide an enviable quality of life for everyone who calls Hanover "home".

☐ **Goal 3: Strong and Vibrant Economy**
Refresh downtown Hanover and retain and attract local economic investment and jobs.

☐ **Goal 4**: **Balanced Growth**
Work together to create a community we can all be proud of.

☒ **Goal 5**: **Open and Responsible Government**
Deliver services in a friendly, efficient and effective manner while providing an exceptional working environment for our employees.

Respectfully submitted,

Vicki McDonald
Manager of Legislative Services/Clerk

Concurrence,

Sherri Walden
CAO

Hanover
Ontario, Canada

**FINANCE COMMITTEE MEETING MINUTES**

July 27, 2026, 4:00 pm
Council Chambers | Civic Centre
341 10th Street
Hanover, ON N4N 1P5

| | |
|---|---|
| **MEMBERS PRESENT** | **Mayor Sue Paterson**<br>**Deputy Mayor Warren Dickert**<br>**Councillor Dave Hocking**<br>**Councillor Carol Hudson**<br>**Councillor Brandon Koebel**<br>**Councillor Susan Sakal** |
| **MEMBERS ABSENT** | **Councillor Harold Fleet** |
| **STAFF PRESENT** | **Vicki McDonald, Clerk**<br>**Tanya Patterson, Administrative Assistant/Deputy Clerk**<br>**Sherri Walden, CAO**<br>**Jelena Savic, Director of Corporate Services/Treasurer** |

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**1. Call to Order**

Mayor Paterson called the meeting to order at 4:00pm.

**2. Land Acknowledgment**

We want to acknowledge the Traditional Territory of the Anishinabek Nation: The People of the Three Fires known as Ojibway, Odawa, and Pottawatomie Nations. And further give thanks to the Chippewas of Saugeen, and the Chippewas of Nawash, now known as the Saugeen Ojibway Nation, as the traditional keepers of this land.

**3. Disclosure of Pecuniary Interest**

None

**4. Agenda Additions or Deletions**

None

**5. Business Arising From the Minutes**

None

**6. Adoption of Previous Minutes**

None

**7. Staff Reports**

7.1 Annual Asset Management Progress Report

Director of Corporate Services/Treasurer Jelena Savic presented the Annual Asset Management Progress Report, highlighting the need for improved data quality and the development of a more sustainable financial framework for asset management. Ms. Savic noted that the work of the

Finance Committee with respect to building the long-term financial sustainability framework for the Town will be integrated into future iterations of the Asset Management Plan, and that future reporting on asset management will also include aspects of program maturity.

Councillor Hocking inquired about the status of the Development Charges Study and the impacts of provincial changes to development charges. Ms. Savic advised that the Town's DC background study is underway, and Council will be presented with the calculated DC rates.

Councillor Koebel asked about the potential use of proceeds from the Westario sale and whether future Asset Management Plan updates could be completed internally. Ms. Savic discussed the possibility of a perpetual fund to generate annual investment income to offset ongoing levy increases and advised that future Asset Management Plan updates will be completed in-house and led by the Financial Analyst.

Deputy Mayor Dickert enquired about the accuracy of current asset life expectancy assumptions. Ms. Savic advised that the data used is high-level and that more detailed asset performance will be integrated into future Asset Management Plan updates as data quality continues to improve.

**Moved by** DEPUTY MAYOR DICKERT
**Seconded by** COUNCILLOR HUDSON

That Report FIN 07-26 be Annual Asset Management Progress Report be received for information.

**CARRIED**

7.2 Reserves and Reserve Funds Structure Review

The Director of Corporate Services/Treasurer presented a proposed reserve framework intended to align reserve funding with asset management needs and long-term financial sustainability objectives.

Committee members discussed the benefits of moving from department-specific reserves to a corporate-wide reserve structure, improving flexibility, transparency, and risk-based decision-making. Discussion also occurred regarding clarifications with respect to the Investing in Hanover Reserve, airport funding, and West Grey boundary adjustment payments under the proposed framework.

