

**THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH
AGENDA OF REGULAR COUNCIL MEETING – SEPTEMBER 9, 2024 AT 2:00 P.M.
CLOSED SESSION PRIOR TO OPEN SESSION AT 1:30 P.M.
MUNICIPAL OFFICE COUNCIL CHAMBERS, KENILWORTH
HYBRID MEETING - IN PERSON AND VIA WEB CONFERENCING**

HOW TO JOIN

Join from a PC, Mac, iPad, iPhone or Android device:

Please click this URL to join. <https://us02web.zoom.us/j/86136002478>

Or join by phone:

Canada: 855 703 8985 (Toll Free) or 1 647 374 4685 (long distance charges may apply)

Webinar ID: 861 3600 2478

PAGE #

CALLING TO ORDER

ADOPTION OF THE AGENDA

Recommendation:

THAT the Agenda for the September 9, 2024 Regular Meeting of Council be accepted and passed.

DISCLOSURE OF PECUNIARY INTEREST

CLOSED MEETING SESSION

The meeting is closed pursuant to Section 239 (2) of the Municipal Act, 2001, specifically:

(c) a proposed or pending acquisition or disposition of land by the municipality or local board;

(d) labour relations or employee negotiations;

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North go into a meeting at ___:___ p.m. that is closed to the public under subsection 239 (2) of the Municipal Act, 2001, specifically:

(c) a proposed or pending acquisition or disposition of land by the municipality or local board;

(d) labour relations or employee negotiations;

1. REPORTS

- Report HR 2024-002 union negotiation update September 2024
- Report INF 2024-014 being a report on the request to purchase a closed road allowance

2. REVIEW OF CLOSED SESSION MINUTES

- August 12, 2024

3. RISE AND REPORT FROM CLOSED MEETING SESSION

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North rise from a closed meeting session at ____:____ p.m.

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive Report HR 2024-002 union negotiations update September 2024;
AND THAT Council approve the confidential direction to staff.

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive Report INF 2024-014 being a report on the request to purchase a closed road allowance;
AND THAT Council approve the confidential direction to staff

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North approve the Closed Meeting Minutes of the August 12, 2024 Council Meeting.

O'CANADA

PRESENTATIONS

1. Jamie Cooke, Watson & Associates Economists Ltd.
 - Growth Management Action Plan – Draft Report 001
 - Report C&ED 2024-039 Growth Management Action Plan 143

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive the Growth Management Action Plan – Draft Report presented by Jamie Cooke, Watson & Associates Economists Ltd.

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive Report C&ED 2024-039;
AND THAT the Council of the Township of Wellington North adopt the Growth Management Action Plan.

2. Moya Taylor, EIT, Asset Management Advisor, PSD Citywide Inc.
 - Township of Wellington North 2024 Asset Management Plan presentation 146
 - Township of Wellington North 2024 Asset Management Plan 164

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive the 2024 Asset Management Plan;
AND FURTHER THAT Council endorse the Asset Management Plan as presented by PSD Citywide Inc.

RECESS TO MOVE INTO MEETINGS UNDER THE PLANNING ACT

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North recess the September 9, 2024 Regular Meeting of Council at : p.m. for the purpose of holding meetings under the Planning Act.

COMMITTEE OF ADJUSTMENT

- Eli Bauman (7649 Sideroad 3 E), A07/24

PUBLIC MEETING

- 5053745 Ontario Inc (461 Wellington St E), Zoning By-law Amendment 14/24
- Peter & Elaine Ballinger (8384 Line 4), Zoning By-law Amendment 17/24

RESUME REGULAR MEETING OF COUNCIL

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North resume the September 9, 2024 Regular Meeting of Council at : p.m.

PASSAGE OF BY-LAWS ARISING FROM PUBLIC MEETING

- a. By-law Number 080-2024 being a by-law to amend By-law 66-01, being a Zoning By-law for the Township of Wellington North. (Concession 5, S Part Lot 9 with a civic address of 8384 Line 4, Peter and Elaine Ballinger) 339

Recommendation:

THAT By-law Number 080-2024 being a by-law to amend By-law 66-01, being a Zoning By-law for the Township of Wellington North be read and passed. (Concession 5, S Part Lot 9 with a civic address of 8384 Line 4, Peter and Elaine Ballinger)

DEPUTATIONS

- a. Susan Zuccherro, Director of Development, Tribute Communities 342
 - Zoning By-law Amendment 10/24, 510 Eliza Street (Arthur), Township of Wellington North
- b. Lucas Arnold, North Arthur Developments Inc. 350
 - 510 Eliza Street Rezoning Application 10/24

QUESTIONS ON AGENDA ITEMS (REGISTRATION REQUIRED)

ADOPTION OF MINUTES OF COUNCIL AND PUBLIC MEETING

- 1. Regular Meeting of Council, August 26, 2024 352

Recommendation:

THAT the minutes of the Regular Meeting of Council held on August 26, 2024 be adopted as circulated.

BUSINESS ARISING FROM PREVIOUS MEETINGS OF COUNCIL

ITEMS FOR CONSIDERATION

1. MINUTES

- a. Arthur Business Improvement Association, August 21, 2024 358

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive the minutes of the Arthur Business Improvement Association Meeting held on August 21, 2024.

- b. Grand River Conservation Authority, Summary of the General Membership Meeting, August 23, 2024 360

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive the Grand River Conservation Authority Summary of the General Membership Meeting held on August 23, 2024.

- c. Joint Fire Services Oversight Committee, August 14, 2024 361

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive the minutes of the Joint Fire Services Oversight Committee meeting held on August 14, 2024.

2. PLANNING

- a. Planning Report, prepared by Jessica Rahim, Senior Planner, County of Wellington, dated August 30th, 2024, regarding Recommendation Report - Zoning By-law Amendment (ZBA10-24), Clark Brothers Contracting c/o Steve Clark (Teeswater Concrete), PT Park Lots; 1 and 2 S Macaulay St., 510 Eliza St, Arthur, Township of Wellington North 363

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive the Planning Report prepared by Jessica Rahim, Senior Planner, County of Wellington, dated August 30th, 2024, regarding Recommendation Report - Zoning By-law Amendment (ZBA10-24), Clark Brothers Contracting c/o Steve Clark (Teeswater Concrete), PT Park Lots; 1 and 2 S Macaulay St., 510 Eliza St, Arthur, Township of Wellington North;

AND THAT in accordance with Section 34(17) of the Planning Act, no further notice is determined to be necessary;

AND FURTHER THAT the Mayor and Clerk be authorized to sign the by-law.

- b. Planning Report prepared by Jessica Rahim, Senior Planner, dated August 30, 2024, regarding Marlanna Homes Inc., 500 -502, 532 – 546 Newfoundland Street, Township of Wellington North (Mount Forest), Part Lot Control Exemption Application (ZBA 13/24) 379

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive the Planning Report prepared by Jessica Rahim, Senior Planner, dated August 30, 2024, regarding Marlanna Homes Inc., 500 -502, 532 – 546 Newfoundland Street, Township of Wellington North (Mount Forest), Part Lot Control Exemption Application (ZBA 13/24).

AND FURTHER THAT the Mayor and Clerk be authorized to sign the by-law.

3. COMMUNITY & ECONOMIC DEVELOPMENT

- a. Report C&ED 2024-038 Community Improvement Plan 381

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive Report C&ED 2024-038 Community Improvement Plan;

AND THAT Council approve a Façade Improvement Loan and Grant and a Building Conversion and Improvement Grant in the amount of \$7,500.00 to Be Sure Financial, 149 George Street, Arthur.

- b. Report C&ED 2024-040, 2024 Mayor’s Charity Bonspiel 386

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive for information Report C&ED 2024-040 being a report on the 2024 Mayor’s Charity Bonspiel.

- c. Report C&ED 2024-041, 2025 Rates and Fees Amendment 393

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive Report C&ED 2024-041 being a report on the 2025 Rates and Fees Amendment;

AND THAT Council approves the rates as amended.

AND FURTHER THAT the Mayor and Clerk be authorized to sign the by-law.

4. FINANCE

- a. Report TR 2024-007, 2025 fees and charges by-law updates (various services) 399

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive Report TR2024-007 being a report on 2024 fees and charges by-law updates (various services);

AND THAT Council direct staff to proceed with the updates to reflect the changes outlined herein for the 2024 calendar year;

AND FURTHER THAT the Mayor and Clerk be authorized to sign the By-law.

5. ENVIRONMENT

- a. Report ENV 2024-002, 2025 Water and Wastewater Fees and Charges 414

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive Report ENV 2024-002 being a report to set the 2025 water and wastewater fees and charges;

AND THAT Council authorize a 1.5% increase to water and wastewater rates for the year 2025 consistent with the recommendations from the 2020 Water and Wastewater Rate Study prepared by DFA Infrastructure International Inc. dated November 13, 2020;

AND FURTHER THAT Council authorize the Mayor and Clerk to sign the by-law.

6. ADMINISTRATION

- a. Report CLK 022-2024, Dog licensing fees and Docupet Service Provider 419

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive Report CLK 022-2024 Dog licensing fees;

AND THAT Council authorize an increase in the price of dog tags to \$25.00, effective January 1, 2025;

AND FURTHER THAT the Mayor and Clerk be authorized to sign the by-law to enter into a pet licensing agreement with Docupet for a period of five years.

- b. Report CLK 2024-023, Request for Abandonment for Borges Drain 'C' from Station C9+91 to C0+00 Lot 21 Concession 6, Township of Wellington North 422

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive Report CLK 2024-023 Request for Abandonment for Borges Drain 'C' from Station C9+91 to C0+00 Lot 21 Concession 6, Township of Wellington North; and

THAT Council approve the request for abandonment of a portion of the Borges Drain Branch 'C' from station C9+91 to C0+00 in Lot 21 Concession 6 in the Township of Wellington North;

AND FURTHER THAT the Mayor and Clerk are authorized to sign the by-law to abandon the drainage works.

- c. Report CLK 024-2024, Arthur Drain 6 awarding tender 423

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive Report CLK 024-2024 being a report on Arthur Drain 6 awarding of tender.

AND THAT the Council of the Township of Wellington North award Tender RFT 2024-013 to Marquardt Farm Drainage Ltd. at a cost of \$206,142.00.

AND FURTHER THAT Council authorize the Clerk or their designate to sign any necessary agreements with the successful bidders to execute this project.

- d. Report CLK 025-2024, Heritage Trust Provincial Plaque Margarette Rae Morrison 426

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive Report CLK 023-2024 Heritage Trust Provincial Plaque for Margarette Rae Morrison;

AND THAT Council approve \$11,000.00 in the 2025 budget for this project.

7. COUNCIL

- a. Ed McGugan, Chair, Maitland Valley Conservation Authority, correspondence dated August 27, 2024, regarding MVCA 2024-2026 Draft Watershed Strategy 429

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive correspondence dated August 27, 2024 from Ed McGugan, Chair, Maitland Valley Conservation Authority regarding MVCA 2024-2026 Draft Watershed Strategy.

- b. Chris White, Chair, Grand River Conservation Authority, correspondence dated August 23, 2024 regarding Grand River Conservation Authority's Conservation Areas Strategy – Consultation Period 438

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive correspondence from Chris White, Chair, Grand River Conservation Authority dated August 23, 2024 regarding Grand River Conservation Authority's Conservation Areas Strategy – Consultation Period.

IDENTIFICATION OF ITEMS REQUIRING SEPARATE DISCUSSION

ADOPTION OF ALL ITEMS NOT REQUIRING SEPARATE DISCUSSION

Recommendation:

THAT all items listed under Items For Consideration on the September 9, 2024 Council agenda, with the exception of those items identified for separate discussion, be approved and the recommendations therein be adopted:

CONSIDERATION OF ITEMS FOR SEPARATE DISCUSSION AND ADOPTION

NOTICE OF MOTION

COMMUNITY GROUP MEETING PROGRAM REPORT

Councillor Renken (Ward 1):

- Wellington North Cultural Roundtable
- Upper Grand Trailway Wellington Sub Committee
- Mount Forest Aquatic Ad Hoc Advisory Committee

Councillor Burke (Ward 2):

- Mount Forest Business Improvement Area
- North Wellington Health Care Corporation Louise Marshall Hospital Board of Directors
- Mount Forest Aquatic Ad Hoc Advisory Committee
- Mount Forest Fireworks Festival Committee
- Lynes Blacksmith Shop Committee

Councillor Hern (Ward 3):

- Mount Forest & District Chamber of Commerce
- Arthur & District Chamber of Commerce
- Arthur Business Improvement Area
- Grand River Conservation Authority

Councillor McCabe (Ward 4):

- Wellington County Farm Safety Committee
- Saugeen Valley Conservation Authority
- Wellington North Health Professional Recruitment Committee
- Upper Grand Trailway Wellington Sub Committee
- ROMA Zone 2 Chair

Mayor Lennox:

- Committee of Adjustment
- Wellington North Power
- Ex Officio on all committees

BY-LAWS

- | | |
|--|-----|
| a. By-law Number 076-2024 being a by-law to repeal By-law 026-2004 being a by-law to set fees and charges for various services in the Corporation of the Township of Wellington North | 439 |
| b. By-law Number 077-2024 being a by-law to abandon a portion of the Borges Drain C 7402 Sideroad 8W, Lot 21 Concession 6 in the Township of Arthur, now the Township of Wellington North | 440 |
| c. By-law Number 078-2024 being a by-law to exempt from Part Lot Control, Marlana Homes Inc. | 442 |
| d. By-law Number 079-2024 being a by-law to amend By-law 66-01, being a Zoning By-law for the Township of Wellington North. (Plan Crown Svy Part Park Lots 1 and 2, S Macaulay St, RP;61R20566, Part 1 with a civic address of 510 Eliza St, Arthur, Wellington North) | 444 |

Recommendation:

THAT By-law Number 076-2024, 077-2024, 078-2024 and 079-2024 be read and passed.

CULTURAL MOMENT

- Celebrating Saturday nights on Main Street in Mount Forest 448

CONFIRMING BY-LAW

449

Recommendation:

THAT By-law Number 081-2024 being a By-law to Confirm the Proceedings of the Council of the Corporation of the Township of Wellington North at its Regular Meeting held on September 9, 2024 be read and passed.

ADJOURNMENT

Recommendation:

THAT the Regular Council meeting of September 9, 2024 be adjourned at __: p.m.

MEETINGS, NOTICES, ANNOUNCEMENTS		
Mount Forest BIA, Mount Forest Arena	Tuesday, September 10, 2024	8:00 a.m.
Mount Forest Chamber of Commerce, Mount Forest Chamber Office	Tuesday, September 10, 2024	4:30 p.m.
Arthur Chamber of Commerce, Arthur Chamber Office	Wednesday, September 11, 2024	5:30 p.m.
Volunteer Celebration and Newcomer Welcome Event, Mount Forest Sports Complex	Thursday, September 12, 2024	11:00 a.m. to 2:00 p.m.
Women of Wellington Saugeen Area (WOWSA) Pike Lake Event, Pike Lake Golf Course	Monday, September 16, 2024	5:30 p.m. to 8:30 p.m.
Ontario Culture Days, various cultural activities throughout Wellington North	September 20, 2024 to October 13, 2024	
Regular Council Meeting	Monday, September 23, 2024	7:00 p.m.
Fall Cultural Roundtable Symposium Meeting, Mount Forest Library	Thursday, September 26, 2024	5:30 p.m. to 8:30 p.m.
Wellington North Farmer's Market, King Street, Victory Church, Mount Forest	Every Saturday until September 28th	8:30 a.m. to 12:00 p.m.
Regular Council Meeting	Monday, October 7, 2024	2:00 p.m.



