



7490 Sideroad 7 W, PO Box 125,  
Kenilworth, ON N0G 2E0  
[www.wellington-north.com](http://www.wellington-north.com)

519.848.3620  
1.866.848.3620 FAX 519.848.3228

Plan to  
Simply Explore.

[www.simplyexplore.ca](http://www.simplyexplore.ca)

# Special Meeting of Council

Thursday, July 14, 2016

5:00 p.m.

Municipal Office Council Chambers, Kenilworth

## AGENDA

AGENDA ITEM	PAGE NO.
<b><u>CALLING TO ORDER</u></b>	
- Mayor Lennox	
<b><u>SINGING OF O' CANADA</u></b>	
<b><u>PASSING AND ACCEPTANCE OF AGENDA</u></b>	
<b><u>DISCLOSURE OF PECUNIARY INTEREST(S) AND THE GENERAL NATURE THEREOF</u></b>	
<b><u>PRESENTATIONS</u></b>	
Triton Engineering Services Limited - Municipal Servicing Standards	001
<b><u>DELEGATIONS</u></b>	

AGENDA ITEM	PAGE NO.
<b><u>STANDING COMMITTEE, STAFF REPORTS, MINUTES AND RECOMMENDATIONS</u></b>	
Report from Dale Small, Economic Development Officer - Report EDO-2016-17 Municipal Development Forum	039
Business Arising from the June 6, 2016 Regular Council Meeting - Deferred resolution regarding sidewalk	050
<b><u>CONFIRMING BY-LAW NUMBER 060-16 BEING A BY-LAW TO CONFIRM THE PROCEEDINGS OF COUNCIL</u></b>	051
<b><u>ADJOURNMENT</u></b>	

# Township of Wellington North Meeting of Council

## Municipal Servicing Standards

July 14, 2016



**Triton Engineering Services Ltd.**



# Municipal Standards Update Agenda

---

002

- ▶ Overview of Ongoing Update to Municipal Standards;
- ▶ Sidewalks, Trees and Street Lights; and
- ▶ Next Steps.



# What are Municipal Standards?

---



## **MUNICIPAL SERVICING STANDARDS**

**TOWNSHIP OF  
WELLINGTON NORTH**

- ▶ Available on Township's website;
- ▶ Currently using revision 4 updated August 2010;
- ▶ Establishes technical guidelines for development in Wellington North;



# Why are they important?

---

- ▶ Creates a Benchmark and Guide for development and reconstruction projects;
- ▶ Ensures the use of specific approved construction materials to aid in future maintenance and operation;
- ▶ Ensures development within the community is consistent;
- ▶ Establishes the standard and sets expectation about future reconstruction by Township (\$\$);



# Municipal Standards – Scope of Standards

---

- ▶ Municipal Standards applies to residential home in rural area of Wellington North;
- ▶ Municipal Standards applies to 100 home development in the urban area of Wellington North;
- ▶ Municipal Standards needs to be written to provide awareness and guidance in both instances;
- ▶ Municipal standards is a very technical document;



# Municipal Standards – Scope of Standards

---

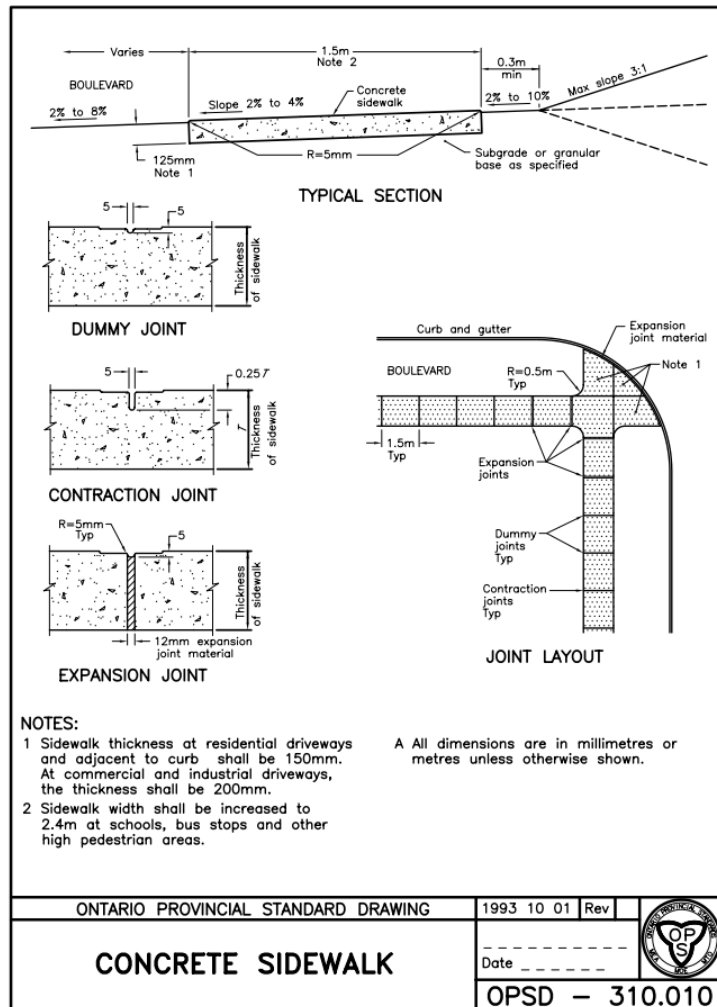
- ▶ For example, Municipal Standards states that, where appropriate, the following should be included in the applicant's submission: General Servicing Plan, Sediment and Erosion Control Plan, Sanitary Drainage Plan and Landscaping Plan, etc.;
- ▶ For a residential home in rural area only general servicing plan and building permits to proceed to develop;
- ▶ For 100 home development in urban area general servicing plan, sediment and erosion control plan, sanitary drainage plan, landscaping plan and building permits may all be necessary;
- ▶ Municipal standards needs to provide guidance in both circumstances;





# Standard Drawings

- ▶ Reference to Ontario Provincial Standard Drawings (OPSD's)
- ▶ Example
  - ▶ Details specifications for concrete sidewalk OPSD – 310.010
- ▶ Township Standard Drawings to meet specific needs