Committee members expressed support for the proposed framework and modernization of the reserve structure.

**Moved by** COUNCILLOR HOCKING
**Seconded by** COUNCILLOR SAKAL

That Report FIN-08-26 Reserves and Reserve Funds Review be received; and

That the Finance Committee endorse the proposed reserve and reserve fund framework, substantially as outlined in Appendix C, as the basis for modernizing the Town's reserve structure; and

That the Finance Committee endorse the proposed reserve mapping and allocation of existing reserve and reserve fund balances as outlined in Appendix A; and

That the Finance Committee recommend that council approve the proposed reserve and reserve fund framework and reserve mapping; and

That the Finance Committee direct staff to prepare a subsequent report to council setting out the detailed implementation plan, including the transfer of reserve balances between accounts, the consolidation and closure of existing reserves, the establishment of new reserves and reserve funds, and any required amendments to the Town's Reserve and Reserve Fund Policy and any other policies that reference specific reserve and reserve fund contributions; and

That staff be directed to develop reserve and reserve fund target balances and long-term funding strategies for consideration through the Town's Long-Term Financial Plan and future budget processes.

**CARRIED**

7.3 Preliminary Estimate of Committed Impacts for Budget 2027

A preliminary estimate of known 2027 budget pressures, including wage increases, police staffing costs, asset management funding requirements, police station debt servicing, and fire pumper financing was presented to the committee.

Councillor Koebel sought clarification regarding the separation of police station debt servicing costs from the Asset Management Plan funding recommendation. Staff advised that the figures were separated to account for pending adjustments to the Asset Management Plan.

Deputy Mayor Dickert asked for clarification regarding the urban roads transfer values, and Ms. Savic confirmed that only newly transferred assets would be included in updates to the Town’s Asset Management Plan, and that existing Town-owned infrastructure was already accounted for in the current version of the Plan.

**Moved by** COUNCILLOR HOCKING
**Seconded by** COUNCILLOR KOEBEL

That Report FIN-09-26 Preliminary Estimate of Committed Impacts for Budget 2027 be received for information.

**CARRIED**

## 8. Items for Discussion

None

## 9. Correspondence

None

## 10. Closed Meeting

None

## 11. Adjournment

**Moved by** COUNCILLOR HOCKING
**Seconded by** COUNCILLOR SAKAL

THAT this meeting of Hanover Council now be adjourned at 5:05pm.

**CARRIED**

______________________________
Susan Paterson, Mayor

______________________________
Vicki McDonald, Clerk

**AUDIT COMMITTEE MINUTES**

August 10, 2026, 3:00 pm
Council Chambers | Civic Centre
341 10th Street
Hanover, ON N4N 1P5

| | |
|---|---|
| **Members Present** | **Mayor Sue Paterson**<br>**Deputy Mayor Warren Dickert**<br>**Councillor Dave Hocking**<br>**Councillor Carol Hudson**<br>**Councillor Brandon Koebel**<br>**Councillor Susan Sakal** |
| **Members Absent** | **Councillor Harold Fleet** |
| **Staff Present** | **Vicki McDonald, Clerk**<br>**Tanya Patterson, Administrative Assistant/Deputy Clerk**<br>**Sherri Walden, CAO**<br>**Andrew Wilken, Director of Development & Infrastructure/CBO**<br>**Jelena Savic, Director of Corporate Services/Treasurer** |
| **Also Present** | **Kevin Tremble, MNP LLP** |

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**1. Call to Order**

Mayor Paterson called the meeting to order at 3:00pm.

**2. Disclosure of Pecuniary Interest**

None

**3. Agenda Additions or Deletions**

None

**4. Delegations**

4.1 2025 Draft Financial Statements and MNP Report - MNP LLP, Chartered Professionals Accountants, Licenced Public Accountants

Kevin Tremble reviewed the audit process under MNP LLP. Council was given an overall review of the consolidated financial statements as well as specific highlights. There were no control deficiencies noted.