Growth Management Action Plan

Township of Wellington North

Draft Report

August 16, 2024

Watson & Associates Economists Ltd.
905-272-3600
info@watsonecon.ca

In association with: WSP Canada Inc.



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List of Acronyms and Abbreviations

A.R.U.	Additional Residential Unit
B.U.A.	built-up area
D.C.	Development Charges
D.G.A.	designated greenfield area
F.I.R.	Financial Information Return
G.F.A.	gross floor area
M.D.D.	Maximum Day Demand
M.C.R.	Municipal Comprehensive Review
O.P.	Official Plan
O.P.A.	Official Plan Amendment
O.P.R.	Official Plan Review
P.P.S., 2020	Provincial Policy Statement, 2020
P.P.S., 2024	Provincial Planning Statement, 2024
R.C.C.	Reserve Capacity Calculation
S.M.E.	Small and medium-sized enterprises
S.P.S.	Sewage Pumping Station
W.W.T.P.	Wastewater Treatment Plant

Glossary

Additional Residential Unit (A.R.U.): as defined by the *Planning Act*, refers to a second and a third residential unit in addition to a primary residential unit on a residential lot containing a single detached housing unit, semi-detached housing unit, or townhouse unit. A.R.U.s are also referred to as second units, secondary suites, accessory dwelling units, basement apartments, coach houses, laneway houses, garden suites, tiny homes, granny flats, in-law apartments, or nanny suites.

Affordable Housing: is defined in the Provincial Policy Statement (P.P.S.), 2020 as:

“a) in the case of ownership housing, the least expensive of:

1. housing for which the purchase price results in annual accommodation costs which do not exceed 30 percent of gross annual household income for low and moderate income households; or
2. housing for which the purchase price is at least 10 percent below the average purchase price of a resale unit in the regional market area;

b) in the case of rental housing, the least expensive of:

1. a unit for which the rent does not exceed 30 percent of gross annual household income for low and moderate income households; or
2. a unit for which the rent is at or below the average market rent of a unit in the regional market area.”^[1]

Attainable Housing: is a relatively new concept that has not yet been defined by the Province in any provincial planning documents. Generally, refers to housing that is adequate in condition (no major repairs needed), appropriate in size (bedrooms

^[1] Provincial Policy Statement, 2020, definitions, p. 39.



Glossary (Cont'd)

appropriate for the household), reasonably priced (for lower and moderate income households) and available (a range of housing options).^[1]

Built-up Area (B.U.A.): refers to the area delineated by the Province in 2006 reflecting the lands that were built upon. This area is where intensification, including redevelopment and infill, is expected to occur. The Township's intensification rate is applied to the B.U.A.; any housing development within this area is considered intensification, regardless of housing structure type.

Climate Change Mitigation: refers to reducing and avoiding emissions of greenhouse gases into the atmosphere to limit the magnitude of future climate impacts.

Climate Change Resilience: refers to effectively adapting with and managing the impacts of climate change while preventing those impacts from getting worse. A climate resilient Township plans from a climate change lens and is equipped to deal with the realities of an increasingly warmer world.

Community Area: refers to the area within the Township's urban area that is planned to accommodate housing and most of the population-related employment. This area also includes the Township's parkland and recreational lands. Community Areas are further divided based on two geographic areas: designated greenfield areas (D.G.A.) and the built-up area (B.U.A.).

Community Area Land Needs Assessment: is a calculation to determine the amount of urban land required to meet the future needs of the Township's residential, commercial, and institutional land requirements. Prior to a land needs assessment, a housing intensification analysis is carried out to determine the growth that can be accommodated within the Township's B.U.A. Housing growth not anticipated to be accommodated through intensification is inputted into the land needs assessment.

Complete Communities: is where communities meet the needs of residents for daily living throughout an entire lifetime by providing an appropriate mix of jobs, local services, a full range of housing, and community infrastructure, including affordable housing, schools, recreation, and open space for their residents. A key objective of complete communities is to ensure that residents are offered a range of transportation options to accommodate the daily needs of residents. Providing diverse transportation

^[1] Rural Ontario Municipal Association (ROMA), ROMA Task Force on Attainable Housing and Purpose-Built Rentals, Proposals for Specific Actions: Policy, Legislative and Regulations Project Development and Financial Incentives, August 2022.



Glossary (Cont'd)

options makes communities more inclusive by accommodating the mobility of people of all ages, abilities, and income levels.

Complete Streets: are streets that are safe for all users, regardless of age, ability, income, race, ethnicity, or mode of travel. By using a Complete Streets approach to designing road networks, we can create spaces that allow all users to thrive — not only motorists.^[1]

Designated Greenfield Area (D.G.A.): refers to newly established, developing, and vacant lands that are designated for residential and other Community Area uses that are generally on the periphery of the Township's urban centres of Arthur and Mount Forest. The D.G.A. has accommodated most of the Township's new at-grade housing over the past decade.

Employment Areas: refers to lands designated for industrial-type development. These lands are protected from sensitive uses such as residential, large-scale institutional uses (e.g., hospitals, nursing homes, and schools), and major retail uses due to land use compatibility issues and the traffic these sensitive uses generate.

Gross Developable Land Area: refers to lands that can be built on for the development of housing, commercial, and institutional uses, as well as infrastructure uses (stormwater ponds, parks/trails and roads). Gross developable land area excludes environmental features and other lands that cannot be built on.

Growth Management: refers to strategically planning the when and where of growth, considering both current and anticipated urban needs and the broader needs of the Township.

Future Development Lands: is a designation in the County of Wellington's Official Plan that have been placed into a holding category in the Official Plan to limit development until a need is demonstrated. These lands currently have no use identified in the County's Official Plan and are identified in white on the County's Official Plan land use schedules. Section 8.10 of the County's Official Plan provides policies on the Future Development lands, including guidelines on redesignation. The Township of Wellington North has Future Development lands in Arthur and Mount Forest.

Intensification Rate: refers to the percentage of the Township's historical and forecast housing growth accommodated within the B.U.A. The intensification rate is measured based on geographic area and a target was set by the County of Wellington in accordance with provincial policy direction. The Township of Wellington North is

[1] Complete Streets of Canada website – <https://completestreetsforcanada.ca/what-are-complete-streets/>, retrieved July 24, 2024.



Glossary (Cont'd)

required to plan for a minimum of 20% of housing unit growth in the Township to be accommodated within the B.U.A. by 2051.

Missing Middle Housing: refers to the range of housing types between traditional single detached houses and high-rise apartments that have gone “missing” from many large cities in Ontario. Missing middle housing is typically defined to include a range of house-scale buildings with multiple units – compatible in scale and form with detached single-family homes – located in a walkable neighbourhood.

Net Residential Land Area: refers to the portion of the developable land area to accommodate lots for housing, exclusive of all other land uses, such as roads, stormwater ponds, parks/trails, and commercial and institutional sites.

People and Jobs per Hectare: an estimate of the population and jobs divided by the gross developable land area. This is a key growth management target established by the County in accordance with provincial policy. The minimum people and jobs per hectare in the Township of Wellington is 32 people and jobs per hectare in the D.G.A.

Population-Related Employment: employment within the Community Areas that supports the population base, including retail, office, and institutional uses. These uses are generally found within the Township of Wellington North’s commercial areas and the various institutional sites in the Township (e.g., schools, daycares, nursing homes, public service facilities, hospitals, and government facilities).

Rural Area: refers to lands outside the Urban Centres of Arthur and Mount Forest which includes prime agricultural lands, rural lands, rural settlement areas (hamlets), mineral aggregate resources, rural commercial, and rural Employment Areas.

Urban Area: refers to municipally serviced (water/wastewater) lands within the Urban Centres of Arthur and Mount Forest. In accordance with provincial planning policies, the Township’s Urban Area will accommodate most of the Township’s growth, with a limited amount of growth allocated to the Rural Area. This approach prioritizes the protection of the Township’s prime agricultural lands, while providing some growth opportunities to contribute to the rural economy.

Executive Summary

Executive Summary

Introduction

In December 2023, the Township of Wellington North retained Watson & Associates Economists Ltd., in association with WSP Canada Inc. (hereinafter referred to as “the Consultant Team”) to prepare a Township of Wellington North Growth Management Action Plan. The Consultant Team comprises a multi-disciplinary team working together to provide a study that addresses and integrates a wide range of considerations in planning for growth and development within Wellington North, including the long-term population and employment trends, urban land needs, hard and soft infrastructure requirements, financial impacts of development on the Township, and strategic planning policy direction.

Growth management is a set of techniques to strategically plan the when and where of growth, considering both current and anticipated urban needs. The goal is to advance sustainable growth patterns by optimizing the utilization of land, resources, and infrastructure, while also managing other key priorities. Additional priorities often encompass building complete communities, addressing climate resiliency, preserving the character of communities, and safeguarding natural heritage.

The Township of Wellington North Growth Management Action Plan will be designed to serve as a guiding document that broadly addresses the future impacts of growth related to municipal service delivery, infrastructure requirements, urban land needs and land use planning policy, economic development, and financial sustainability as the Township evolves.

Key objectives of the Growth Management Action Plan include the following:

- Develop a long-term vision for growth and development for the Township to guide local growth management decision-making;
- Describe the type of growth the community wants and where that growth should occur;
- Implement the County’s growth forecasts and policy directions through a local lens;
- Prepare a high-level assessment of the growth impacts from a services/ infrastructure perspective; and

- Suggest areas where the Township may need to explore a further review and study.

A key difference between the previous growth management study, the Township of Wellington North Growth Plan, 2018, and this study is that this analysis will not conduct and evaluate growth scenarios for the Township's Urban Centres. This study, the Growth Management Action Plan, will instead focus on building upon the County's growth management work, developing a local vision for growth, and providing direction on local implementation. Through engagement with public stakeholders, this study will identify a series of preferred growth principles and priorities for the Township.

Study Process

Over the duration of the study, the Consultant Team had active engagement with the Steering Committee which included members of the Township's staff and personnel from the County of Wellington. The Steering Committee provided a review of planning, infrastructure, and municipal finance information prepared for the Growth Management Action Plan.

The Growth Management Action Plan was carried out with the engagement of an Advisory Committee of 18 members. The Advisory Committee includes Township councillors, community leaders, and a number of residents, including those who are business owners and members of community groups. Five workshop meetings were held with the Advisory Committee throughout the project. Furthermore, report presentation packages were provided to the Advisory Committee for review and comment. The Advisory Committee provided valuable insights and supported the development of the Township's vision and guiding principles for growth.

In the early stages of the project, a public online survey was posted on the Township's website and promoted on social media to gather input from the broader community on growth-related topics. The Consultant Team reviewed the 42 surveys submitted. The information from the surveys supplemented the on-going feedback from the Advisory Committee which was used to inform this Growth Management Action Plan.

The Growth Management Action Plan was prepared under five phases of work as illustrated in Figure ES-1.

Figure ES-1
Growth Management Action Plan
Study Components



Deliverables

The Background Report^[1] is the first component of the Growth Management Action Plan. It provides important context for the Growth Management Action Plan, and discusses the implications of trends, growth projections, demographic shifts, and other factors influencing development patterns and how the Township is to plan for growth. Designed as a resource for discussions, this document provides background information and explores key themes related to residential and non-residential development trends that require long-term growth management considerations.

This report, the Growth Management Action Plan, summarizes the Township's growth forecast, vision for growth, growth principles, and priorities. The report also includes a high-level assessment of the growth impact on municipal finance and operations, as well as hard servicing requirements (e.g., roads and water and wastewater servicing).

^[1] Township of Wellington North Growth Management Action Plan Background Report prepared by Watson & Associates Economists Ltd. and WSP Canada Inc., March 2024.

Furthermore, it includes recommendations and direction on local growth implementation.

Policy Context

The Growth Management Action Plan must conform with provincial and County planning policies. The County of Wellington, as an upper-tier municipality, has a responsibility to set growth management parameters for the member municipalities within the County, including growth forecasts and allocations, and minimum targets for density and intensification. In updating the County of Wellington Official Plan, the County recently undertook a Municipal Comprehensive Review (M.C.R.). That document provides further details on planning for growth across the County, including growth forecasts by member municipality, Urban Centre growth allocations, and an urban land needs assessment to the year 2051.

The Township of Wellington North, as with other lower-tier municipalities in Ontario, holds responsibility for managing growth through a range of tasks, including:

- zoning by-law;
- development approvals;
- infrastructure planning;
- phasing of growth;
- municipal finance;
- exploring initiatives for greenhouse gas reduction;
- accommodating a range of housing options;
- business retention and expansion; and
- collaboration in County planning.

Growth Vision and Guiding Principles

A key component of the Growth Management Action Plan is developing growth vision and guiding principles for planning for growth within the Township of Wellington North. The growth vision and guiding principles were developed through workshops with the Advisory Committee, consultation with Township and County staff, and a public survey. Additionally, the growth vision and guiding principles build upon the previous Township of Wellington North Growth Plan, 2018 and the recently completed Township of Wellington North Strategic Plan, 2024. It is important to note that the growth vision and

guiding principles were developed based on the provincial and County planning framework and represent key planning policy direction from the Province and the County of Wellington.

The growth vision and guiding principles are intended to describe the overall community planning and growth management direction for Wellington North. Furthermore, the growth vision and guiding principles are also intended to provide a consistent, long-term framework through which future planning decisions and investments are considered and evaluated towards a desired common outcome for the Township.

Provided below is the growth vision statement:

Wellington North is a place for everyone, supported by a high quality of life and sustainable growth for current and future generations.

The 10 guiding principles for planning for growth are as follows:

1. Together as One: Wellington North
2. Championing Environmental Stewardship and Protecting Resources for Future Generations
3. Supporting Responsible and Sustainable Growth and Infrastructure
4. Embracing Creative and Innovative Solutions
5. Engaging Residents, Businesses, and Community Groups
6. Preserving the Character and Vibrancy of Our Communities and Countryside
7. Nurturing a Diverse and Adaptable Local Economy and Employment Base
8. Providing Diverse and Affordable Options for Housing
9. Enhancing Mobility and Connectivity within the Township and Beyond
10. Ensuring the Safety and Wellbeing of Residents

Growth Forecast

The Township is anticipated to reach a population of 20,500 and an employment base of 10,500 jobs by 2051. As a result, over the 2024 to 2051 period, the Township is anticipated to add 6,700 residents and 2,900 jobs.

As of mid-2024, Mount Forest is estimated to have a population base of 5,800, while Arthur is estimated to have a population base of 3,300. Mount Forest and Arthur are both anticipated to experience robust population growth, increasing at an annual rate of 2.2% and 1.4%, respectively, to 2051. The Rural Area has a population of 4,700 as of mid-2024. Over the 2024 to 2051 period, Mount Forest is forecast to add 4,700 residents and 1,620 households, while Arthur is anticipated to add 1,500 residents and 600 households. The Rural Area is expected to add 500 residents and 170 households over the same period.