# Materials and Product List

TABLE 2: APPROVED MATERIAL AND PRODUCT LIST		
SERVICE	ITEM	APPROVED PRODUCTS
SANITARY	Sewer Pipe	PVC SDR 35 up to 375mm diameter pipe Concrete CSA#A257.1/A257.2
	Service Pipe	PVC SDR 28
	Connections	Kor-N-Seal (manholes) prefab tees or Kor-N-Tee (services)
	Adjustments	150mm Min. and 300mm max concrete riser complete with "Denso" tape along all joints
STORM	Sewer Pipe	375 mm diameter or less:  PVC SDR 35 - IPEX "Ultra Rib" - Loc Pipe "Loc PVC" - Concrete-CSA A257.1 (non-reinforced) and A257.2 (reinforced). - HDPE Boss 2000, 320 kPa stiffness c/w Ultra Stab 75 joint - Royal Rib "Korflo"  450 mm diameter or greater: - Concrete-CSA A257.1 (non-reinforced) and A257.2 (reinforced).  Leads to rear yard catchbasins are to be concrete.
	Service Pipe	PVC SDR 28
	Connections	Kor-N-Seal (PVC) Adaptor with band (ribbed) prefab tee or Kor-N-Tee (services)
	Culverts	- Galvanized CSP, minimum 1.6 mm thickness with <b>0.3m min. cover</b>  - HDPE corrugated Boss 2000, 320 kPa stiffness c/w Ultra Stab 75 joint with <b>0.6m min. cover</b>
	Watermain	C900 PVC Class 150 (DR 18), B 137.3 with Ring-Tite joints and Tracer Wire.
WATER PIPE	Valves	Mueller Resilient Wedge Gate Valve AWWA C-509, mechanical joint with:  - fusion-bonded epoxy coating - bronze stem - open counter clockwise  or;  Clow Resilient Wedge Gate Valve AWWA C-509, F-6100 mechanical joint with:  - fusion-bonded epoxy coating - bronze stem - open counter clockwise

- ▶ Provides the guidelines for accepted materials and products
- ▶ Example
  - ▶ Fire Hydrant are to be "Clow Canada – Brigadier Series M-67- B with Storz pumper connection - to open counter clockwise.
- ▶ These items change often and should be reviewed annually



# Municipal Standards Draft Revision Updates

---

009

- ▶ Update existing standards drawings;
- ▶ Update material specified within the standard;
- ▶ Addition of 22m, 26m road allowance standards;
- ▶ Addition of sanitary pumping station details;
- ▶ Additional information explaining approval agencies;



# Municipal Standards Draft Revision Updates

---

010

## C. SANITARY SEWERS

Sanitary sewer design may be subject to Ministry of Environment and Climate Control review and approval. Discharge into the Township's sanitary sewer must be as per Township's current sewer-use by-law.

Sanitary sewer allocations may be requested by contacting the Township's building department.

## D. STORM DRAINAGE

Storm sewer system design may be subject to Ministry of Environment and Climate Control, Ministry of Transportation, Wellington County and conservation authority review and approval. Discharge into the Township's storm sewer must be as per Township's current sewer-use by-law.

At times, storm water design may utilize municipal or ward drains for outlet. In addition to other approvals, design that outlet to a municipal and ward drain are subject to approval by the Township's drainage superintendent.

Township road ditches are not typically used for storm water outlets and their use is subject to Township review and approval.



# Municipal Standards Draft Revision Updates

---

011

## E. WATERMAINS

1. Watermains with services to each lot or block shall be provided in accordance with the Ministry of the Environment and Climate Change Guidelines and the following Township of Wellington North Public Works Department design criteria:

Water: AWWA Guidelines and Standards, Design Guidelines for Drinking Water System, 2008, Township's Drinking Water Works Permits – Section 3.0 as amended, Ontario Water Main Disinfection Procedure as amended, Safe Drinking Water Act, Drinking Water License

## F. ROADWAYS

Roadway design and driveway entrance may be subject to Ministry of Transportation or Wellington County review and approval.

1. The following Township of Wellington North Road design criteria for residential roads applies to local and minor collector streets:



---

# **SIDEWALKS & BIKE TRAILS**



## Current Revision and Draft Revision

---

### 4. Sidewalks:

Concrete sidewalks 1.5 m wide shall be provided on both sides of residential collector and arterial streets and one side on residential local streets. Hand railings shall be provided where 3 or more steps are required. Ramps shall be provided at all intersections with curb. Minimum 125 mm Granular "A" base and 125 mm thickness of concrete. Expansion joint material is to be bituminous impregnated fibreboard.

### 4. Sidewalks:

Concrete sidewalks 1.5 m wide shall be provided on both sides of residential collector and arterial streets and one side on residential local streets. ~~Hand railings shall be provided where 3 or more steps are required.~~ Ramps shall be provided at all intersections with curb. Minimum 125 mm Granular "A" base and 125 mm thickness of concrete. Expansion joint material is to be bituminous impregnated fibreboard.



## Current Revision and Draft Revision

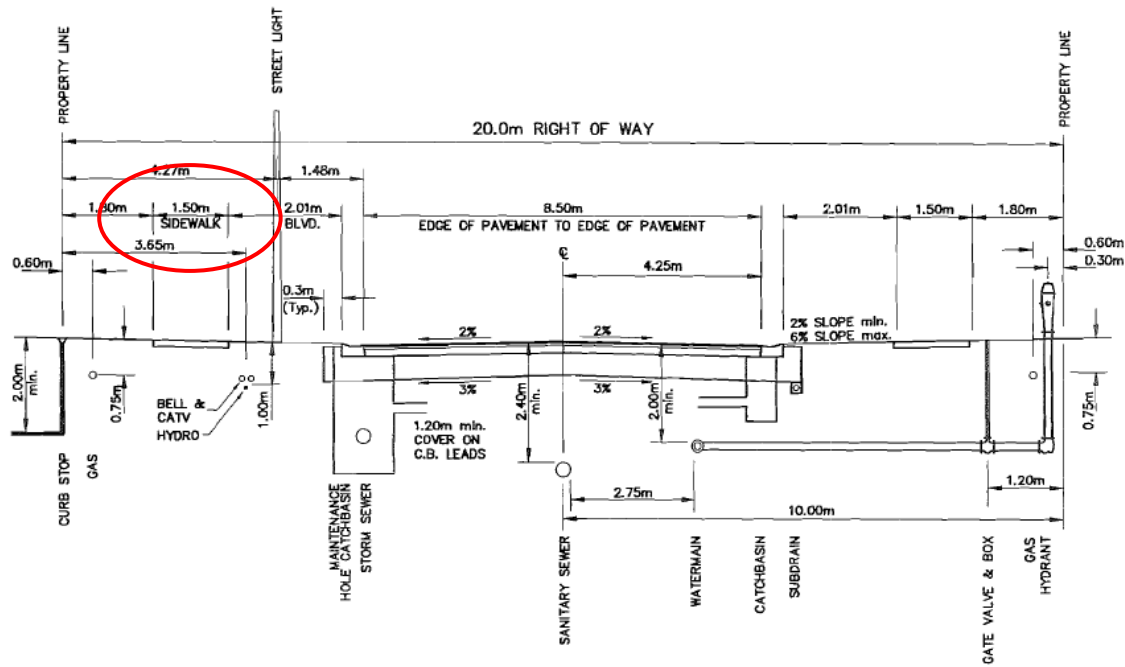
---

- ▶ Township roads are all residential local roads except connecting link roads;
- ▶ County roads and connecting link roads would be residential arterial roads;
- ▶ Sidewalks on both sides of Frederick St in Arthur and Main St in Mount Forest and sidewalks on one side of Eliza St in Arthur and John St in Mount Forest;