The Town has an accumulated surplus at December 31 ,2025 of $124,552,650 consisting of $20,166,128 in reserves, $1,922,006 invested in land for resale and $115,610,608 invested in tangible capital assets less $13,149,139 in amounts to be recovered (long term debt, retirement benefit liability, insurance liability and asset retirement obligations).

Subsequent to the presentation by MNP, council had the opportunity to ask questions of the auditor.

At this time, the Director of Corporate Services/Treasurer, CAO and Director of Development & Infrastructure/CBO left the meeting. Mr. Tremble then reviewed the management letter with the Audit Committee.

## 5. Closed Meeting

**Moved by** COUNCILLOR KOEBEL
**Seconded by** DEPUTY MAYOR DICKERT

That the council of the Town of Hanover meet in closed session in order to consider a matter pertaining to personal matters about an identifiable individual with respect to performance.

**Carried**

Hanover Council reconvened in open session at 3:41pm and the Chair confirmed that council only discussed the matter pertaining to personal matters with respect to employee performance.

## 6. Adjournment

**Moved by** COUNCILLOR HOCKING
**Seconded by** COUNCILLOR SAKAL

That this meeting of the Audit Committee be adjourned at 3:42pm.

**Carried**

_______________________
Susan Paterson, Mayor

_______________________
Vicki McDonald, Clerk

Hanover
Ontario, Canada

**Appendix 'B'**

# Proclamation & Flag Raising Request

Please review the Flag and Proclamation Policy ADM-013 on this page prior to completing the request from.

Requests are to be submitted to the Clerk at least 4 weeks in advance of the occasion.

**Name of Organization** Ontario Disability Employment Network (ODEN)

**Contact Name** Cristin O'Sullivan

**Address** Box 4047, RPO Thickson 4081 Thickson Road North Whitby, ON L1R 2X0

Box 4047, RPO Thickson 4081 Thickson Road North Whitby, ON L1R 2X0

**Phone Number** 519-477-3739

**Email** cosullivan@odenetwork.com

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**A. Proclamation Request** (Name/ Title of Occasion)

Date(s) to be Proclaimed

Anytime in October during National Disability Employment Awareness Month (NDEAM)

Proposed Wording for Proclamation

Each October, NDEAM is observed across Canada to acknowledge and celebrate the workplace contributions of people who have a disability, and business successes and benefits stemming from hiring with a focus on inclusion. It is also a time to advance the understanding that disability-inclusive employment is essential to building strong, equitable communities. With an estimated one in five Canadians living with a disability, a number that continues to grow, disability inclusion is a community-wide priority. A mayoral proclamation shows leadership commitment to a labor market with accessible, meaningful jobs for all. It encourages more businesses to hire skilled individuals from the disability talent pool. The business case is well-established and growing stronger. A 2023 report by Accenture and Disability:IN found that companies leading in disability inclusion achieved 1.6 times more revenue, 2.6 times more net income, and twice the economic profit of their peers. Disability-inclusive workplaces tend to be more innovative, more adaptable, and better positioned for long-term growth. And the community is paying attention: 62% of Canadians say they are more likely to support companies with policies that support employees who have a disability (Angus Reid Institute and Rick Hansen Foundation, 2021).

Your mayoral proclamation for NDEAM would be greatly appreciated by all of us working towards this goal. We hope to have your support this October.

**B. Flag Raising**

Does the flag raising request correspond with the proclamation request?

- [x] Yes
- [ ] No

If NO, provide reason or occasion for flag raising request and description or image of flag.

We do not have a flag to raise but are requesting lighting.

Requested period flag to be flown

From 2026-10-15 To 2026-10-15

Do you wish for the Mayor or Councillors to attend the flag raising?
(please note attendance will depend on availability)

- [x] Yes
- [ ] No

**C. Civic Centre Illumination**

Does the facility illumination request correspond with the proclamation request?