Mount Forest is anticipated to accommodate 64% of the Township's employment growth, while Arthur is anticipated to accommodate 30% of the Township's employment growth. Both Urban Centres are anticipated to benefit from building upon the existing employment base and population-related employment opportunities such as commercial and institutional uses. The Rural Area is anticipated to add a slight increase to the employment base.

Key Growth Targets

Figure ES-2 provides a summary of the growth targets to be considered in planning for growth in the Township of Wellington North. These targets are considered minimums and are deemed appropriate based on a review of the market, growth drivers, and the consideration of long-term changes in the demographic base. Over the planning horizon, the Township in partnership with the County of Wellington should continue to monitor the growth targets summarized in Figure ES-2. Other factors in monitoring growth should be explored, including the range of non-residential uses (e.g., commercial, industrial, and institutional) and housing options (e.g., housing by tenure and structure type).

Figure ES-2
Township of Wellington North
Growth Targets

Growth Targets	Target
Township Population by 2051	20,500
Township Employment by 2051	10,500
Minimum Intensification Rate – Share of Housing Growth in the Built-up Area	20%
Minimum Density in Greenfield Areas	32 people and jobs/hectare

Source: Derived from the County of Wellington, Phase 2 M.C.R. Report: Urban Land Needs Assessment prepared by Watson & Associates Economists Ltd., 2022.

Does the Township have Enough Land to Accommodate Population and Housing Growth?

The County’s M.C.R. identified that Mount Forest and Arthur have sufficient land available within the Urban Centre boundary to accommodate population growth to 2051. While the Township does not require additional lands outside the Urban Centres boundary to accommodate growth, it does require approximately 81 gross hectares (200 gross acres) of Future Development lands to be redesignated for Community Area uses. This is anticipated to accommodate just over 600 housing units, as well as parkland, local roads, and commercial/institutional uses. The County of Wellington M.C.R. identified that there is a need for additional designated commercial lands within Arthur and a minimum of 2 hectares (5 acres) would be required to 2051. It was recommended that additional lands beyond the 2 hectares (5 acres) be considered for commercial uses to ensure a market choice of designated commercial lands. The commercial land requirement is included in the 81 hectares (200 acres) of Future Development land required to be redesignated for Community Area uses. A summary of the amount of Future Development lands to be redesignated for Community Area uses (e.g., residential, commercial, and institutional) by Urban Centre is summarized in Figure ES-3.

Figure ES-3
Township of Wellington North
Future Development Lands to be Redesignated
to Community Area Uses by 2051

Urban Centre	Land Area, hectare
Arthur	27
Mount Forest	54
Total	81

Source: Derived from the County of Wellington, Phase 2 M.C.R. Report: Urban Land Needs Assessment prepared by Watson & Associates Economists Ltd., 2022.

Does the Township have Enough Land to Accommodate Employment Area Growth?

In accordance with the County’s M.C.R. report, it was identified that there is a 70-hectare (173 acres) surplus of Employment Area lands to 2051.^[1] While there is a surplus of Employment Area lands in the Township, it is important to recognize that a large portion of the vacant Employment Area land supply is not currently available for development or is not suitable for immediate use due to servicing and the current use of the sites. For example, a large portion of the Employment Area land supply in Mount Forest is used for agricultural purposes and the land is not currently marketed for industrial purposes. Over the long term, these lands may become available; however, in the short term, the Township has a limited supply of serviced Employment Area lands ready for industrial development. Moreover, it is important to note that the surplus of Employment Area lands is within Mount Forest, as Arthur would require all of its 30 hectares (74 acres) of vacant Employment Area lands for employment growth to 2051.

Accommodating Additional Designated Urban Lands

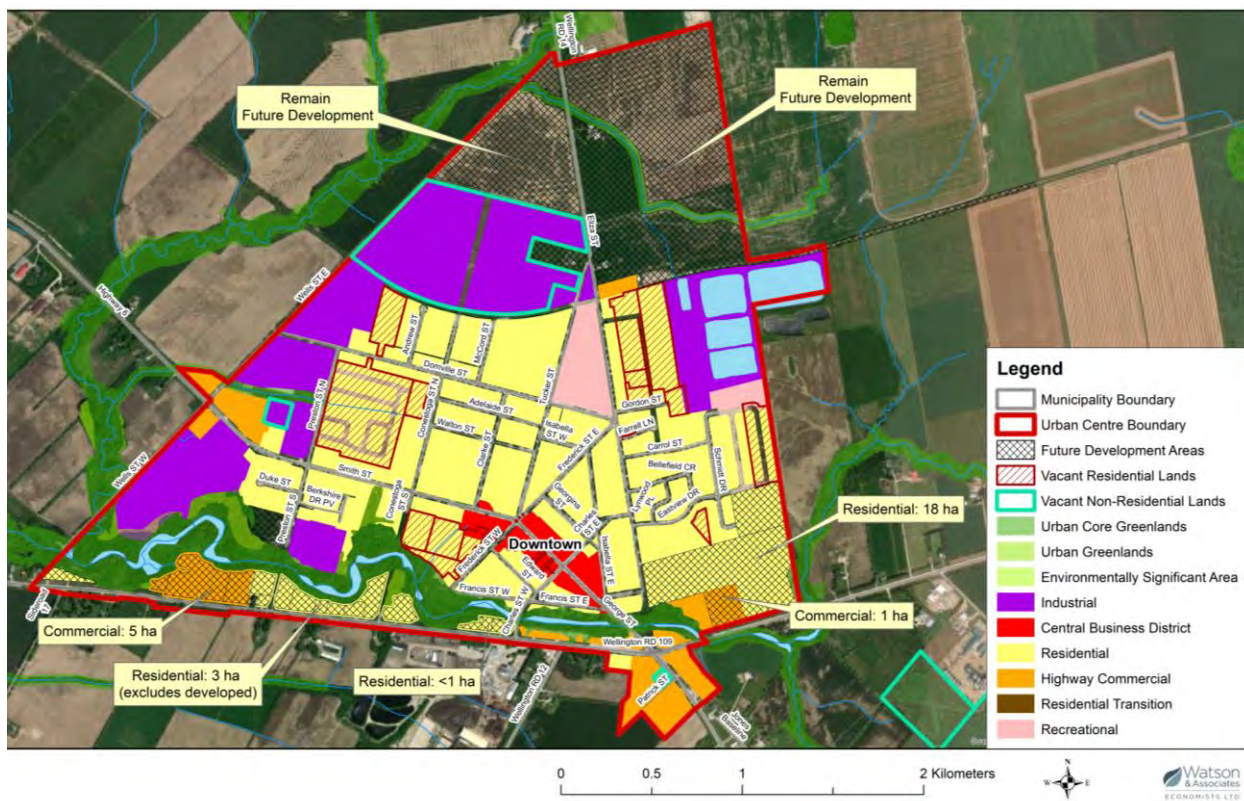
A review was carried out to examine the opportunities to accommodate a shortfall of designated residential lands in the Urban Centres of Arthur and Mount Forest to 2051.

[1] County of Wellington, Phase 2 Municipal Comprehensive Review Report: Land Needs, prepared by Watson & Associates Economists Ltd., March 31, 2022.

The Urban Centres include Future Development lands that are within the urban boundary and are available for redesignation. Future Development is a holding designation category in the County of Wellington O.P. and lands can be redesignated should there be a demonstrated need. The Township of Wellington North requires 81 hectares (200 acres) to be redesignated for Community Area uses (e.g., residential, commercial/institutional, parkland, local roads, and infrastructure).

Based on the review, the required lands to be redesignated in Arthur for residential and commercial uses to 2051 will be fulfilled as part of County of Wellington O.P.A. 123 which proposes to redesignate 28 hectares (69 acres) of Future Development lands in Arthur.

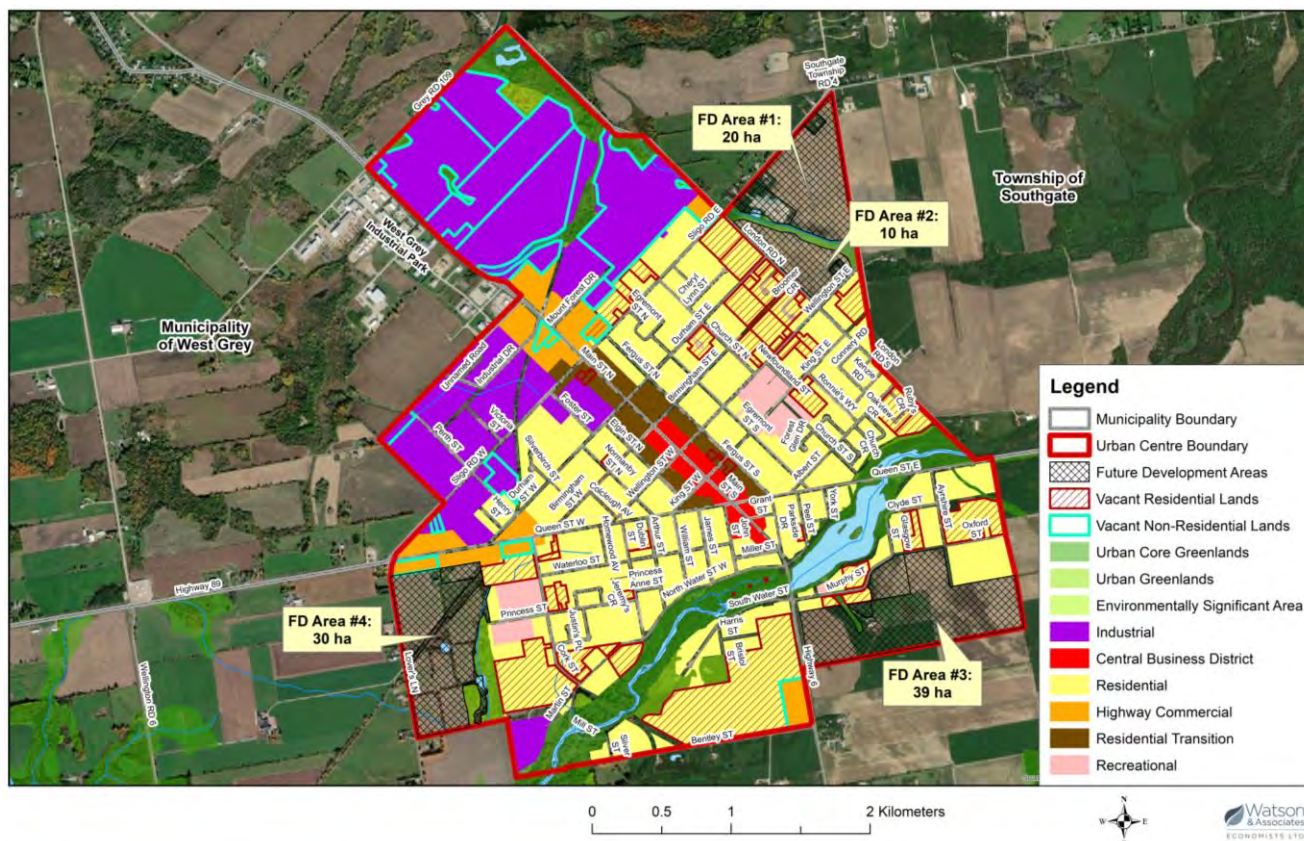
Figure ES-4
 Township of Wellington North
 Arthur Urban Centre
 Potential Future Development Sites for Redesignation as part of O.P.A. 123



Note: only primarily vacant Future Development sites are identified in the Future Development overlay.

Mount Forest requires 54 hectares (133 acres) of Future Development lands to be redesignated for residential and commercial uses. The Consultant Team reviewed four Future Development site areas and recommended the redesignation of Future Development Sites #2 and #3 as illustrated in Figure ES-5. In addition to the planning and growth management considerations, all Future Development site areas were reviewed at a high level for water and wastewater servicing requirements.

Figure ES-5
Township of Wellington North
Mount Forest Urban Centre
Potential Future Development Sites for Redesignation



Infrastructure and Services Review

A review of the growth impacts on services (water, wastewater and stormwater, and transportation needs) was undertaken based on a high-level evaluation of infrastructure requirements and associated impacts from a fiscal and operational perspective. The

high-level infrastructure and service assessment comprises of the following components:

- **Infrastructure Analysis** includes a review of growth and its impact on planning for water, wastewater and stormwater, and transportation needs.
- **Municipal Fiscal Analysis** includes a high-level fiscal review of growth and the associated infrastructure and services to support growth, along with an impact to the operating requirements to service the future developments.

It is important to note that this high-level infrastructure and service assessment is considered a starting point in exploring the impacts of growth. Furthermore, it is the intention of this assessment to identify areas that the Township will need to explore as a part of further study. The assessment identified a number of water, wastewater, and road improvements that would be required to accommodate growth to 2051 in Arthur and Mount Forest, including the infrastructure improvements required on Future Development lands. Overall, it is recommended that the Township consider secondary or master planning for new greenfield areas in Arthur and Mount Forest before development takes place. This would also explore a phasing and staging plan that would ensure the orderly development of greenfield land that is aligned with infrastructure. Furthermore, it is recommended that the Township develop a Transportation Master Plan (including roadway, open and unopen road allowances, sidewalks, and trails), specifically a “Mobility Master Plan” that includes planning for all forms of mobility.

Strategic Growth Directions

This report has provided a series of strategic growth directions for the Township in managing growth over the long term. These strategic directions have been organized according to the 10 guiding principles in planning for growth, as previously discussed. The strategic growth directions encompass two types of actions: approaches and initiatives. Approaches are overarching recommended strategies that guide planning and decision-making processes. Initiatives are specific projects and programs implemented to achieve the Township’s growth management objectives. The recommended strategic growth directions also identify whether the Township of Wellington North would be leading this approach or initiative, or whether it would be in partnership with the County of Wellington. It is important to recognize that some of the strategic growth directions identified are already being carried out by the Township and

are included as a recommendation to continue. The strategic growth directions tables should be reviewed regularly by Township staff and Council and updated where necessary.

Next Steps

The Township in partnership with the County of Wellington should continue to proactively monitor growth within the Township. As part of this review, the Township should also monitor growth as it relates to infrastructure and service needs. It is important to recognize that over the next couple of decades there will be updates to the growth forecast, allocations, and key growth targets (i.e., intensification and density) as part of an O.P.R. The County's next O.P.R. is likely to involve a longer time horizon, i.e., beyond 2051, and that will have an impact on land needs and infrastructure. As a result, to proactively prepare for discussions with the County, the Township should explore the infrastructure requirements of all Future Development lands within the Urban Centres of Mount Forest and Arthur through potential secondary plans or master plans. Exploring infrastructure requirements will also be key in preparing for potential discussions and planning applications by landowners or developers.

Furthermore, the Township should review the supply of the Township's vacant Employment Area lands more closely as part of an Employment Area Strategy. The Employment Area Strategy would explore the competitiveness of the Employment Areas, the appropriateness of vacant sites for industrial development, and opportunities to service vacant Employment Area lands.

Other key studies and initiatives that should be explored include an updated Transportation Mobility Plan, a Stormwater Study, an Intensification and Infill Strategy, a Downtown Parking Study, completing the Wellington North Recreation Master Plan, and a Housing Affordability Study. Furthermore, the Township should expand the Sewage Allocation Policy to include water/wastewater for the Township's Urban Centres to manage and phase residential and employment growth to 2051. This policy will provide transparency on growth priorities (balancing residential and non-residential demands and location), what improvements are required, and the timelines.