# Sidewalks – Current Revision



## NOTES:

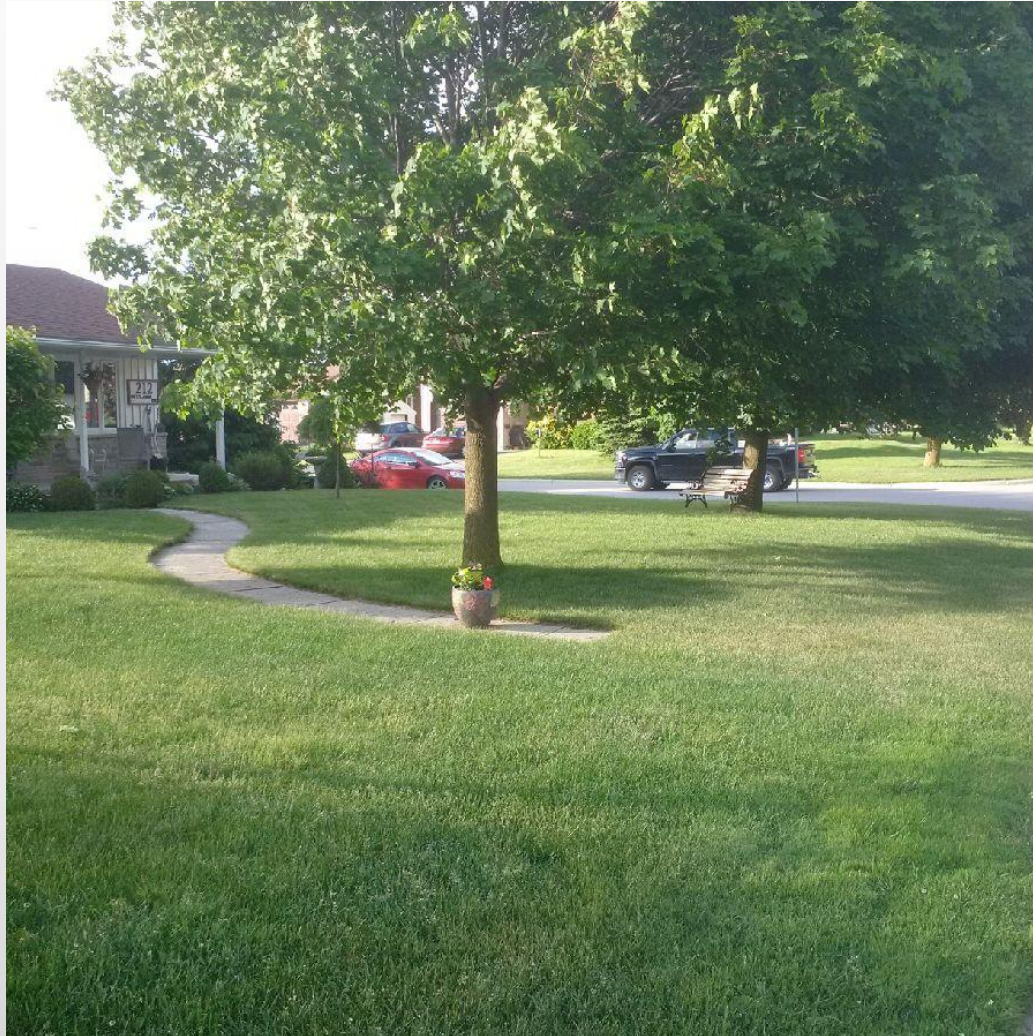
1. LOCATE HYDRO TRANSFORMER BETWEEN PROPERTY LINE AND SIDEWALK.
2. TREE PLANTING TO BE 0.30m FROM PROPERTY LINE.

TOWNSHIP OF WELLINGTON NORTH	DATE OCTOBER, 2004	REV. 1
STANDARD CROSS-SECTION LOCAL STREET – 20.0m R.O.W.		STD. <b>R1</b>



# Sidewalks to no where...

---



# Sidewalk to no where...

---



# Pros for sidewalks

---

- ▶ Sidewalks establish a safe corridor within the road allowance for pedestrian traffic;
- ▶ Sidewalks promote accessibility;
- ▶ Future trend will be to continue to promote sidewalk installation;
- ▶ New development represents an opportunity to build infrastructure to current standard;



# Cons for sidewalks

---

- ▶ Sidewalks represent an ongoing maintenance cost given Township plows sidewalks in urban areas;
- ▶ Sidewalk installation has a cost;



# Sidewalks

---

- ▶ A decision to include sidewalks in the municipal standards will not make sidewalks mandatory in all future development within the Township but it will establish the benchmark;
- ▶ In the future, should a developer request relief from the municipal standards it will be up to them to make written request for committee / Council consideration;



# Sidewalks

---

- ▶ Some local municipalities (Southgate, Centre Wellington) are now asking developer's to give consideration to BIKE TRAILS when designing their developments;
- ▶ All local municipalities have sidewalk requirements within their municipal standards;
- ▶ A sidewalk resolution recently came to Council and was deferred;



# Sidewalks

---

- ▶ **THAT** the Council of the Corporation of the Township of Wellington North, as recommended by the Public Works Committee, declare sidewalks important public infrastructure which promotes community health, accessibility and safety;
- ▶ **AND FURTHER THAT** the Council of the Corporation of the Township of Wellington North, as recommended by the Public Works Committee, direct staff to pursue an allowance from developers in lieu of installed sidewalk at locations where sidewalk installation is not currently possible but may be required in the future;
- ▶ **AND FURTHER THAT** the Council of the Corporation of the Township of Wellington North, as recommended by the Public Works Committee, direct staff to pursue sidewalk on [local, collector and arterial] roads within new developments and during road construction and reconstruction projects;
- ▶ **AND FURTHER THAT** where a developer does not believe sidewalks are warranted or possible or beneficial to their proposed development, they provide a written submission to the Township detailing the reasons sidewalks are ill advised and inappropriate for the Township's consideration and acceptance as part of their development proposal.
- ▶ **DEFERRED**