- [x] Yes
- [ ] No

If NO, provide reason or occasion for facility illumination request.

Light It Up! For NDEAMTM is a nationwide, one-night event where buildings, businesses, landmarks, and bridges are lit in purple and blue to celebrate National Disability Employment Awareness Month. This event aims to promote ongoing dialogue about disability inclusion in employment, business, and communities. In 2025, over 900 locations in over 200 communities and 13 provinces and territories across Canada participated.

Requested period of illumination?

From 2026-10-15 To 2026-10-15

Lighting Colour(s) (explain purpose and/or meaning of selected colour(s)

Purple and blue (If only one colour is possible, choose purple). RGB colours:
• Purple — R: 125 G: 82 B: 138
• Blue — R: 50 G:77 B: 92

**Appendix B**

Please provide a description of the organization making the submission and the reason for the request.

The Ontario Disability Employment Network (ODEN) has organized National Disability Employment Awareness Month (NDEAM) in October for many years and launched Light It Up! For NDEAM on the third Thursday of October during NDEAM. ODEN is a province-wide organization that brings together businesses and Employment Service Providers to increase employment opportunities for job seekers who have a disability.

**Signature** C.O'Sullivan **Date** 2026-06-29

Please note that as per the Flag and Proclamation Protocol Policy, requests are included on the Council Agenda which is a public document. There should be no expectation of protection of privacy when submitting this application.

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For Office Use Only

Date Request Received July 2, 2026

Date Considered by Council Septtember 8, 2026 (meeting date)

Date Approved / Denied ______________________

Additional Comments ______________________

**THE CORPORATION OF THE TOWN OF HANOVER**

**BY-LAW NO. 3414-26**

A By-law of the Town of Hanover to confirm the proceedings of the Council of the Corporation of the Town of Hanover at its regular meeting held on September 8, 2026

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**WHEREAS** the Municipal Act, S.O. 2001, c.25, as amended, Section 5 and amendments thereto, provides that the powers of a municipal corporation shall be exercised by its Council;

**AND WHEREAS** the Municipal Act, S.O. 2001, c.25, as amended, Section 5 and Section 9, and amendments thereto, provides that except where otherwise provided, the powers of any Council shall be exercised by by-law;

**AND WHEREAS** in many cases action which is taken or authorized to be taken by Council does not lend itself to the passage of an individual by-law;

**NOW THEREFORE** the Council for the Corporation of the Town of Hanover hereby enacts as follows:

1. THAT the actions of the Council at its regular meeting held on September 8, 2026 in respect of each motion, resolution and other action taken by the Council, and its Committees, at its said meetings are, except where the prior approval of the Ontario Municipal Board or other authority is by law required, hereby adopted, ratified and confirmed as if all such proceedings were expressly embodied in this By-law.
2. THAT where no individual by-law has been or is passed with respect to the taking of any action authorized in or by the above mentioned Minutes or with respect to the exercise of any powers by the Council in the above mentioned Minutes, then this by-law shall be deemed for all purposes to be the by-law required for approving and authorizing and taking of any action authorized therein or thereby, or required for the exercise of any powers therein by the Council.
3. AND THAT the Mayor and the proper officers of The Corporation of the Town of Hanover are hereby authorized and directed to do all things necessary to give effect to the said action of the Council or to obtain approvals where required and, except where otherwise provided, the Mayor, the Clerk and the Treasurer are hereby directed to execute all documents necessary on behalf of the Corporation of the Town of Hanover and to affix thereto the corporate seal of the Corporation of the Town of Hanover.

**READ a FIRST, SECOND and THIRD TIME and FINALLY PASSED** this 8$^{th}$ day of September, 2026.

______________________________

Susan Paterson, Mayor

______________________________

Vicki McDonald, Clerk

Hanover
Ontario, Canada