A reoccurring theme by members of the public included the need to bring the Township together as one collective community. It has been observed that there is a necessity to shift the focus from the distinctions among the communities within Wellington North

towards acknowledging and emphasizing the commonalities they share. Looking forward, the Township is anticipated to accommodate a higher rate of growth and, as a result, will need to ensure that Council and the general public of the Township come together to make decisions on accommodating growth that impacts the Township as a whole.

Report



Chapter 1

Introduction

1. Introduction

1.1 Purpose

1.1.1 Terms of Reference

In December 2023, the Township of Wellington North retained Watson & Associates Economists Ltd., in association with WSP Canada Inc. (hereinafter referred to as “the Consultant Team”), to prepare a Growth Management Action Plan. The Consultant Team comprises a multi-disciplinary team working together to provide a study that addresses and integrates a wide range of considerations in planning for growth and development within Wellington North. This includes a review of long-term population and employment trends, urban land needs, hard and soft infrastructure requirements, the financial impacts of development on the Township, and strategic planning policy direction. In developing the study work plan, the Consultant Team has established a detailed consultation and public engagement strategy to address the above-mentioned considerations.

1.1.2 What is Growth Management?

Growth management is a set of techniques to strategically plan the when and where of growth, considering both current and anticipated urban needs. The goal is to advance sustainable growth patterns by optimizing the utilization of land, resources, and infrastructure, while also managing other key priorities. Additional priorities often encompass building complete communities, addressing climate resiliency, preserving the character of communities, and safeguarding natural heritage.

1.1.3 Growth Management Roles

The Growth Management Action Plan must conform with provincial and County planning policies. The County of Wellington, as an upper-tier municipality, has a responsibility to set growth management parameters for the member municipalities within the County, including growth forecasts and allocations, and minimum targets for density and intensification. The County is required to prepare these under the provincial policy framework, which includes the Provincial Policy Statement (P.P.S.), 2020 and A Place to Grow: Growth Plan for the Greater Golden Horseshoe, 2019 (Growth Plan, 2019). In updating the County of Wellington’s Official Plan (O.P.), the County recently

undertook a Municipal Comprehensive Review (M.C.R.). That document provides a summary of the growth forecasts, Urban Centre growth allocations, and an urban land needs assessment to the year 2051. A more detailed review is provided in the Growth Management Action Plan Background Report prepared for the Township of Wellington North in March 2024.^[1]

1.1.4 What Role Does the Township of Wellington North have in Growth Management?

The Township of Wellington North, as with other lower-tier municipalities in Ontario, holds responsibility for managing growth through a range of tasks, including:

- **Zoning By-law:** regulates how land can be used and developed, including provisions for setbacks, building heights, parking requirements, and permitted uses.
- **Development approvals:** reviewing and approving development applications such as subdivisions and site plans.
- **Infrastructure planning:** planning and providing for infrastructure, such as roads, water supply, wastewater treatment, and community facilities, to accommodate growth and development.
- **Phasing of growth:** staging the development of lands that align with infrastructure planning, economic development plans, and community priorities and values.
- **Municipal finance:** ensuring that the Township is planning for growth that is fiscally responsible over the long term.
- **Leadership in greenhouse gas reduction:** the P.P.S., 2020 requires municipalities address energy conservation and emission reductions through land use and development patterns.^[2] Local municipal governments have a key responsibility in reducing greenhouse gas emissions, as it is estimated that 44% of Canada's greenhouse gas emissions were directly and indirectly controlled by municipal government.^[3]

^[1] Township of Wellington North Growth Management Action Plan Background Report prepared by Watson & Associates Economists Ltd. and WSP Canada Inc., March 2024.

^[2] Provincial Policy Statement, 2020, policy 1.8.1.

^[3] EnviroEconomics, Act Locally. The Municipal Role in Fighting Climate Change, prepared for the Federation of Canadian Municipalities, 2009.

- **Accommodating opportunities for a range of housing options:** the provincial policy framework includes a series of housing policies that stress the importance of municipalities in facilitating housing development, including supporting affordable housing options.
- **Business retention and expansion:** implementing policies and initiatives to encourage business growth and retention within the Township, thereby supporting local employment opportunities and preventing the erosion of the non-residential assessment tax base.
- **Collaboration in County planning:** collaborating with the County of Wellington and neighbouring member municipalities to coordinate growth management efforts, address regional issues, and achieve broader planning objectives.

A local growth management strategy can serve as a guide in decision making related to the above responsibilities, ensuring that development and initiatives align with the Township's long-term vision, priorities, and goals.

1.1.5 What is the Purpose of the Growth Management Action Plan?

The Growth Management Action Plan is designed to serve as a guiding document that broadly addresses the future impacts of growth as they relate to municipal service delivery, infrastructure requirements, urban land needs and land use planning policy, economic development, and financial sustainability as the Township evolves.

Key objectives of the Growth Management Action Plan include the following:

- Develop a long-term vision for growth and development for the Township to guide local growth management decision-making;
- Describe the type of growth the community wants and where that growth should occur;
- Implement the County's growth forecasts and policy directions through a local lens;
- Prepare a high-level assessment of the growth impacts from a services/ infrastructure perspective; and
- Suggest areas where the Township may need to explore further review and study.

1.1.6 The Growth Management Action Plan Serves as the Township's Growth Management Update

This Growth Management Action Plan is intended to update the Township of Wellington North Growth Plan prepared in 2018 by GSP Group Inc. and Curtis Planning Inc. The Township of Wellington North Growth Plan, 2018 was used to inform the County of Wellington on the Township's growth priorities and issues as the County conducted its M.C.R. and drafted Official Plan Amendments (O.P.A.s).^[1]

A key difference between the Township of Wellington North Growth Plan, 2018 and this study is that this study does not conduct and evaluate growth scenarios for the Township's Urban Centres. The purpose of assessing growth scenarios and selecting the preferred growth scenario for the Township was to inform the County of Wellington M.C.R. growth management work. This study, the Growth Management Action Plan, instead focuses on building upon the County's growth management work, developing a local vision for growth, and providing direction on local implementation. As a result, this recognizes that the County of Wellington's growth management work was informed by the previous Growth Management Action Plan.

Through engagement with an Advisory Committee, Township and County staff, and the public, this study identifies a series of preferred growth principles and priorities for the Township.

1.2 Study Process and Components

1.2.1 Steering Committee

Over the duration of the study, the Consultant Team had active engagement with the Steering Committee which included members of the Township's staff and personnel from the County of Wellington. The Steering Committee provided a review of planning, infrastructure, and municipal finance information prepared for the Growth Management Action Plan.

^[1] County of Wellington, County Official Plan Review – Report #PD2023-24, prepared for the County of Wellington Chair and Members of the Planning Committee by County of Wellington planning staff, September 14, 2023.

1.2.2 Advisory Committee

The Growth Management Action Plan was carried out with the engagement of an Advisory Committee of 18 members. The Advisory Committee includes Township councillors, community leaders, and a number of residents, including those who are business owners and members of community groups. Five workshop meetings were held with the Advisory Committee throughout the project and included:

- **Advisory Committee Meeting #1:** Introduction (January 16, 2024)
 - Project goals, objectives, and approach.
- **Advisory Committee Meeting #2:** Background Study (February 20, 2024)
 - How have we grown?
 - Discussion of the provincial and County's growth policy context from a local perspective.
- **Advisory Committee Meeting #3:** Developing a Vision (March 19, 2024)
 - Identifying principles and priorities for guiding growth.
- **Advisory Committee Meeting #4:** Preferred Growth Vision (April 30, 2024)
 - Selected principles and priorities for growth.
- **Advisory Committee Meeting #5:** Growth Management Recommendations (June 11, 2024)
 - Strategic directions for growth:
 - Finalizing growth vision and guiding principles.
 - Review of Future Development lands in Arthur and Mount Forest.
 - Review of draft Growth Management Action Plan recommendations.

Furthermore, report presentation packages were provided to the Advisory Committee for review and comment. The Advisory Committee provided valuable insights and supported the development of the Township's vision and guiding principles for growth.

1.2.3 Growth Management Public Survey

In the early stages of the project, a public online survey was posted on the Township's website to gather input from the broader community on growth-related topics. The Consultant Team reviewed the 42 surveys submitted. The information from the surveys supplemented the on-going feedback from the Advisory Committee which was used to inform this Growth Management Action Plan.

1.2.4 Background Report

The Background Report^[1] is the first component of the Growth Management Action Plan. It provides important context for the Growth Management Action Plan, and discusses the implications of trends, growth projections, demographic shifts, and other factors influencing development patterns and how the Township is to plan for growth. Designed as a resource for discussions, this document provides background information and explores key themes related to residential and non-residential development trends that require long-term growth management considerations.



1.2.5 Growth Management Action Plan Report

This report, the Growth Management Action Plan, summarizes the Township’s growth forecast, vision for growth, growth principles, and priorities. The report also includes a high-level assessment of the growth impact on municipal finance and operations, as well as hard servicing requirements (e.g., roads and water and wastewater servicing). Furthermore, it includes recommendations and direction on local growth implementation.

1.2.6 Study Components

The Growth Management Action Plan was prepared under five phases of work as illustrated in Figure 1.

[1] Township of Wellington North Growth Management Action Plan Background Report prepared by Watson & Associates Economists Ltd. and WSP Canada Inc., March 2024.

Figure 1
Growth Management Action Plan
Study Components



Provided below is a summary of the phases of work that was carried out to complete the Growth Management Action Plan report.

Phase 1 – Background Report

Phase 1 laid the foundation for the project's success by reviewing a series of background technical information related to planning for growth, conducting an analysis of evolving development trends and identifying key stakeholders. The Background Report was prepared in March 2024.

Phase 2 – Developing a Vision for Growth

As part of this phase, the vision for growth developed in the 2018 Wellington North Growth Plan was reviewed and updated. The Consultant Team undertook a visioning session with the Township's Advisory Committee with the primary objectives of determining whether the 2018 vision is still applicable and drafting updates to guide future development of the Township and its Urban Centres (Mount Forest and Arthur).

Phase 3 – Preferred Growth Vision

Phase 3 identified the preferred growth vision and its principles and priorities. Furthermore, a review of Future Development lands to accommodate additional designated residential and commercial lands in Arthur and Mount Forest was carried out.

Phase 4 – Service Impact Analysis

Phase 4 involved the assessment of the preferred growth vision based on its impact on services provided by the Township. This phase included a high-level review of the growth impacts on services (water, wastewater and stormwater, and transportation needs) based on a high-level evaluation of infrastructure requirements and associated impacts from a fiscal and operational perspective. A high-level review of servicing needs for the Future Development lands in Arthur and Mount Forest was carried out.

Phase 5 – Implementation and Action Plan Development

This final phase provides an updated Growth Management Action Plan for the Township to guide sustainable growth and development over the next 10 to 15 years. Working with the Advisory Committee, an updated growth vision and a series of guiding principles for growth have been established, building on the previous phases of this study and the results of the Wellington County M.C.R. and the 2018 Wellington North Growth Management Action Plan. Furthermore, recommendations were established for future development lands in Arthur and Mount Forest.

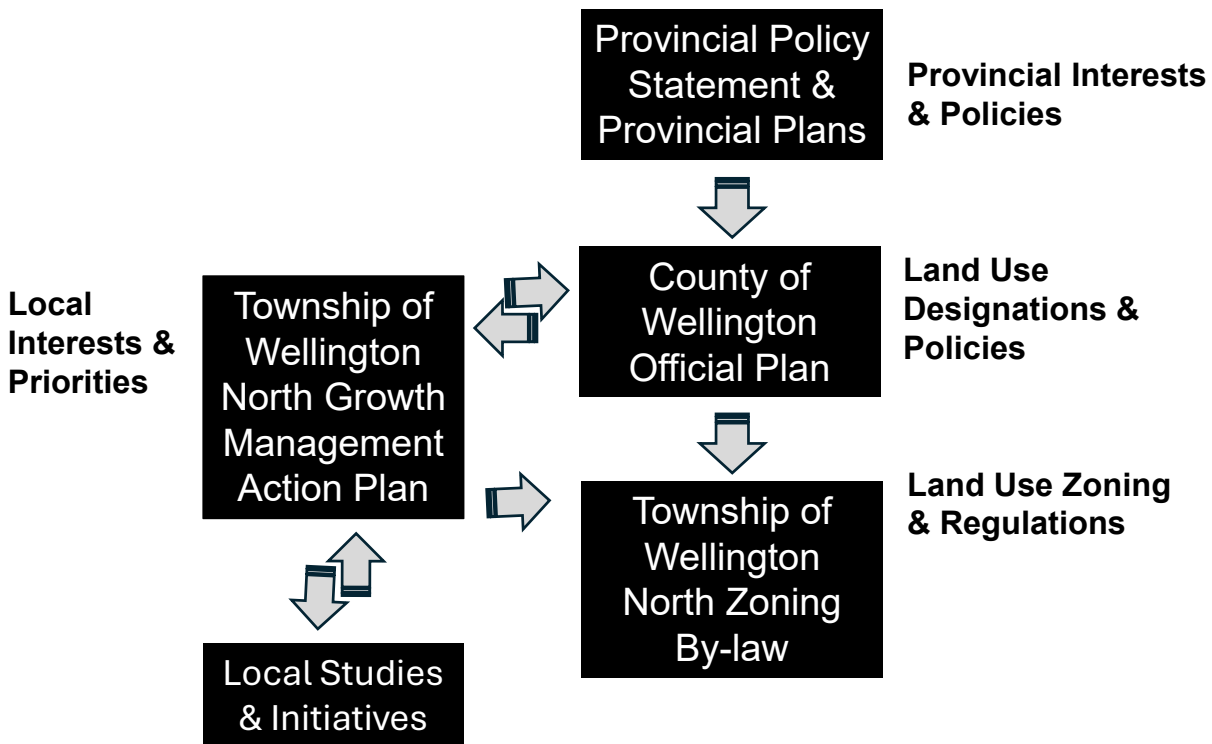
1.3 Policy Context and Key Documents

1.3.1 Relationship of Growth Management Action Plan within the Planning Policy Framework

Figure 2 illustrates the relationship between the Growth Management Action Plan within the broader provincial planning policy framework. The Growth Management Action Plan is intended to reflect the local interests and priorities of the Township in managing growth. This Growth Management Action Plan was prepared in accordance with key planning policies and documents, including the P.P.S., 2020 and the Growth Plan, 2019. In addition, the proposed Provincial Planning Statement (P.P.S., 2024) was

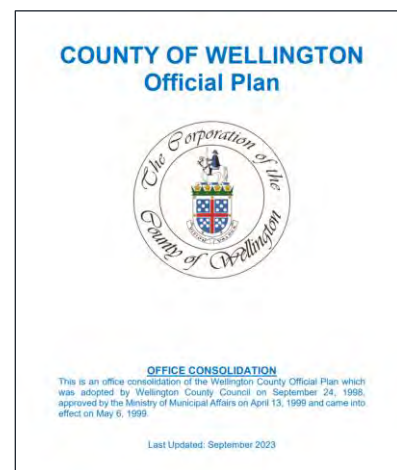
taken into consideration. Furthermore, the Growth Management Action Plan is intended to conform to the policies and growth allocations of the County of Wellington O.P. and is to be used to inform future updates of the County of Wellington O.P. as it relates to managing growth within the Township of Wellington North. It is important to recognize that the County of Wellington O.P. is a statutory policy document, while this document is considered a background document on providing local policy direction.