# Sidewalks?

---



# Sidewalks

---

## DISCUSSION



---

# TREES



# Trees

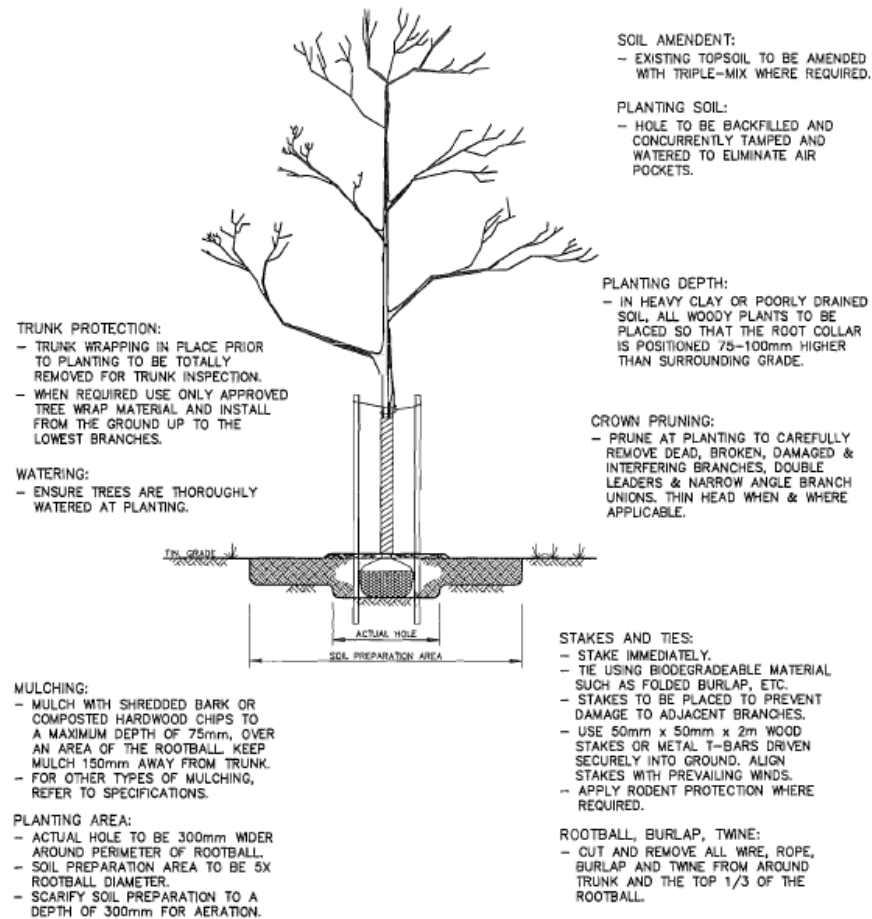
---

## 3.0 Trees:

- 3.1 Trees shall be planted in front of every lot on the Municipal Right-Of-Way at a location 300 mm from the street Property Line.
- 3.2 On corner lots a tree shall be planted every 15 m on the adjacent sideyard on the flanking street.
- 3.3 Trees are to be planted so as not to interfere with other street functions or services when the tree matures. Where it is not possible to conform with the foregoing, the trees shall be planted at locations approved by the Municipality.
- 3.4 Planting of trees shall be as detailed on Std. Dwg. L-1 and L-2. They shall be watered at time of planting and every two weeks thereafter up to the expiration of the guarantee period. The guarantee period shall be one year from the date of planting and the period for planting shall be Spring and Fall only.
- 3.5 All trees shall be No. 1 nursery stock, 2.5 m minimum height with a minimum calliper of 60 mm measured 300 mm above ground level.
- 3.6 All areas for planting shall be stabilized with sod or seed as required, prior to planting of trees.



# Trees



**IMPORTANT:**

SOME OR ALL NOTES MAY NOT APPLY TO THE SPECIAL REQUIREMENTS OF A SPECIES OR A PLANTING ENVIRONMENT.

BACKGROUND INFORMATION PROVIDED FROM LANDSCAPE ONTARIO.

TOWNSHIP OF WELLINGTON NORTH	DATE NOVEMBER, 2000	REV. 0
DECIDUOUS TREE PLANTING DETAIL	STD. L1	



# Trees

---

## 3. Trees:

- 3.1 Trees shall be planted in front of every lot **on Private Property** at a location 300 mm from the street Property Line.
- 3.2 On corner lots a tree shall be planted every 15 m **on Private Property** the adjacent sideyard on the flanking street.



# Pros for trees in road allowance

---

- ▶ Township has more control of streetscape;
- ▶ Trees create a nice environment;



# Cons for trees in road allowance

---

- ▶ Township is responsible for future tree maintenance which is costly;
- ▶ Road allowances are full of underground utilities and services;
- ▶ Property owners may or may not want a tree in front of their home;





# Trees

---

## DISCUSSION



---

# STREET LIGHTS



# Street Lights

---

## H. UTILITIES AND STREET LIGHTING

1. All Hydro, Bell and other utilities shall be underground and placed in accordance with current **Wellington North Power** Servicing Standards, current **Hydro One** and Ontario Electrical Safety Code as set out by the Electrical Safety Authority, Bell Canada and/or local utility company regulations and standards and Ontario Provincial Standards
2. All developments shall be provided with street lighting in accordance with the current municipal requirements are as follows:
  - 2.1 The minimum standard for street lighting shall be 100 watt High Pressure Sodium Lamps set on 9 metre **Class 'B'** concrete poles, or as directed by the Municipality. Each light must be controlled by a dusk to dawn photo-electrical cell. Power feed shall be completely underground. The lights shall generally be placed to the outside of curved roads. The maximum allowable spacing along the street between the lights shall be 50 metres but may be increased, at the Municipality's direction, to a maximum of 75 metres (in special instances). The poles must be installed at the location as shown on the Municipality's Typical Cross-Section. Particular care shall be taken to adequately illuminate the intersections and cul-de-sacs. **All new Street Lights require a separate disconnect system as mandated by ESA.**
3. Satisfactory evidence that the Developer has entered into an agreement providing for the installation of underground hydro and street lighting must be submitted to the Township prior to the execution of a Subdivision Agreement.



# Street Lights

---

## H. UTILITIES AND STREET LIGHTING

1. All hydro, telephone and other utilities shall be underground and placed in accordance with current local utility company regulations and standards. Provide Composite Utility Plan to the Township for review.

Satisfactory evidence that the Developer has entered into an agreement providing for the installation of underground hydro and street lighting must be submitted to the Township of **Wellington North** prior to the execution of a Subdivision Agreement.

All developments shall be provided with street lighting in accordance with the current requirements of the local utility companies and the Township of **Wellington North**.

All materials and installation shall meet or exceed current OPSS standards and the requirements of the local utility supplier. The materials and supplier shall be reviewed with the Township prior to approval and samples shall be supplied if requested.

All utility installations within the Municipal right-of-ways are required to obtain a Municipal Consent Approval from the Township. Prior to issuance of Municipal Consent the following is required:

- a) Composite Utility Plan (CUP) is to be prepared and submitted to the Township for review and approval. The CUP is to reflect all utilities to be installed within the municipal right-of-ways.
- b) All utility agencies must review and approve the CUP with respect to their specific utility in the context of the CUP (i.e. Sign-offs).



# Street Lights

---

- ▶ Moving from High Pressure Sodium (yellow-orange) to LED type street lights (white-blue);
- ▶ Moving from more simplistic street lighting designs to designs that conform to a recognized industry standard (RP-8);
- ▶ Moving to provide more definition of Township's requirements for street lighting;
- ▶ Less energy consumption and cost;



# Street Lights

---

## DISCUSSION



# Next Steps...

---

- ▶ Township will conduct staff meetings in July & August to discuss and review the standards;
- ▶ Draft standard will be brought to Public Works Committee on August 9<sup>th</sup> for discussion;
- ▶ Public meeting will be held in September / October to engage public and seek input;
- ▶ Intent is to have the review and update completed late fall of 2016 for review and approval by Council;



---

# FINAL THOUGHTS OR QUESTIONS







7490 Sideroad 7 W, PO Box 125,  
Kenilworth, ON N0G 2E0  
[www.wellington-north.com](http://www.wellington-north.com)

519.848.3620  
1.866.848.3620 FAX 519.848.3228

039

Plan to  
Simply Explore.  
[www.simplyexplore.ca](http://www.simplyexplore.ca)

**TO: WELLINGTON NORTH COUNCIL MEETING OF JULY 14TH, 2016**

**FROM: DALE SMALL, ECONOMIC DEVELOPMENT OFFICER**

**SUBJECT: REPORT EDO 2016-17 MUNICIPAL DEVELOPMENT FORUM**

**RECOMMENDATION**

**THAT report EDO-2016-17 being a report on the Municipal Development Forum be received;**

**AND FURTHER THAT the Council of the Township of Wellington North prioritize and then approve the recommendations and financial considerations as contained in this report;**

**AND FURTHER THAT the Council of the Township of Wellington North direct the CAO and EDO to prepare a communication/update to be distributed to the participants of the March 22<sup>nd</sup> Municipal Development Forum;**

**AND FURTHER THAT the Council of the Township of Wellington North direct the CAO and EDO to prepare a Terms of Reference and establish a steering committee comprised of representatives from the Business Community, Development Community, Residents and elected officials to provide oversight and direction and to ensure the recommendations contained in this report are implemented as prioritized;**

**PREVIOUS REPORTS PERTINENT TO THIS MATTER**

EDO 2015-38 Nov. 18<sup>th</sup>, 2015;

EDO 2016-04 January 20<sup>th</sup>, 2016;

EDO 2016-06 Feb. 29<sup>th</sup>, 2016,

EDO 2016-12 April 20<sup>th</sup>, 2016

## BACKGROUND

Over 200 members of the Development Community and key Business Leaders were invited to attend the March 22<sup>nd</sup> 2016 Municipal Development Forum, facilitated by MBD Insight. The intent of the forum was to provide a platform for thoughtful exchange on issues and challenges facing Wellington North and the current development environment. It also provided an opportunity for the community stakeholders to voice their opinions and to participate in a process that would capture key details and findings.

Key decision makers, staff, and elected officials from the Municipality were also in attendance, and participated, which allowed the audience to direct their messages to the people that needed to hear them most. The outcome of this process was recognized as a valuable first step in moving the municipality, its representatives and staff, and the local development community closer to adopting a common understanding in the interest of Wellington North's future growth.

Councilor Yake, who has taken the lead role for council on this initiative, welcomed the 53 participants to the forum and the agenda for the evening took the following path:

- Opening remarks provided by the Mayor along with an overview of the growth projections and demographic shifts we see occurring in Wellington North. Discussion also included the type of development opportunities that these projections will create in our community.
- Triton Engineering updated the group on the Municipal Servicing Standards review that is underway, emphasizing the important role these standards play in the development process.
- Wellington North Power provided an update on programs they have in place to support future development as well as an overview of their role in advancing growth in our community.
- MDB Insight then shared information/comparison data from surrounding municipalities from the 2015 BMA Municipal Study on Development Charges, Permit Fees, Property Taxes, Water/Wastewater rates, Debt/Service Ratios, etc.
- Individual table discussions then followed, focused on the following three questions:
  - What are the barriers to investment in Wellington North
  - What do you think can be done to overcome these challenges
  - What ways can the Municipality and this group work together to achieve our shared goals

At the conclusion of the evening Councilor Yake thanked the group for attending and committed to the following three actions:

- 1) All presentations would be placed on the Wellington North web-site for attendees to obtain copies if they wished and this commitment was fulfilled on March 25<sup>th</sup>.
- 2) MDB Insight would provide a summary report back to the Township of Wellington North to recap the information obtained during the forum and this report was received by staff on April 7<sup>th</sup> and by Wellington North council on April 20<sup>th</sup>.
- 3) That a report, including recommendations, would be provided to Wellington North council for approval.

The MDB Insight report outlined the top five "**Barriers to Investment in Wellington North**" as identified by the forum participants and over the past weeks senior staff has met a number of times to review the barriers and opportunities and to prepare recommendations for council approval. These recommendations are as follows and are presented in the same order as contained in the MDB Insight report.

## Recommendations: Barrier # 1 Development Charges and Cumulative Costs

When analyzing the responses provided during the facilitated session along with the captured feedback and input provided individually and as a group, overwhelmingly development charges and development related costs was identified as the number one barrier to growth and investment in Wellington North. Areas such as costs being too high for development charges, building fees, and administrative costs associated with the process were frequently mentioned. This refers to residential as well as commercial and industrial costs. A theme also emerged for the need to better educate the public and developers themselves on why the costs are so high, what they are used for, and how they are managed.

Specific suggestions made by the forum participants in terms of improvement opportunities included:

- The “**Municipality should undertake an official development charges review process**”
- This was followed by calls for the Municipality to “**create communications that will assist in better understanding what the development charges are used for**, where the funds are allocated, and how they are used.
- investigate financing tools and **options for deferral of servicing and charges**;
- the Municipality should recognize that **temporarily reducing development charges to incite new development** would result in tax revenue increases.
- the need for **open communications between the Municipalities and development community** was highlighted as an important step in improving the current and ongoing relationship.
- question was also raised about the **validity of development charges for the agricultural sector** as it represents the dominant industry locally.

### **RECOMMENDATIONS TO COUNCIL**

- ❖ Direct staff to accelerate the formal “***Development Charges Study***” by one year and have staff prepare and distribute an RFP by August 15<sup>th</sup> for the completion of a Development Charges Background Study for the Township of Wellington North. This study would be initiated by Sept/2016 and would be completed by Dec/2016. This review would include all development areas including residential, industrial, commercial and agriculture with implementation occurring early 2017.
- ❖ Design and implement an easy-to-read “***Development Charges***” ***pamphlet*** that clearly explains the development charge process, how funds are used, why it is important and clearly explains what the charges are. Design of the new pamphlet to be completed by the Fall of 2016 with implementation to occur upon completion and approval of the above Development Charges Study.
- ❖ Design and implement an easy-to-read “***Fees & Charges associated with Development***” ***pamphlet*** that clearly summarizes all the fees, charges and securities required/related to the Development process. Design of the new pamphlet to be completed by the Fall of 2016 with implementation to occur with the new fees schedule that will be approved by council in January 2017.
- ❖ Direct staff to undertake a complete review of the Wellington North “***Community Improvement Program***.” Now in its fifth year this review will give consideration to extending the CIPA boundaries beyond our Main Streets, we will also investigate new funding programs not currently included in our C.I.P., review future funding limit requirements and determine how best to leverage Wellington County’s involvement in the Community Improvement Program process.