Figure 2
 Relationship of Growth Management Action Plan
 and Planning Policy Framework



1.3.2 County of Wellington Official Plan

The County of Wellington is currently undergoing a review of its O.P. to reflect current provincial policy direction and the County's strategic initiatives. The County is updating its O.P. through a series of O.P.A.s. The County O.P. is a long-range document designed to manage change and the physical development of the County over a long-term planning horizon. All member municipalities within the County are required to plan for long-term growth in accordance with the policies of the County O.P. All Zoning By-laws and local growth management strategies are required to implement the policies of the County O.P.



Except for the Town of Erin and the Township of Centre Wellington, the County O.P. is the only statutory plan for the member municipalities in accordance with the Ontario *Planning Act*. The local O.P.s of the Town of Erin and the Township of Centre Wellington are also required to conform to the County O.P.

It is important to note that while the Township of Wellington North does not have its own O.P., it does have its own section in the County of Wellington O.P. (section 9.7) for local policies. The local policies within the County O.P. primarily include special policy areas.^[1] The County O.P. also includes the following schedules for the Township of Wellington North: growth structure, land use, source water protection, and mineral aggregates.

The Growth Management Action Plan is an important document to inform the County's future O.P. updates. The previous Township of Wellington North Growth Plan served as an important document to inform the County of local growth priorities as the County carried out O.P.A.s as part of the Official Plan Review (O.P.R.).

^[1] County of Wellington Official Plan, adopted by Wellington County Council on September 24, 1998, approved by the Ministry of Municipal Affairs on April 13, 1999, and came into effect on May 6, 1999, Updated September 2023, Wellington North Local Policies, policy section 9.7.

Further information on the policy context can be found within the Background Report.^[1]

1.3.3 Township of Wellington North Strategic Plan, 2024

Over several recent terms of Council, the Township has advanced its strategic planning framework. The 2019 to 2022 strategic plan was focused upon modernization and efficiency, partnerships, municipal infrastructure, alignment, and integration. It is important to recognize that the Strategic Plan is a document that is focused on short-term priorities for Council and Township staff. The Strategic Plan involved extensive consultation with the public and stakeholders to understand the satisfaction of the delivery of municipal services and to identify key focus areas for the Township. Background information from public engagement and outreach from this study was also utilized for this Growth Management Action Plan.

Provided below is a summary of the three key focus areas identified in the 2024 Strategic Plan for the Township:

- Shape and support sustainable growth so that the Township maintains and supports growth for a balanced and inclusive community;
- Deliver quality, efficient community services aligned with the Township's mandate and capacity so that the Township carefully maintains, enhances, and improves services that are balanced with community needs and resources; and
- Enhance information sharing and participation in decision-making so that the Township increases engagement and sense of community.^[2]

1.3.4 Township of Wellington North Zoning By-law

The Wellington North Comprehensive Zoning By-law^[3] is a regulatory tool used by the Township to control and regulate land use. It divides the Township into zones or special policy areas, each with a specific regulation governing the types of land uses, building sizes, heights, parking requirements, setbacks and other development standards. The Zoning By-law is enacted under the authority of the Ontario *Planning Act* and must

[1] Township of Wellington North Growth Management Action Plan Background Report prepared by Watson & Associates Economists Ltd. and WSP Canada Inc., March 2024.

[2] Township of Wellington North Strategic Plan, 2024, prepared by Do/Able Consulting.

[3] Ibid.

conform to provincial policies and the County of Wellington O.P. The Zoning By-law is an important tool for the Township, as it provides a framework for managing growth.

The Township of Wellington North has 26 zones within the Zoning By-law. Zone classes within the Township of Wellington North Urban Centres include the following zones that accommodate housing and employment growth:

- **Residential:** Low Density Residential (R1B and R1C); Medium Density Residential (R2); and High Density Residential (R3).
- **Mixed-Use:** Mixed-Use (MU1); and Main Street Mixed-Use (MU2).
- **Commercial and Institutional:** Institutional Zone (IN); Central Commercial Zone (C1); Highway Commercial Zone (C2); Neighbourhood Commercial Zone (C3); and Shopping Central Commercial Zone (C4).
- **Industrial:** Industrial Zone (M1).
- **Unserviced and Future Uses:** Unserviced Residential Zone (R1A); and Future Development Zone (FD). These include sites where the zoning limits the type of development/use until the lands are fully serviced (i.e., water and wastewater servicing).

As the Township grows, a key consideration for Wellington North will be the review of the Zoning By-law. A review of the Zoning By-law will ensure that it provides a framework to accommodate new, desired development forms and employment opportunities, and provides an opportunity to tackle climate resiliency. Furthermore, there may be an opportunity to consolidate zones, to provide more simplicity. For example, zones permitting commercial uses include several zones that may not reflect the evolving commercial structure and hierarchy of the Urban Centres of Arthur and Mount Forest. Moreover, the housing built-forms in the Zoning By-law do not consider new built-forms that are now appearing within the County of Wellington, including stacked townhouses and back-to-back townhouses.

1.4 Local Policy Context and Initiatives

Provided below is a list of key policy documents and initiatives prepared at the local level that the Township has influence in shaping and directing growth:

- Zoning By-law;

- Strategic Plan;
- Development Charges Background Study;
- Asset Management Plan;
- Township Industrial Strategy;
- Community Improvement Program;
- Municipal Servicing Standards;
- Partnership in Saugeen Connects;
- Business Retention and Expansion Surveys;
- Application for the Canada Mortgage and Housing Corporation Housing Accelerator Fund;
- Recreation Master Plan; and
- Municipal Cultural Plan.

Chapter 2

Growth Vision and Guiding Principles

2. Growth Vision and Guiding Principles

This chapter provides a summary of the growth vision and guiding principles for planning for growth within the Township of Wellington North. The growth vision and guiding principles were developed through workshops with the Advisory Committee, consultation with Township and County staff, and a public survey. Additionally, the growth vision and guiding principles build upon the previous Township of Wellington North Growth Plan, 2018 and the recently completed Township of Wellington North Strategic Plan, 2024. It is important to note that the growth vision and guiding principles were developed based on the provincial and County planning framework and represent key planning policy direction from the Province and the County of Wellington.

The growth vision and guiding principles are intended to describe the overall community planning and growth management direction for Wellington North. Furthermore, the growth vision and guiding principles are also intended to provide a consistent, long-term framework through which future planning decisions and investments are considered and evaluated towards a desired common outcome for the Township.

2.1 Considerations in Developing the Growth Vision and Guiding Principles

A key objective of the Growth Vision is to capture a range of topics in planning for growth and for the needs of existing and future generations. The guiding principles were developed to reflect the following considerations for the Township:

- What do we value?
- How will we make decisions on growth?
- What are our parameters for growth?
- How will we manage growth?

2.2 Developing the Growth Vision and Guiding Principles

What We Heard

The following is a consolidated summary that reflects discussions with the Advisory Committee and the results of the public survey.

Vision for the Future

- The rural and small town character of the Township is reflected in the property and design standards even as the communities grow.
- Communities and destinations are connected by safe roads and multi-modal transportation options.
- New developments support the realization of complete communities.
- More community facilities, such as schools, daycares, and recreation centres, are developed and provide programming and services for families and children.
- Community health services are accessible to all residents.
- A range of businesses and services are accessible within the Township, meeting the needs of residents.
- The Township is affordable for residents and financially sustainable.
- The downtown area is vibrant.
- The Township's agricultural base continues to thrive.
- Future generations continue to enjoy the natural environment and the Township's abundant natural resources.
- Cultural diversity is supported and promoted.

Purpose and Mission

- A united Township with a shared vision for growth and prosperity.
- Local representatives and stakeholders listen to and work with residents to envision and implement initiatives, programs, and changes that are identified. Residents understand how their input has been considered and used in community building initiatives.
- Create a liveable community that respects and protects the beauty of the Township's natural environment.
- Invest in initiatives that increase the quality of life for residents such as road improvements, public safety, programming and services for all ages and promote civic engagement.
- Establish rules for how the Township grows in terms of pace of development, density targets, and building form.

2.3 Growth Vision Statement and Guiding Principles

Wellington North is a place for everyone, supported by a high quality of life and sustainable growth for current and future generations.

The Township of Wellington North is guided by 10 principles in planning for growth, as illustrated in Figure 3. A summary of each principle follows on the next page.

Figure 3
Township of Wellington North
Guiding Principles in Planning for Growth



Together as One: Wellington North

The Township of Wellington North was formed in 1999, bringing together the former Township of Arthur, Village of Arthur, the Town of Mount Forest, and the Township of West Luther. It is recognized that each of these communities has their own heritage and identity. As a relatively young municipality with a 25-year history, the Township is still in the process of developing a collective identity. Up until recently, population growth in the Township has been modest. Looking forward, the Township is anticipated to accommodate a higher rate of growth and, as a result, will need to ensure members of the Township come together to make decisions on accommodating growth that impacts the Township as a whole.



The central focus of this guiding principle is to emphasize unity, collaboration, and collective growth goals within the Township. It underscores the importance of working towards common goals, fostering a sense of belonging, and supporting each other to create a thriving, inclusive, and prosperous Township.

Championing Environmental Stewardship and Protecting Resources for Future Generations

This principle ensures that development is sustainable and that growth minimizes the impact on the natural environment and the Township's ecosystems. To be responsible stewards of the lands within Wellington North, it is critical to ensure that decisions are assessed not just based on the impact to the current and next generation, but for several generations in the future. Championing environmental stewardship also considers opportunities to enhance the natural environment that will benefit future generations.



Supporting Responsible and Sustainable Growth and Infrastructure

This principle focuses on integrating environmental stewardship, fiscal responsibility and social equity into planning for growth and infrastructure. Key considerations in planning for responsible and sustainable growth includes ensuring that growth is phased and occurs at a pace that aligns with the timing of infrastructure delivery in a fiscally and sustainable manner. Moreover, this principle involves prioritizing infrastructure that is resilient to climate change, energy efficient and adaptable to future needs, while also



considering the social and economic benefits for the Township. By adhering to this principle, the Township aims to create a thriving, well-planned environment that supports both current and future generations.

Embracing Creative and Innovative Solutions

This principle involves applying forward-thinking solutions and approaches to address the challenges and opportunities facing the Township. It encourages development and infrastructure investments by the private and public sectors to push beyond conventional solutions. Moreover, this principle seeks to foster creativity in the development process while meeting provincial, County, and local planning requirements.



Engaging Residents, Businesses, and Community Groups

The Township comprises an engaged public, including a number of community groups. As the Township grows, there will be a need to ensure that public engagement remains strong. This principle involves actively engaging residents, businesses, and community groups to ensure that diverse perspectives and needs are considered. By fostering open dialogue and collaboration, decisions on growth and development will reflect the values and aspirations of the community, resulting in more effective and widely supported outcomes. Additionally, this principle considers the opportunity for collaboration on community building initiatives between members of the community and the Township, tackling issues facing the community today such as labour retention, affordable housing, and climate change.



Preserving the Character and Vibrancy of Our Communities and Countryside

The Township is fortunate to have a landscape of vibrant communities and a rural area with beautiful natural features and an agricultural base with some of the best soil conditions in the Province. This principle ensures that development and growth respect and enhance the distinctive qualities, natural features, and cultural heritage of the Township’s communities and rural area, while accommodating change in a way that supports the local character and cohesion.



Nurturing a Diverse and Adaptable Local Economy and Employment Base

The Township’s employment base is among the largest and most diverse in the County and the surrounding area. This principle recognizes the opportunity to build upon the strengths of the Township’s employment base and local economy, while adapting to the key economic disruptors that are shaping the broader economy.



Providing Diverse and Affordable Options for Housing

The Township is anticipated to accommodate an increasingly diverse population base, as well as a large, aging population. Furthermore, across the Province housing affordability is eroding rapidly. This principle involves ensuring that growth in the Township accommodates a variety of housing types that cater to different income levels, family sizes, age groups, and lifestyle needs. By prioritizing affordability and diversity in housing, the Township will create an inclusive and vibrant community where residents have access to suitable and sustainable living arrangements.



Enhancing Mobility and Connectivity within the Township and Beyond

This principle emphasizes the need to plan communities in the Township that support the mobility of residents with a range of transportation options within the Township and in the surrounding area. Moreover, this principle also encourages opportunities to improve mobility within the Township’s existing areas. Recognizing that public transit services are not currently offered within the Township, focus should be on accommodating cycling and improving pedestrian movement as alternatives to travel by vehicle. This principle also considers the need to accommodate parking for vehicles, bicycles, as well as unique parking requirements of the community (e.g., the parking of horse and buggies).



Ensuring the Safety and Wellbeing of Residents

This principle involves creating and maintaining secure, healthy, and inclusive communities where all residents can thrive. This includes ensuring that the new and existing communities have access to a range of services (e.g., health care, schools, and community centres) and opportunities for recreational activities. The Township already offers a range of services and recreational facilities; however, as the Township



continues to grow, consideration should be given to ensuring that the service levels are maintained or improved upon.

Chapter 3

Growth Forecast and the Township's Urban Land Needs

3. Growth Forecast and the Township's Urban Land Needs

The purpose of this chapter is to provide a summary of the growth forecast and allocations, and urban land needs to 2051. This chapter also provides a summary of key growth targets, including the intensification rate and people and jobs density on designated greenfield area (D.G.A.) lands. A more comprehensive review of the growth forecasts and land needs, including a review within the context of trends, growth drivers, and disruptors is provided in the Growth Management Action Plan Background Report prepared in March 2024.^[1]

Appendix A provides tables on the growth forecasts by Urban Centre and the remaining Rural Area. Appendix B provides details on the land supply within the Urban Centres, including mapping and tables.