## Recommendations : Barrier # 2 Improved Service Delivery/Development Process

The second highest category by frequency of response related to the need for the Municipality to improve its service delivery and the development process. Predominantly, this focused on the need to improve poor developer – municipality relationships, better communications, a general repair/foster a closer relationship between the groups, the importance of streamlining the development process internally, and increasing the quality of customer service was also a common concern.

Specific suggestions made by the forum participants in terms of improvement opportunities included:

- Assign a **“go to” person** to support/guide developers through the process was highlighted as a solution, along with **pre-consultation meetings** and a need **to foster closer relationships with developers**
- A **development manager concept** was also identified, as a decision maker who could assist in overcoming issues related to “red-tape” as well as the **creation of a single portal, or “one-window” approach to streamlining development service delivery** were also identified as improvements
- The desire for Council to **commit to a long term vision for development in W.N. with the development community** also emerged as did the need to adopt a **long term approach to planning for future growth**
- **Ensure Municipal documents are updated** and work internally and proactively toward streamlining what is seen as a complex and onerous process.
- undertake a **continuous improvement initiative aimed at improving customer service** relations and **create and implement an evaluation and follow up scorecard** for development.

### **RECOMMENDATIONS**

- ❖ Direct staff to initiate an RFP for the completion of the “**Community Growth Plan**” (CGP) as contained in our Wellington North Strategic Plan. Working with the community a CGP will provide a recommended strategy for the forecast growth that is to occur in our community and will help us understand the implications of these growth pressures on the Township. The CGP will take a comprehensive and integrated approach to growth management taking into consideration Land Use Planning, Infrastructure Planning and Financial Planning.
- ❖ Direct staff to ensure Triton Engineering prepare an easy-to-read update on the proposed revisions to the “**Municipal Servicing Standards**” and that every attendee at the Municipal Development Forum receive a copy of the update along with an invitation to attend a Public Open House in Sept/2016 to review the changes and to ensure all outstanding issues and concerns are addressed.
- ❖ Direct staff to establish a “**Community Ambassador Program**” to assist in communicating with, and improving relationships with key target audiences and prospective investors. This program will target the local as well as external development community. Municipal participants on the ambassador program would include elected officials and staff. This program will also consider identifying a “go-to-person” to support them through the development process. In the spirit of continuous improvement this initiative will be aimed at improving customer service relations and in some cases will include the creation and implementation of key metrics (scorecard) to measure client satisfaction.
- ❖ That the Mayor and all members of Council attend “**Community Group Meetings**” and present information on Growth Projections and Changing Demographics in a similar manner to the information that was presented at the Municipal Development Forum to gather feedback from a representative cross-section of the residents of Wellington North on their vision of growth for their community.
- ❖ Direct staff to proceed with a continued review of the “**Official Plan and Zoning By-Law**”. These key planning documents should be streamlined or altered to encourage appropriate growth in areas selected for growth. Lands need to be properly designated to promote uses that best suit the community.

**Recommendations:      Barrier # 3 Infrastructure**

Issues related to Infrastructure were identified as the third area of concern for participants in the development forum. In particular this related to the need for more wastewater and sewer capacity in Arthur which is having a stalling effect on development.

The need for additional water tower capacity in Mount Forest was also identified, along with a general sentiment that the community also lacked sufficient hydro capacity to support growth.

Specific suggestions made by the forum participants in terms of improvement opportunities included:

- **Move quicker to increase sewage/wastewater capacity** in Arthur and **consider long term debt to build needed infrastructure** were identified a number of times including the suggestion to look for **Federal or Provincial funding opportunities.**
- Ensure there is **sufficient water tower** and **hydro capacity** in Mount Forest to achieve the growth targets that have been identified
- Increased marketing and focus on **improving access to commercial and cultural amenities** that potential residents are looking for. This included:
  - Lack of restaurants and recreational facilities
  - Lack of businesses in downtown Arthur
  - Lack of cultural amenities
- Undertake a **recreation services/asset review.**
  - Assess programming for children youth and working families
  - Assess resources, (pools etc.)

## **RECOMMENDATIONS**

- ❖ While council have indicated the “***Arthur Wastewater Treatment Plant***” is the number one Infrastructure Priority for Wellington North it is recommended that council pass an endorsement formally stating this as the number one infrastructure priority and direct staff to pursue all alternatives and funding options necessary to ensure this barrier to investment is resolved by the end of this term of council. More frequent progress reports, minimum of quarterly, will also be provided to Wellington North council and the community and included in these reports will be a schedule to show progress towards completion.
- ❖ Request “***Wellington North Power***” to provide a resource on the Community Growth Plan task force and to also provide Wellington North Council with their long term plan outlining the actions/ strategies they need to take to ensure there is sufficient hydro capacity to cover the current and future (20+ years) growth plan for Wellington North
- ❖ Direct Economic Development staff to work with the local Chambers of Commerce and BIA to establish a “***Business Recruitment Program***” to specifically target those businesses our community is looking for. Endorse and support current “business attraction programs”, (Business Retention & Expansion, Renew Northern Wellington, etc.) and “cultural initiatives” (Farmers Market, Doors Open, etc.) focused on improving availability to various amenities/services.

<b>Recommendations:      Barrier # 4 <u>Land Related Issues</u></b>
---

When combining barriers to growth related to commercial, industrial, and residential lands, these issues emerged as the fourth most pressing barrier to be overcome. A lack of serviced (or serviceable) industrial and commercial land topped the list of participant responses; however, this was not trailed far behind by issues related to a lack of, or lack of accessible residential lands that are serviced and prepared for development.

Specific suggestions made by the forum participants in terms of improvement opportunities included:

- Infilling on available lots
- Consider increased density options for development
- Open dialogue with neighboring municipalities in order to consider annexation of lands and cost sharing of infrastructure for growth of industrial and residential lands

## **RECOMMENDATIONS**

- ❖ Direct staff to prepare a report to engage council in a generative discussion around Land Related Issues and potential “***Land/property acquisition, Land/property sale and other partnership opportunities***”. Based on the growth projections we know we do not own sufficient land to accommodate the long-term growth forecasts however the question is should the municipality look at strategically acquiring available land and/or servicing available land to help accommodate the future growth and to promote economic development in our communities. At the same time including a review of all existing land/buildings currently owned by the municipality may uncover opportunities to sell property/buildings that would help to provide funding to assist with any potential acquisitions.
- ❖ Pass a resolution asking Wellington County Planning & Development Department to work with Wellington North staff, as part of the Community Growth Plan initiative, on a ***detailed “Employment Land Analysis”***, (Residential, Commercial and Industrial) to ensure there are sufficient designated lands to accommodate the growth projections. Amongst other items this analysis should also review:
  - Possible redesignation of Riverstown from Hamlet to Highway Commercial/Industrial
  - Highway 6 north and consider redesignation to Highway Commercial from Industrial
  - Articulate where future growth will occur in our communities from a residential, commercial and industrial perspective
- ❖ Direct staff to begin an open dialogue with “***Neighbouring Municipalities***”, starting with the Municipality of West Grey, in order to better understand their future growth projections and requirements. By opening this dialogue it will help ensure, that as part of the Community Growth Plan, future infrastructure funding decisions for the development of lands on highway 6 north of Mount Forest are made with the full understanding of the requirements of our neighbors.