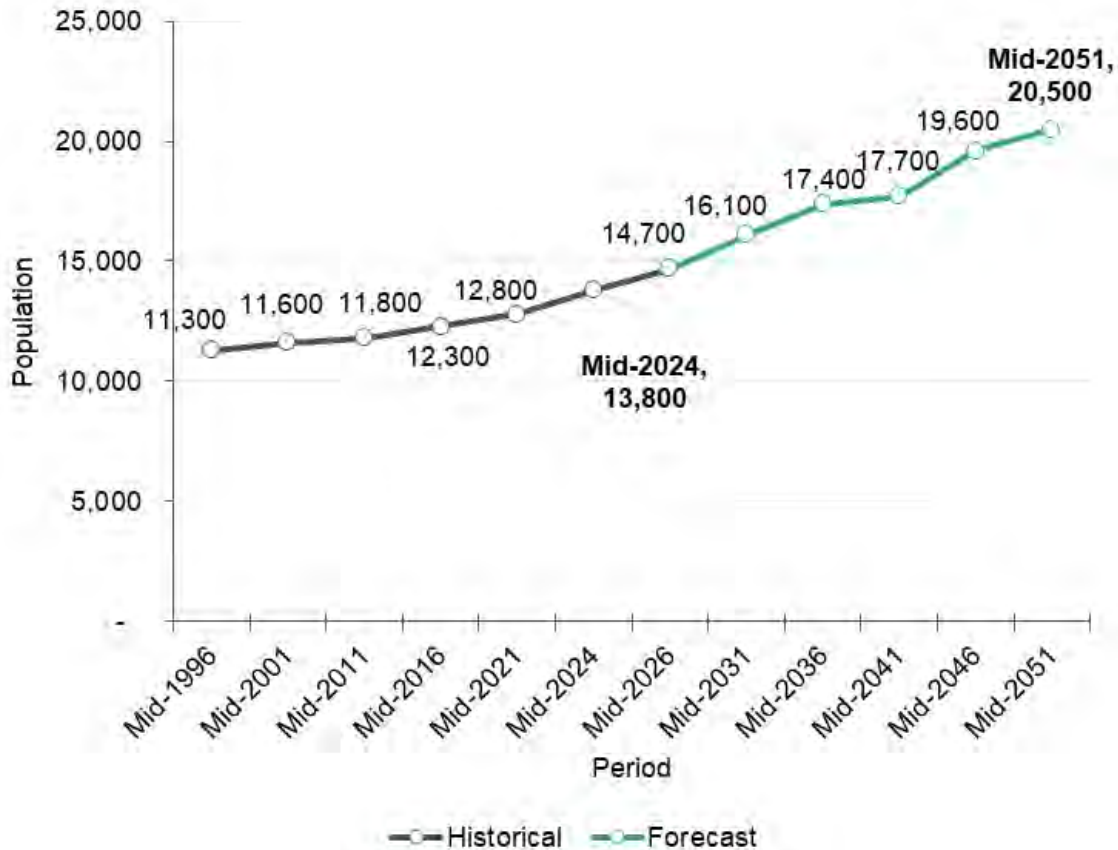
3.1 Wellington North Population, Housing, and Employment Forecast, 2021 to 2051

Figure 4 summarizes the population forecast to 2051, based on five-year increments, and the mid-2024 population estimate for the Township of Wellington North. By 2031, the Township is forecast to accommodate a population of 16,100, an increase of 2,300 or 329 residents annually over the 2024 to 2031 period. As a result, the population growth over that period is anticipated to increase at an annual rate of 2.2%. While the growth rate is very robust, this is slightly lower growth than the Township experienced over the past few years, 2021 to 2024, at 2.5%, which was due to a spike in residential building permit activity experienced during that period.

The growth rate is expected to gradually slow down over the long term. Over the 2031 to 2051 period, the Township is projected to add 4,400 residents at an annual growth rate of 1.2% due to an aging population base.

^[1] Township of Wellington North Growth Management Action Plan Background Report prepared by Watson & Associates Economists Ltd. and WSP Canada Inc., March 2024.

Figure 4
Township of Wellington North
Population Forecast 2051



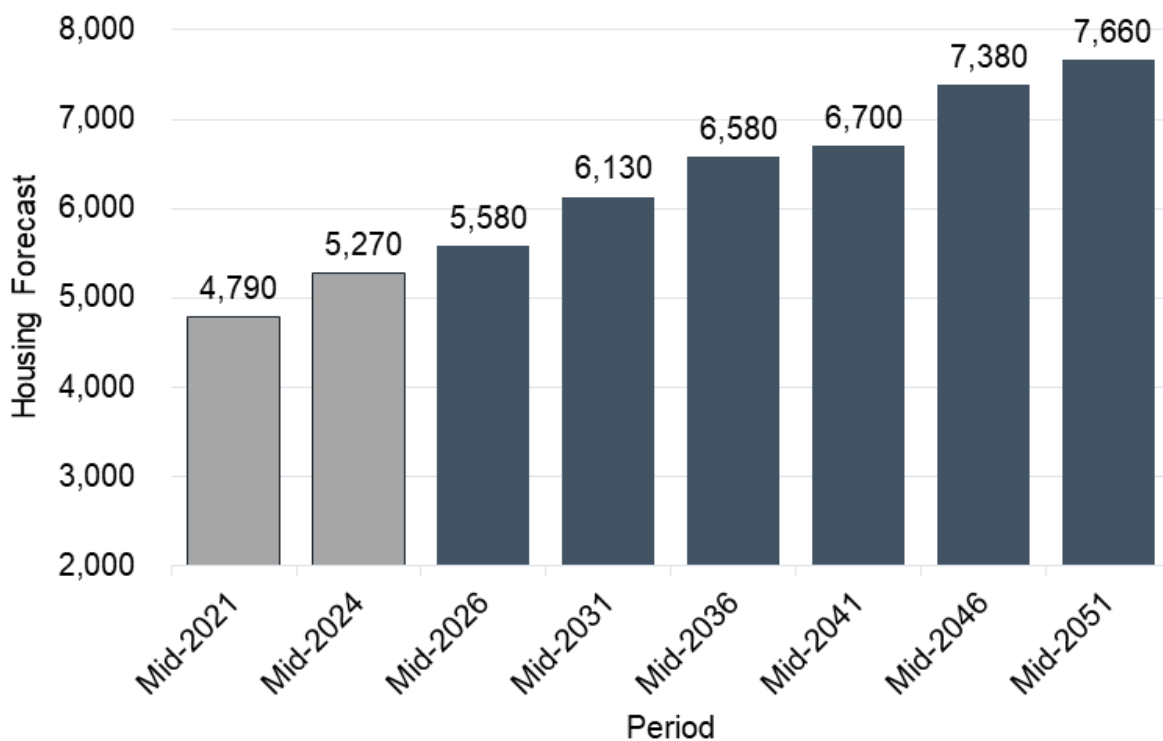
Note: Figure includes undercount at approximately 3%.

Source: Derived from the County of Wellington, Phase 1 MCR Report: Urban Structure and Growth Allocations prepared by Watson & Associates Economists Ltd., 2022. Estimates for 2021 and 2024 are based on Statistics Canada Census data and building permits issued for new housing since the 2021 Census. The estimate for 2026 has been adjusted by Watson & Associates Economists Ltd., 2024.

As summarized in Figure 5, over the mid-2024 to mid-2031 period, the Township is forecast to add approximately 860 housing units, or 123 units annually. Housing growth over the mid-2031 to mid-2051 period is anticipated to gradually slow down, increasing by approximately 77 units annually. By 2051, it is forecast that the Township will

accommodate 7,660 housing units, an increase of 2,400 housing units over the mid-2024 to mid-2051 period, or an average of just under 90 housing units annually.

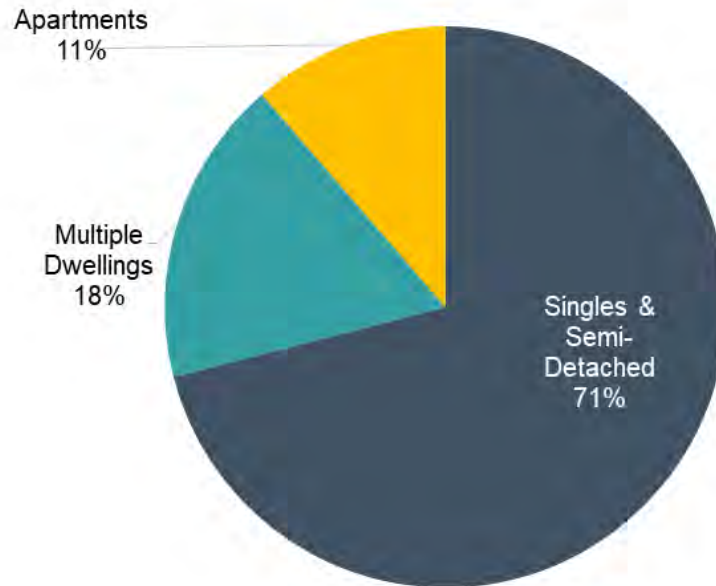
Figure 5
Township of Wellington North
Housing Forecast 2051



Source: Derived from the County of Wellington, Phase 1 MCR Report: Urban Structure and Growth Allocations prepared by Watson & Associates Economists Ltd., 2022. Estimates for 2021 and 2024 are based on Statistics Canada Census data and building permits issued for new housing since the 2021 Census. The estimate for 2026 has been adjusted by Watson & Associates Economists Ltd., 2024.

As summarized in Figure 6, over the early 2024 to mid-2051 period, it is forecast that approximately 71% of the new housing units will be single and semi-detached units, while 18% will comprise multiples (townhouses), and the remaining 11% will represent apartments.

Figure 6
Township of Wellington North
Housing Forecast by Housing Structure Type,
Mid-2024 to Mid-2051

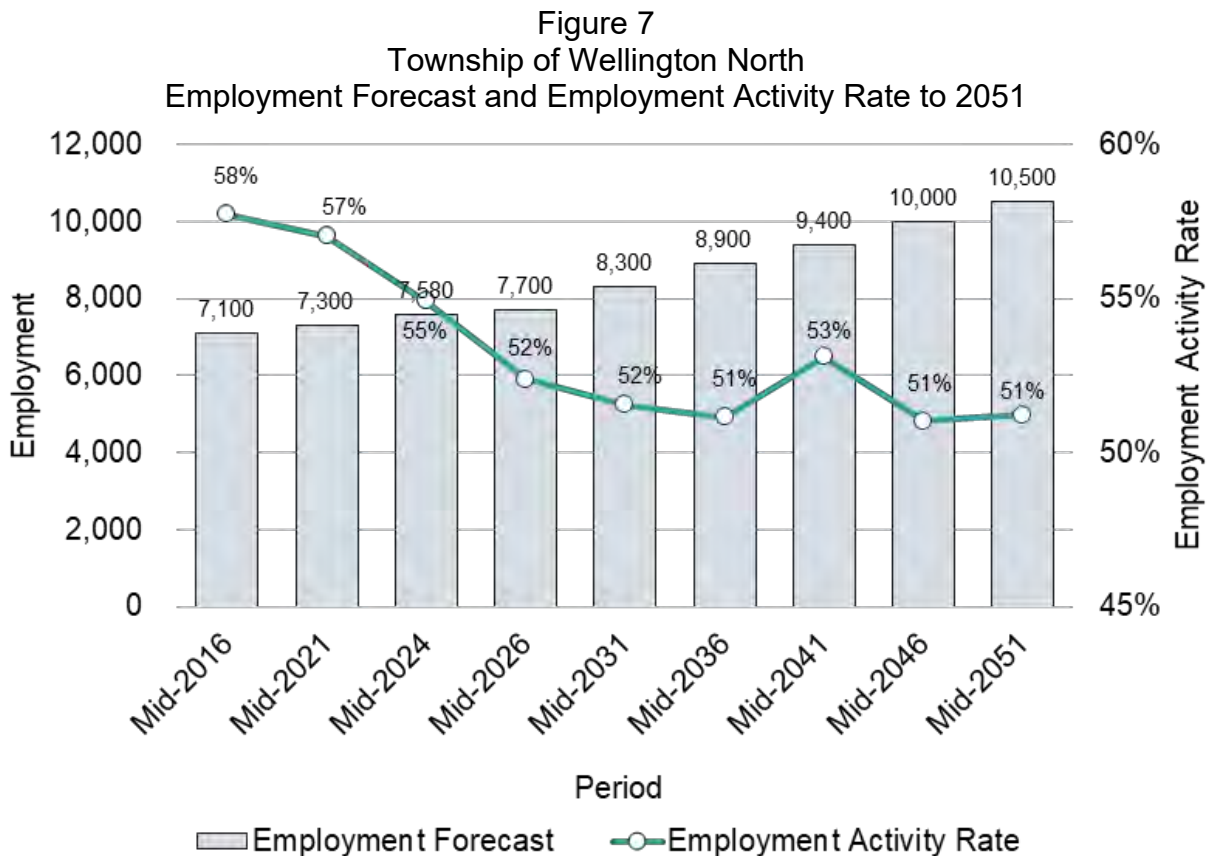


Source: Derived from the County of Wellington, Phase 1 MCR Report: Urban Structure and Growth Allocations prepared by Watson & Associates Economists Ltd., 2022. Estimates for 2021 and 2024 are based on Statistics Canada Census and building permits issued for new housing since the 2021 Census.

Figure 7 summarizes the employment forecast to 2051 for the Township of Wellington North in five-year increments, including a mid-2024 employment estimate. By 2031, the Township is forecast to accommodate an employment base of 8,300, an increase of 720 or 103 jobs annually over the 2024 to 2031 period. As a result, employment growth over that period is anticipated to increase at an annual rate of 1.3%. Over the 2031 to 2051 period, the growth rate is anticipated to continue to remain stable at 1.2%.

A key consideration in planning for complete communities is the ability to accommodate jobs as the community grows in population. An employment activity rate, the ratio of jobs to population, is used to understand the relationship between population growth and employment growth. Figure 7 illustrates the employment activity forecast for the Township of Wellington North over the long-term horizon. Compared to other member municipalities in the County, Wellington North has one of the highest employment activity rates at 55%. As identified in the County of Wellington Phase 1 MCR Report,

the employment activity rate in the County ranges from 26% in the Town of Erin to 73% in the Township of Puslinch. The County-wide employment activity rate is 43%.



Source: Derived from the County of Wellington, Phase 1 MCR Report: Urban Structure and Growth Allocations prepared by Watson & Associates Economists Ltd., 2022. Estimate for 2024 by Watson & Associates Economists Ltd., 2024.

Wellington North boasts a strong industrial employment base, coupled with a strong agriculture and agri-food business sector which bodes well in accommodating a diversified employment base. The Township is home to one of the County’s largest employers, Musashi Auto Parts Inc., an anchor business in Wellington County that supports Ontario’s robust automobile and auto parts sector.^[1] The Township of

[1] County of Wellington Economic Development Plan, 2023-2026, prepared by the County of Wellington Economic Development Department, 2023.

Wellington North and the Township of Centre Wellington accommodate a large share of the County's urban employment lands (i.e., industrial-type employment).

The existing employment base in Wellington North comprises the following sectors:

- Industrial: 48%
- Population-related employment: 44%
- Agriculture and primary employment: 8%

Further details of the employment base can be found within the Growth Management Action Plan Background Report.

3.2 Township of Wellington North Growth Structure

How is Growth Allocated and Managed within the Township?

As illustrated in Figure 8, the Township of Wellington's North Growth Structure comprises several components, as discussed below. Each component has different growth management objectives. The County has developed a Growth Structure that guides allocations within each of the member municipalities.

Urban System: This is where 94% of the Township's population growth and 91% of the Township's employment is anticipated by 2051. The Urban System comprises the Urban Centres of Mount Forest and Arthur that offer full municipal servicing (water and wastewater). Each Urban Centre includes the following sub-components with specific growth objectives:



- **Built-up Area (B.U.A.):** This area is identified in dark purple on the map. This is where intensification is planned to occur and where the minimum intensification rate target applies. The delineation was created by the Province as part of the Growth Plan in 2006.
- **Designated Greenfield Area (D.G.A.):** This area is identified in light purple on the map. This is where new urban residential, commercial, and institutional development on large vacant lands occurs. This is the area where a minimum people-and-jobs density target applies. The planning objective is to maximize

the utilization of land for housing and population-related employment opportunities.

The above two sub-components are referred to as the **Urban Community Area**. This is where people live, go to school, shop, and work in offices, retail, and other facilities. The objective of the Urban Community Area is to build a complete community with a range of housing options, jobs, and amenities.