**Recommendations:      Barrier # 5 Workforce/Labour Market**

The fifth most prominent area of concern related to the local labour market. The most frequent barriers to supporting the encouragement, or attraction of new investment and business growth related to a lack of local skilled labour, and related to the low unemployment rate, a general lack of available workers in the labour pool. Issues related to low wage employment, an aging workforce, and businesses encountering difficulty finding suitable labour with the necessary soft skills (work ethic etc.) were also identified.

It was made clear that broader issues affected by the aforementioned include an inability to attract, or retain young workers. The lack of affordable housing was identified as a barrier to growth in the labour force and the need for affordable seniors housing was also raised as was the general shortage of housing counts in general.

Specific suggestions made by the forum participants in terms of improvement opportunities included:

- Encourage affordable housing through Municipal incentives or other administrative means and explore the merits of providing development charge credits for affordable housing as an incentive to developers
- Consider different incentives to encourage/attract families
- Focus more on engaging youth and understanding their needs and drivers and invest in Youth through:
  - Leadership/mentoring program for grade 7 & 8 before choosing a high school stream
  - Keep job fairs running, especially targeting grade 7 & 8 Youth
- Explore ways of attracting a College campus or satellite location
- Need for better Marketing and Promotion of the Community. Create marketing and communications plans and campaigns to attract businesses, populations, sell the attractiveness of the community and create a community marketing strategy.

## **RECOMMENDATIONS**

- ❖ Pass a resolution stressing the importance of our “**Wellington North Workforce Recruitment and Attraction” Programs** to our communities and direct staff to create a local housing strategy as well as a local talent attraction marketing and promotion program promoting Wellington North as a great place to live and work.
- ❖ Pass a resolution stressing the importance of “**Wellington County’s Workforce Recruitment and Attraction” Programs** to all our communities within Wellington County and ask Wellington County to continue to focus on affordable housing needs in our community and to accelerate delivery of its talent attraction program and other workforce and housing initiatives.

## FINANCIAL CONSIDERATIONS

Costs reflect additional expenses that will be incurred to implement the recommendations if the decision was made to move forward with all recommendations. Staff time is not included in any of the cost estimates and while it is expected that staff can accommodate most of these recommendations within existing budgets this will need to be reconsidered once the prioritization exercise is completed. In some cases, Development Charges Review as an example, the costs would have been incurred in future years and staff will pursue all opportunities to minimize costs.

Moving forward an overall budget and ongoing tracking of expenses will be managed by the EDO and will be included as one of the governance and over-sight responsibilities for the Steering Committee.

RECOMMENDATION	COSTS	
	2016	2017
<b>Barrier 1 Development Charges &amp; Cumulative Costs</b>		
Development Charges Study	\$20,000	\$15,000
Development Charges Pamphlet	\$ 5,000	Nil
Fees & Charges associated with Development Pamphlet	\$ 5,000	Nil
Community Improvement Program	\$10,000	\$15,000
<b>Barrier 2 Improved Service Delivery/Development Process</b>		
Community Growth Plan	\$20,000	\$30,000
Municipal Servicing Standards	\$ 5,000	Nil
Community Ambassador Program	Nil	Nil
Community Group Meetings	Nil	Nil
Official Plan and Zoning By-law Review	Nil	Nil
<b>Barrier 3 Infrastructure</b>		
Arthur Wastewater Treatment Plant	TBD	TBD
Wellington North Power	Nil	Nil
Business Recruitment Program	\$ 5,000	\$ 5,000
<b>Barrier 4 Land Related Issues</b>		
Land Acquisition/Sale/other partnership opportunities	Nil	Nil
Employment Land Analysis	Nil	Nil
Neighbouring Municipality Review	Nil	Nil
<b>Barrier 5 Workforce/Labour Market</b>		
Wellington North Workforce Recruitment & Attraction	Nil	Nil
Wellington County Workforce Recruitment & Attraction	Nil	Nil
	<b>TOTALS</b>	
	<b>\$70,000</b>	<b>\$65,000</b>

**Costs reflect amounts that would not have previously been included within normal staff budgets and are estimate only. Detailed assessments will be completed once approved by council.**



## WORKING TOGETHER MOVING FORWARD

The final question asked at the Municipal Development Forum was to brainstorm ways that the Development community and Municipal representatives could work together in order to come closer to achieving shared goals of greater prosperity, investment, growth and development in Wellington North.

The following themes represent the most prominent concepts that emerged from this process and need to be considered by council when approving and prioritizing the various recommendations:

### **Communications and Education**

By a broad majority, the most important way forward to improving working relationships and setting foot on a common ground toward achieving shared goals was identified as improved communications. This was coupled with the need for clearer and more effective education on the development process for the public and development community. Regular follow up by the Municipality, and open communications on development from the Municipality was identified as critical to success.

Greater clarity around fees, what they represent, and why they are there was mentioned, along with information being more accessible. A point was also made that the Municipality needs to listen to the community (and developers) and the feeling that a top down approach to governance related to growth and investment is not working.

### **Create Means for Increased Involvement**

A closely related second theme revolved around the need for a collaborative approach to guiding development and charting growth in the municipality. There was a call for increased representation from the Development and Business community on committees and increased levels of engagement by the Municipality and the Public on the direction of growth and development (allowing for greater public involvement in guiding its path). Comment was made on the need to utilize EDC more effectively, and to ensure that it is open to new members (as well as looking to attract key influencers and skilled or experienced volunteers).

There was also the concept of creating a community ambassador program in order to assist in communicating with, and fostering relationships with target audiences and prospective investors from outside of the municipality. A consideration was also put for additional community development meetings.

When preparing the recommendations for council approval, staff was guided by the above suggestions and to support everyone's desire to better work together to achieve our shared goals, look for council approval to the following:

- That a communication and status update be prepared and distributed to all attendees of the March 22<sup>nd</sup> Municipal Development Forum and that detailed workplans, including financial estimates, be prepared to ensure the implementation of the various recommendations.
- That representatives from the March 22<sup>nd</sup> Municipal Development Forum be contacted and asked to sit on the Steering Committee to provide oversight on the implementation of these recommendations.
- That these representatives, along with other business and community representatives, be asked to sit on the Steering Committee providing oversight and direction to the Community Growth Plan initiative.

## SELF-ASSESSMENT FOR INVESTMENT READINESS QUESTIONNAIRE

Council will also recall that as part of our pre-planning for the Municipal Development Forum this self-assessment questionnaire, created by the Ontario Ministry of Municipal Affairs and Housing, was reviewed and discussed with our Economic Development Committee, Council and Senior staff. The questionnaire was designed by the Ministry as a self-assessment tool for municipal officials and staff to quickly and easily measure community preparedness and a community's investment readiness.

In order to assist in establishing a baseline for Wellington North a total of 20 individuals, consisting of Council, senior staff from the County and Municipality as well as members of the Economic Development Committee were asked to complete the survey.

The questionnaire was made up of 62 questions over three categories:

- **People**
  - Municipal Contacts
  - Land Use Planning
  - Liaising with existing businesses in your Community
  - Information sources
  
- **Resources**
  - Industrial Land Inventory
  - Marketing Industrial Properties
  - Joint Ventures
  - Economic Development issues
  
- **Communications**
  - Community Profile
  - Other Communication Considerations

Each question required a yes or no answer with the scores to be interpreted as follows:

- > 50 yes answers = The Municipality is VERY READY
- 31 – 50 yes answers = The Municipality is READY and can still improve
- 21 – 30 yes answers = Close to being READY but have some work to do
- < 20 yes answers = There are LOTS OF IMPROVEMENT opportunities

Of the twenty questionnaires distributed amongst staff and council a total of nine were returned in some form of completion. A brief overview of the results is as follows:

- The highest number of yes answers received in any one survey was 51
- The lowest number of yes answers received in any one survey was 21
- For the remaining seven surveys the number of yes answers had a range from 32 – 39
- When averaging the scores from all nine surveys that had been submitted the Municipal average for yes answers was **35**
- It should also be noted that there was quite a high number of “Don't Know responses”; on average 8 per survey

Over the next few months it is our intent to further analyze these results and to encourage completion of all outstanding surveys. With the self-assessment information, along with the input received from the Municipal Development forum, we now have solid baseline data that has assisted in identifying the recommendations that have been provided to council to support removing the Barriers to Investment in Wellington North. This baseline data will also enable us to effectively measure the success with the implementation of these recommendations.

The focus of this report has been on addressing the top five “*Barriers to Investment in Wellington North*” as identified by the Municipal Development Forum participants. It is important that council take action in order to capitalize on the momentum and good-will created from holding this Development Forum and staff believe the proposed recommendations will move us in the right direction.

As part of the approval process, and to ensure all council members are aligned with the plans for moving forward, we will be asking council, at the July 14<sup>th</sup> meeting, to participate in an exercise to determine the prioritization of recommendations. This exercise will consist of two questions:

**Q 1: Do you agree and support the recommendation.**

- For this question all 17 recommendations will receive either a yes or no answer.

**Q 2: For those recommendations that you agree and support, rank them in priority order in terms of importance**

- Ranking system to be used will be 1 = highest priority and 17 = lowest priority
- Priority scale will be interpreted as follows:
  - 1 – 4            very high priority and should commence immediately
  - 5 – 8            medium to high priority and should commence as soon as possible
  - 9 – 12          lower priority and should be included in future work plans
  - 13 – 17        very low priority and/or recommendation not supported in Q1 above

**STRATEGIC PLAN**

This report relates directly to the implementation of many of the Wellington North Strategic Plan objectives. Particularly our objectives to establish “*a Community Growth Plan, enhance Strategic Partnerships, Community Service Review, Corporate Communications & Brand and Identity.*”

Do the report’s recommendations advance the Strategy’s implementation?

- Yes                                     No                                     N/A

Which pillars does this report support?

- |                                       |                                   |                               |
|---------------------------------------|-----------------------------------|-------------------------------|
| <b>X Community Growth Plan</b>        | <b>X Community Service Review</b> | Human Resource Plan           |
| <b>X Corporate Communication Plan</b> | <b>X Brand and Identity</b>       | Positive Healthy Work Environ |
| <b>X Strategic Partnerships</b>       |                                   |                               |

**PREPARED & RECOMMENDED BY:**

***Dale Small***  
Economic Development Officer

***Mike Sivens***  
Chief Administrative Officer

***Matt Aston***  
Director of Public Works

***Darren Jones***  
Chief Building Official

***April Marshall***  
Tourism, Marketing & Promotion Manager

**TOWNSHIP OF WELLINGTON NORTH  
Regular Meeting of Council**

MOVED BY: \_\_\_\_\_ DATE: June 6, 2016

SECONDED BY: \_\_\_\_\_ RES. NO.: 2016- 242

**THAT the Council of the Corporation of the Township of Wellington North, as recommended by the Public Works Committee, declare sidewalks important public infrastructure which promotes community health, accessibility and safety;**

**AND FURTHER THAT the Council of the Corporation of the Township of Wellington North, as recommended by the Public Works Committee, direct staff to pursue an allowance from developers in lieu of installed sidewalk at locations where sidewalk installation is not currently possible but may be required in the future;**

**AND FURTHER THAT the Council of the Corporation of the Township of Wellington North, as recommended by the Public Works Committee, direct staff to pursue sidewalk on [local, collector and arterial] roads within new developments and during road construction and reconstruction projects;**

**AND FURTHER THAT where a developer does not believe sidewalks are warranted or possible or beneficial to their proposed development, they provide a written submission to the Township detailing the reasons sidewalks are ill advised and inappropriate for the Township's consideration and acceptance as part of their development proposal.**

MAYOR \_\_\_\_\_

*Deferred.*

~~CARRIED~~

DEFEATED

Member of Council	Yea	Nay
Mayor Andrew Lennox		
Councillor Sherry Burke		
Councillor Lisa Hern		
Councillor Steve McCabe		
Councillor Dan Yake		
<b>Totals</b>		

**THE CORPORATION OF THE  
TOWNSHIP OF WELLINGTON NORTH**

**BY-LAW NUMBER 060-16**

**BEING A BY-LAW TO CONFIRM THE PROCEEDINGS OF THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH AT ITS SPECIAL MEETING HELD ON, JULY 14, 2016.**

**WHEREAS** Section 5 of the Municipal Act, S.O. 2001 c.25 (hereinafter called "the Act") provides that the powers of a Municipal Corporation shall be exercised by its Council;

**AND WHEREAS** Section 5(3) of the Act states, a municipal power, including a municipality's capacity, rights, powers and privileges under Section 9, shall be exercised by by-law, unless the municipality is specifically authorized to do otherwise;

**NOW THEREFORE** the Council of The Corporation of the Township of Wellington North hereby **ENACTS AS FOLLOWS:**

1. The action of the Council of the Corporation of the Township of Wellington North taken at its meeting held on July 14, 2016 in respect of each motion and resolution passed and other action taken by the Council of the Corporation of the Township of Wellington North at its meeting, is hereby adopted and confirmed as if all such proceedings were expressly embodied in this By-law.
2. That the Mayor and the proper officials of the Corporation of the Township of Wellington North are hereby authorized and directed to do all things necessary to give effect to the action of the Council of the Corporation of the Township of Wellington North referred to in the proceeding section hereof.
3. The Mayor and the Clerk are authorized and directed to execute all documents necessary in that behalf and to affix thereto the Seal of the Corporation of the Township of Wellington North.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED  
THIS 14TH DAY OF JULY, 2016.**

---

**ANDREW LENNOX  
MAYOR**

---

**KARREN WALLACE  
CLERK**