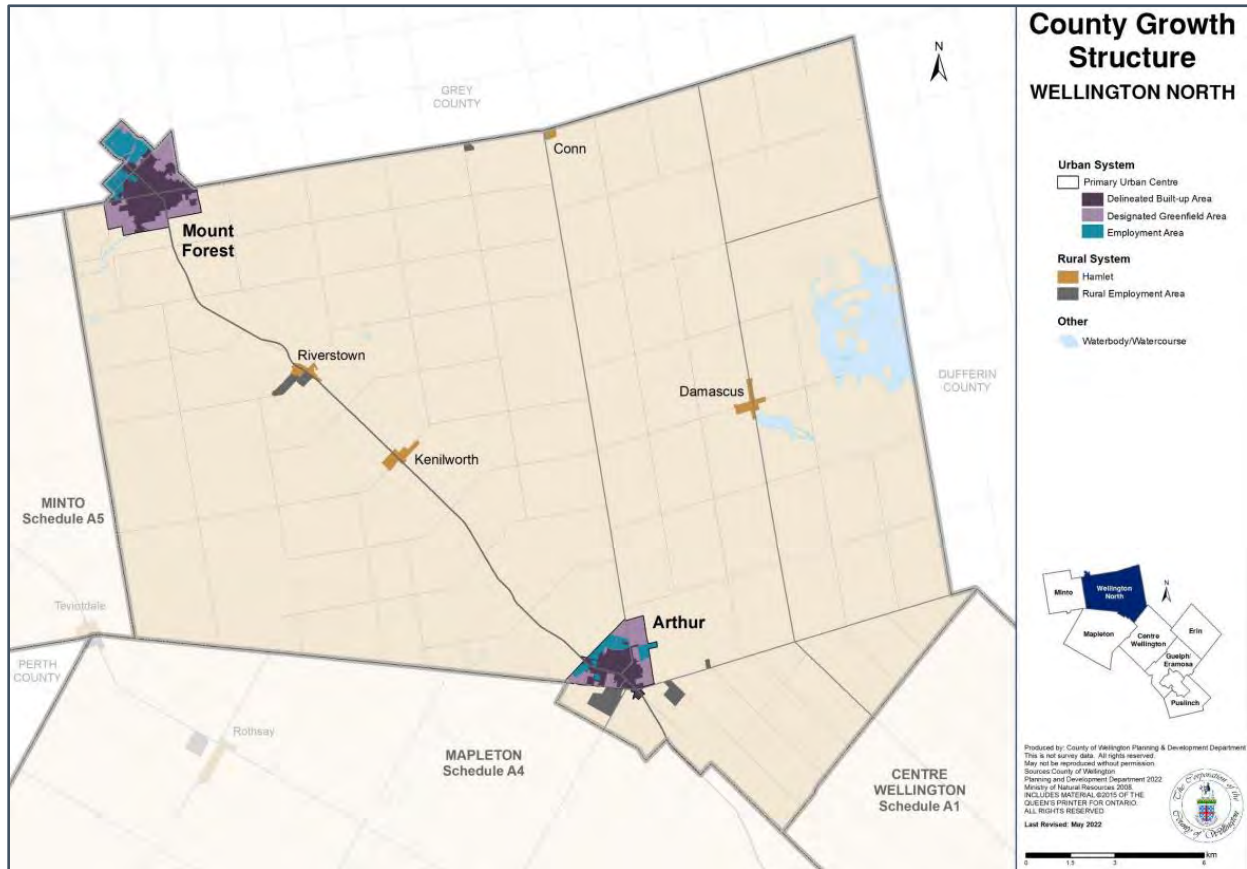
Urban Employment Area: Identified in aqua blue on the map, this is the area that accommodates industrial and export-based industries. This area is protected from Community Area uses that may be sensitive to the function of the Employment Area. The objective of this area is to accommodate employment uses that require separation from other uses and contribute towards a range of employment and economic opportunities for the Township.

Rural System: This is where 6% of the Township’s population growth and 9% of the Township’s employment is forecast by 2051. The Rural System comprises the Hamlets, Rural Employment Areas, and agricultural lands. The Rural System does not offer full municipal servicing (water and wastewater). The Rural System has the following sub-components with specific growth objectives:

- **Hamlets:** Identified in orange on the map, these small rural communities are planned for minor rounding out of subdivisions and other small-scale residential and employment opportunities. Wellington North has four Hamlets: Riverstown, Kenilworth, Damascus, and Conn.
- **Rural Employment Areas:** These areas are identified in grey on the map. They provide opportunities for the cluster of rural economic development activities that are industrial in nature and do not require servicing.
- **Remaining Rural:** Identified in an ivory colour on the map, Remaining Rural is the largest component of the Township. These lands accommodate agricultural and other rural-based activities. These lands are protected from large-scale urban development and include prime agricultural lands that require protection.



Figure 8
Township of Wellington North
Growth Structure



Source: County of Wellington O.P.A. 119.

3.3 Urban Centre and Rural Area Population and Housing Allocations to 2051

Figure 9 provides a summary of the population growth allocations for the Township’s Urban Centres and the Rural Area, while Figure 10 provides the housing growth allocations. Further details on the growth forecast allocations can be found in the Growth Management Action Plan Background Report.

As of mid-2024, Mount Forest is estimated to have a population base of 5,800, while Arthur is estimated to have a population base of 3,300. Mount Forest and Arthur are both anticipated to experience robust population growth, increasing at an annual rate of

2.2% and 1.4%, respectively, to 2051. The Rural Area has a population of 4,700 as of mid-2024. Over the 2024 to 2051 period, Mount Forest is forecast to add 4,700 residents and 1,620 households, while Arthur is anticipated to add 1,500 residents and 600 households. The Rural Area is expected to add 500 residents and 170 households over the same period.

Figure 9
Township of Wellington North
Population Allocations by Urban Centre and Remaining Rural Area

Location	Mid-2021 Population	Mid-2024 Population	Mid-2051 Population	Population Growth, 2024 to 2051
Mount Forest	5,300	5,800	10,500	4,700
Arthur	2,700	3,300	4,800	1,500
Urban Area	8,000	9,100	15,300	6,200
Rural Area	4,800	4,700	5,200	500
Township	12,800	13,800	20,500	6,700

Note: All figures include a population undercount estimated at 3%. Figures have been rounded.

Source: Derived from the County of Wellington, Phase 1 MCR Report: Urban Structure and Growth Allocations prepared by Watson & Associates Economists Ltd., 2022. Estimates for 2021 are based on the Statistics Canada Census. The estimate for 2024 is by Watson & Associates Economists Ltd.

Figure 10
Township of Wellington North
Housing Allocations by Urban Centre and Remaining Rural Area

Location	Mid-2021 Housing Units	Mid-2024 Housing Units	Mid-2051 Housing Units	Housing Growth, 2024 to 2051
Mount Forest	2,290	2,490	4,110	1,620
Arthur	1,035	1,240	1,840	600
Urban Area	3,325	3,730	5,950	2,220
Rural Area	1,465	1,540	1,705	166
Township	4,790	5,270	7,655	2,386

Source: Derived from the County of Wellington, Phase 1 MCR Report: Urban Structure and Growth Allocations prepared by Watson & Associates Economists Ltd., 2022. 2021 estimates are based on Statistics Canada Census. 2024 is an estimate by Watson based on residential building permit activity.

3.4 Urban Centre and Rural Area Employment Allocations to 2051

Figures 11a and 11b provide a summary of the employment growth allocations for the Township’s Urban Centres and the Rural Area. As summarized, Mount Forest is anticipated to accommodate 64% of the Township’s employment growth, largely benefiting from opportunities to build upon its existing employment base, including a diverse industrial base. Mount Forest is a key commercial centre within the County, representing the County’s second largest commercial base after Fergus, with over 39,000 sq.m (420,000 sq.ft.) of retail and commercial gross floor area (G.F.A.).^[1] Furthermore, Mount Forest offers a full range of institutional services, including the Township’s only hospital and secondary school.



Arthur is anticipated to accommodate 30% of the Township’s employment growth. Benefiting from its proximity to the large labour pool to the south (Guelph Census Metropolitan Area), Arthur has an opportunity to build upon its existing industrial base. Furthermore, strong growth within Arthur is anticipated to support the need for additional commercial and institutional employment. Arthur already accommodates some of the County’s largest industrial employers and has the County’s fourth largest commercial base in terms of G.F.A. (approximately 25,000 sq.m or 269,000 sq.ft.).^[2]

Recognizing the advancement in automation of agricultural activities and the consolidation of farms, traditional agricultural activities are not anticipated to experience a significant increase in employment growth. Diversification of farm activities, including accommodating non-traditional agricultural activities (e.g., farm commerce activities, biofuels, etc.) may off-set losses in traditional agricultural activities.

As the second-largest agricultural market in the County in terms of agricultural operating

^[1] County of Wellington, Phase 2 M.C.R. Report: Land Needs Assessment, prepared by Watson & Associates Economists Ltd., March 31, 2022.

^[2] Ibid.

income and land area (behind the Township of Mapleton), Wellington North has a substantial agricultural base upon which to build.^[1] Rural Employment Areas, clusters of designated industrial lands with no municipal servicing (i.e., water and wastewater servicing) are anticipated to contribute towards a stable rural employment base. These lands provide opportunities for dry industrial uses that do not require a high level of water consumption. Given the lack of water servicing, these lands would not attract major investments due to requiring water services for fire protection needs.

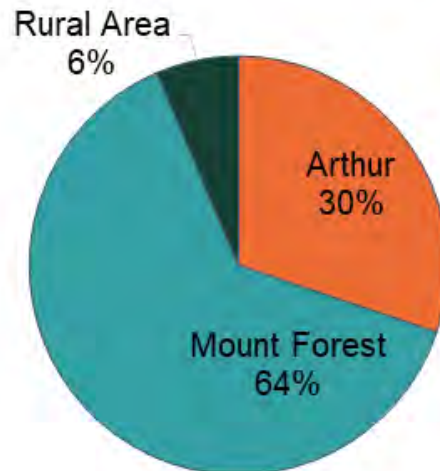
Figure 11a
Township of Wellington North
Employment Growth Allocations

Time Period	Arthur	Mount Forest	Rural Area	Total
2024	2,370	3,840	1,390	7,600
2051	3,245	5,680	1,575	10,500
2024 to 2051	875	1,840	185	2,900

Source: Derived from the County of Wellington, Phase 1 MCR Report: Urban Structure and Growth Allocations prepared by Watson & Associates Economists Ltd., 2022. Estimate for 2024 by Watson & Associates Economists Ltd.

[1] County of Wellington County Official Plan Review – Agricultural System Mapping and Policy Review, Report to Planning Committee, March 9, 2023.

Figure 11b
Township of Wellington North
Employment Growth Allocations



Source: Derived from the County of Wellington, Phase 1 MCR Report: Urban Structure and Growth Allocations prepared by Watson & Associates Economists Ltd., 2022. Estimate for 2024 by Watson & Associates Economists Ltd.

3.5 Key Growth Targets

3.5.1 Summary of Growth Targets

Figure 12 provides a summary of the growth targets to be considered in planning for growth in the Township of Wellington North, while Figure 13 provides an illustration of the key policy areas. As previously discussed, these targets are considered minimums. Over the planning horizon, the Township in partnership with the County of Wellington should continue to monitor the growth targets summarized in Figure 12. Other factors in monitoring growth should be explored, including the range of non-residential uses (e.g., commercial, industrial, and institutional) and housing options (e.g., housing by tenure and structure type).

Figure 12
Township of Wellington North
Growth Targets

Growth Targets	Target
Township Population by 2051	20,500
Township Employment by 2051	10,500
Minimum Intensification Rate – Share of Housing Growth in the Built-up Area	20%
Minimum Density in Greenfield Areas	32 people and jobs/hectare

Source: Derived from the County of Wellington, Phase 2 M.C.R. Report: Urban Land Needs Assessment prepared by Watson & Associates Economists Ltd., 2022.

Figure 13
Township of Wellington North
Example of Policy Areas in Arthur



The following provides a further discussion on planning for growth through intensification and on D.G.A. lands.

3.5.2 Planning for Intensification

3.5.2.1 What is Considered Intensification?

The Growth Plan, 2019 considers any residential development within the delineated B.U.A. as intensification. All residential development between mid-2022 and mid-2051 occurring within the B.U.A. counts towards the County's intensification target. As previously discussed, a B.U.A. was delineated for all urban settlements as of 2006 as part of the Growth Plan for the Greater Golden Horseshoe, 2006 under the *Places to Growth Act, 2005*.^[1] The B.U.A. was based on the portion of the urban settlement that was primarily developed at that time. It is important to note that the delineation of the B.U.A. does not change over time.

Intensification includes the following opportunities:

- Development on infill sites (i.e., accommodating growth on underutilized sites);
- Redevelopment at a higher density level;
- Vacant lands and the rounding out of existing subdivisions;
- Residential development incorporated on commercial or mixed-use lands;
- Conversion of buildings to other uses (e.g., conversion of a non-residential building for housing); and
- Additional Residential Units (A.R.U.s) on existing residential lots.

3.5.2.2 Benefits and Considerations in Planning for Intensification

Intensification maximizes the use of existing urban infrastructure and services by increasing the density of development in established areas, thereby reducing the potential need to expand the Urban Centres outward. Furthermore, intensification builds compact development patterns that can provide a range of housing options that are accessible to amenities and improve climate resilience by building housing that is more energy efficient (multiple dwelling unit structures are more energy efficient than single housing unit structures). It is important not to oversimplify the benefits of intensification. Accommodating too much intensification or focusing on growth only through intensification may pose challenges, as the Township may be required to

[1] Places to Grow. Better Choices. Brighter Future. Built Boundary for the Growth Plan for the Greater Golden Horseshoe, 2006. Ministry of Public Infrastructure Renewal. Ontario. 2008.

upgrade and replace infrastructure (e.g., bigger water mains and trunk sewers) prior to its identified useful life, which can have significant financial implications. Furthermore, considering the range of demographic groups attracted to the Township (i.e., young adults, families with children, empty nesters and seniors), Wellington North will need to accommodate a variety of housing options by structure type, tenure (i.e., ownership and rental), and location. To effectively accommodate the forecast housing demand for this area, the Township will need to plan for an appropriate balance of housing options within both the B.U.A. and D.G.A. that aligns with anticipated market demand. Accordingly, the Township should plan for intensification that considers a range of factors, including servicing requirements and market demand.

3.5.2.3 Anticipated Housing Growth to be Accommodated Through Intensification

As of December 2023, the Township has the potential to accommodate just over 550 units, including 15% (82 units) low-density units, 46% (255 units) medium-density units, and 39% (217 units) high-density units within the B.U.A.s of the Urban Centres. It is estimated that approximately 80% of the identified intensification potential is in the planning approvals process (i.e., registered, draft approved, and applications under review). Appendix A provides further details on the intensification supply potential. The intensification supply potential excludes A.R.U. potential. The County of Wellington M.C.R. forecasts that the Urban Centres in Wellington North can accommodate approximately 90 A.R.U.s over the 2019 to 2051 period as a minimum.^[1]

The Township of Wellington North is planned to accommodate a minimum target of 20% of its housing growth through intensification which represents approximately 19 housing units annually. The intensification rate for Wellington North is among the highest in the County, reflecting opportunities to accommodate a range of housing options in the B.U.A.s of Mount Forest and Arthur. In order to reach a 20% intensification rate to 2051, it is estimated that the Township will need to accommodate just over 470 housing units in the B.U.A. to 2051, which represents most of the Township's intensification potential (550 units). Achieving a higher rate of intensification would require that the Township encourage more A.R.U.s or the redevelopment of existing lands. The current intensification target would represent a level of intensification that would gradually

[1] County of Wellington, Phase 2 M.C.R. Report: Land Needs Assessment, prepared by Watson & Associates Economists Ltd., March 31, 2022.

accommodate higher density uses, while maintaining the character of the Urban Centres.

3.5.3 Planning for Growth on Designated Greenfield Area Lands

3.5.3.1 Land Area and Housing Unit Potential in the Designated Greenfield Area

As previously discussed, the D.G.A. represents lands within the Urban Centers of Arthur and Mount Forest that were developed as of 2006. These lands are planned to accommodate primarily at-grade housing, as well as other uses to support the residential base, such as local roads and infrastructure (e.g., stormwater ponds) and parkland, commercial, and institutional uses. It is estimated that the D.G.A. in Arthur and Mount Forest collectively comprises 319 hectares (788 acres) of gross developable land area (net of environmental features). The D.G.A. lands include approximately 170 gross hectares (420 gross acres) (net of environmental features) of lands designated as Future Development or approximately 53% of the D.G.A. lands. Future Development lands are identified in the County of Wellington O.P. as lands that require redesignation in order to accommodate development.

As of 2024, the D.G.A. in Arthur and Mount Forest, combined, has the potential to accommodate just over 1,200 housing units on vacant designated residential lands, excluding Future Development lands. Future Development lands have the potential to accommodate a minimum of 1,600 additional housing units.^[1] In total, it is estimated that the D.G.A. has the potential for approximately 2,800 housing units on vacant lands within the D.G.A. The yield of the housing potential depends on the density assumed for the D.G.A. and the amount of land that would be redesignated for residential and non-residential uses on Future Development lands.

3.5.3.2 Designated Greenfield Area Density Target

A key objective in planning for the D.G.A. lands is to plan for a density that would accommodate an optimal utilization of land and a range of housing and job options. In

^[1] Estimate of housing yield on Future Development lands assumes an estimated average density of 32 people and jobs/hectare. A population of 4,900 and an employment base of 500 is assumed. Population is divided by an average persons per unit of 2.97.

planning for the D.G.A., municipalities are required to plan for a minimum people and jobs density. Similar to the intensification target, as part of the M.C.R. the County reviewed the opportunities and challenges of achieving a higher density for each member municipality and Urban Centre. It is important to recognize that a large portion of the vacant lands in Arthur and Mount Forest already have approved developments, which was considered in assessing the density. The Township of Wellington North is required to plan to accommodate the following as a **minimum** by Urban Centre:

- **Arthur:** 32 people and jobs/hectare
- **Mount Forest:** 32 people and jobs/hectare.

The Township should support developments that exceed this density target where appropriate and recognize that developments may have challenges in exceeding the density depending on site conditions (e.g., site configuration). It can be expected that the people and jobs density on some sites will exceed the minimum. As such, it is important to recognize that the people and jobs density assumptions discussed above represent averages, and opportunities to increase density may vary on a site level basis. Based on the minimum D.G.A. density target of 32 people and jobs/hectare, the Township's D.G.A. lands are planned to accommodate, at a minimum, a population of 6,500 people and 1,000 jobs by 2051. This assumes that 48% of the Future Development lands would be redesignated for residential and commercial uses and accommodate development by 2051.

3.6 Urban Land Needs Requirements

3.6.1 *Does the Township Require Additional Community Area Land?*

As previously discussed, Community Area lands are lands within the Urban Centres that accommodate residential, commercial, institutional, and recreational/parkland uses (i.e., all urban uses, except industrial-type employment uses). The County's M.C.R. identified that Mount Forest and Arthur have sufficient land available within the Urban Centre boundary to accommodate growth to 2051. While the Township does not require additional lands outside the Urban Centres boundary to accommodate growth, it does require approximately 81 gross hectares (200 gross acres) of Future Development lands to be redesignated for Community Area uses. This is anticipated to accommodate just over 600 housing units, as well as parkland, local roads, and

commercial/institutional uses. The County of Wellington M.C.R. identified that there is a need for additional designated commercial lands within Arthur and a minimum of 2 hectares (5 acres) would be required to 2051. It was recommended that additional lands beyond the 2 hectares (5 acres) be considered for commercial uses to ensure a market choice of designated commercial lands. The commercial land requirement is included in the 81 hectares (200 acres) of Future Development land required to be redesignated for Community Area uses. A summary of the amount of Future Development lands to be redesignated for Community Area uses (e.g., residential, commercial, and institutional) by Urban Centre is summarized in Figure 14.

Figure 14
Township of Wellington North
Future Development Lands to be Redesignated
to Community Area Uses by 2051

Urban Centre	Land Area, hectare
Arthur	27
Mount Forest	54
Total	81

Source: Derived from the County of Wellington, Phase 2 M.C.R. Report: Urban Land Needs Assessment prepared by Watson & Associates Economists Ltd., 2022.

3.6.2 Does the Township Require Additional Employment Area Land?

Employment lands are an integral part of Wellington North’s economic development potential and accommodate a significant share of the Township’s businesses and employment. Employment Area lands accommodate primarily export-based employment, including a wide range of industrial uses (e.g., manufacturing, distribution/logistics, and transportation services). These uses may include accessory or ancillary office and/or retail uses as part of an integrated development with industrial as the primary use. In contrast to other urban land uses (e.g., commercial and mixed-use areas), Employment Area lands provide the opportunity to accommodate export-based employment sectors that cannot be easily accommodated in other areas of the Township. While the Township’s Employment Areas in the Rural Area may provide vacant land opportunities, due to the lack of municipal servicing (i.e., water and wastewater servicing) only a limited range of industrial uses can be accommodated.



It is estimated that Mount Forest has a vacant developable Employment Area land supply of 86 hectares, while Arthur has approximately 30 hectares (75 acres) of vacant developable Employment Area lands.^[1] An Employment Area land needs assessment and analysis was prepared for the County of Wellington in the Phase 2 M.C.R. Report: Urban Lands Needs Assessment. The M.C.R. report identified that collectively, the two Urban Centres have a demand of 70 gross hectares (173 gross acres) (net of environmental features) of Employment Area lands to 2051, averaging 2 hectares (5 acres) annually and accommodating 10% of the employment growth through intensification.

In accordance with the County’s M.C.R. report, it was identified that there is a 70-hectare (173-acre) surplus of Employment Area lands to 2051.^[2] While there is a surplus of Employment Area lands in the Township, it is important to recognize that a

[1] Based on the current County of Wellington Vacant Commercial Land Inventory.

[2] County of Wellington, Phase 2 M.C.R. Report: Land Needs Assessment, prepared by Watson & Associates Economists Ltd., March 31, 2022.

large portion of the vacant Employment Area land supply is not currently available for development or not suitable for immediate use due to servicing and the current use of the sites. For example, a large portion of the Employment Area land supply in Mount Forest is used for agricultural purposes and the land is not currently marketed for industrial purposes. Over the long term, these lands may become available; however, in the short term, the Township has a limited supply of serviced Employment Area lands ready for industrial development. Moreover, it is important to note that the surplus of Employment Area lands is within Mount Forest, as Arthur would require all of its 30 hectares (74 acres) of vacant Employment Area lands for employment growth to 2051.

Chapter 4

Accommodating Additional Designated Urban Lands

4. Accommodating Additional Designated Urban Lands

The purpose of this chapter is to examine the opportunities to accommodate a shortfall of designated lands to accommodate residential and commercial growth in the Urban Centres of Arthur and Mount Forest to 2051. The Urban Centres include Future Development lands that are within the urban boundary and are available for redesignation. Future Development is a holding designation category in the County of Wellington O.P. and lands can be redesignated should there be a demonstrated need. The Township of Wellington North requires 81 hectares (200 acres) to be redesignated for Community Area uses (e.g., residential, commercial/institutional, parkland, local roads, and infrastructure).

4.1 Opportunities of Future Development Lands

Future Development lands are sites within the Urban Centres of Arthur and Mount Forest that have been placed into a holding category in the County of Wellington O.P. to limit development until a need is demonstrated. These lands currently have no use identified in the County O.P. and are identified in white on the County's O.P. land use schedules. The following is the County of Wellington O.P. framework for redesignating Future Development lands:

- a) "that a need for additional land is demonstrated by the fact that approximately three-quarters of the land designated for development by this Plan are already developed;
- b) that services of all kinds are or can be reasonably and economically provided to the proposed development;
- c) that adequate development plans which indicate the type of development and facilities to be provided (such as, streets, schools, parks and shopping facilities) are or will be made available to the municipality;
- d) that the proposed development is contiguous to and is a logical extension of existing development;

e) any required impact studies have been completed.”^[1]

As previously discussed, the Township has approximately 170 hectares (420 acres) of vacant Future Development lands within Arthur and Mount Forest. The Township requires 81 gross hectares (200 gross acres) of the 170 hectares (420 acres) of Future Development lands to be redesignated for Community Area uses. By Urban Centre the following Future Development lands are required for redesignation:

- Mount Forest: 54 hectares (133 acres)
- Arthur: 28 hectares (69 acres).

4.2 County of Wellington Official Plan Amendment 123

Recently, the County of Wellington completed a draft O.P.A. (O.P.A. 123) which proposes to redesignate Future Development lands in Arthur and Mount Forest and other Urban Centres in the County. Provided below is a summary by Urban Centre of the Future Development lands proposed to be redesignated as part of O.P.A. 123.^[2]

Arthur Urban Centre

Approximately 28 hectares (69 acres) of vacant Future Development lands (excludes environmental features) in the southern area of Arthur are proposed to be redesignated as part of O.P.A. 123 and comprise the following land uses:

- Residential: 22 hectares (54 acres)
- Commercial: 6 hectares (15 acres)
- Total: 28 hectares (69 acres).^[3]

These lands are estimated to accommodate at least 120 housing units and approximately 200 population-related employment jobs. In addition, the County

[1] County of Wellington Official Plan, Updated February 2024, policy 8.10.4., pp. 104 and 105.

[2] County of Wellington, Draft O.P.A., 123. Public Meeting of O.P.A., 123 was held on June 13, 2024, to review Draft O.P.A. 123.

[3] Measurements by Watson & Associates Economists Ltd. based on mapping from the County of Wellington. Note only includes vacant Future Development lands to be redesignated (i.e., excludes developed Future Development lands).

redesignated additional lands that are already developed as part of the housekeeping of the County O.P. The redesignation of Future Development lands through O.P.A. 123 is anticipated to accommodate all the required growth to 2051. The remaining Future Development lands, situated in the northern portion of Arthur, are proposed to remain as Future Development. These lands should be further explored in subsequent O.P.R.s by the County and with input from the Township. Figure 15 provides a map of the Future Development lands, which are identified in a crosshatch overlay with the proposed designation underneath. Provided below is a summary of the two key areas that have been redesignated from Future Development to other Community Area uses in County of Wellington O.P.A. 123.

Southeast Area of Arthur (Future Development Area Site #1)

The southeast area of Arthur includes approximately 18 hectares (44 acres) of residential lands and 1 hectare (2.5 acres) of commercial lands proposed to be redesignated from Future Development. Residential and commercial lands in the southeast area of Arthur were identified as a priority for future growth residential and commercial uses for Arthur in the Township of Wellington North Growth Plan, 2018 and benefit from the following:

- Logical extension of a residential growth area in Arthur;
- Opportunity to integrate commercial uses with potential commercial uses within walking distance;
- Large site area with no fragmentation and limited environmental features;
- Site can accommodate a housing supply shortfall of up to 120 housing units and commercial land needs; and
- Supports the traffic bypass of Wellington Road 109 and Highway 6.

Based on a water and wastewater servicing review, the following improvements are required for this area:

- Water – Site can be serviced by a 150 mm watermain on John St. An additional 150 mm watermain connection will be available through Schmidt Dr of the neighbouring Eastridge Subdivision (Phase 5) once it is constructed. The site is anticipated to have low static operating pressure, 241 – 310 kPa (35 – 45 psi), due to the high elevation of the site. Subsequently, the anticipated fire flows will be in the range of 50 – 100 L/s. Both of these operating parameters are

considered to be on the low end of design requirements, thus, the site is not likely to support only low density residential development without supplemental infrastructure.

- Wastewater - Sanitary servicing to the site may be achieved by an existing 200 mm diameter sewer on John St and/or a future 200 mm sewer on Schmidt St. Grading constraints on Schmidt St may result in very limited flow going into the Schmidt St sewer. This site is estimated to generate 20 – 25 L/s which will result in some of the downstream sewers on Francis St being near full capacity. As such, off-site upgrades to service this development may be warranted, however further investigation will be required.

Southwest Area of Arthur – County Road 109: Residential Sites (Future Development Sites #2 and 3)

O.P.A. 123 proposes the redesignation of small residential sites along County Road 109 in the southwest area of Arthur. The redesignation also includes developed large residential lots that are interspersed with the vacant lands. It is estimated that the vacant portion is 3 hectares (approximately 7 acres). The redesignation of the vacant sites due to their configuration and surrounding context, is not anticipated to accommodate a significant yield of housing. Any residential development within this area may provide opportunities to increase the housing supply beyond the 2051 land needs requirements.

Based on a water and wastewater servicing review, the following improvements are required by sub-areas as discussed below. It is important to note that these sites are among a few large residential lots.

Site Area #2: This site fronts onto WR109 near the Charles St West intersection. The total development area 1 ha and is proposed to be designated as residential based on the proposed County of Wellington O.P.A. 123.

- Water – Water servicing to the site is available through the existing 200 mm watermain on Charles St West. The site sits at a low elevation and is expected to achieve the sufficient minimum static operating pressure of 410 – 441 kPa (60 – 64 psi)

- Wastewater – There is no existing sanitary sewer along the frontage of WR109. The closest sewer is approximately 80 m east of the site and on the opposite side of WR109. Flows from this site will likely need to be pumped due to the topography. The site is estimated to generate 1 L/s of flow with minimal effect on the existing downstream sewers.

Site #3: This site fronts onto WR109 between the extensions of Fredrick Street West and Preston Street South. The total site area is 3 ha and is proposed to be designated as a residential based on the proposed County of Wellington O.P.A. 123.

- Water – Watermain would need to be extended along WR109 for at least 600 m to the intersection of Charles Street to deliver water services to this site. This site is expected to have a static operating range of 380 – 420 kPa (55 – 61 psi) and a fire flow in a low to moderate range. A lack of watermain looping available to this site is a concern for this site.
- Wastewater - There is no existing sanitary sewer along the frontage of WR109. The closest sewer is approximately 650 m east of the site and on the opposite side of WR109. Sewage will also likely need to be pumped due to the topography. The site is estimated to generate 2.5 L/s of flow which will result in the sewers downstream of the site being less than 90% full.

Southwest Area of Arthur – County Road 109: Commercial Site (Site # 4)

O.P.A. 123 proposes the redesignation of lands along County Road 109 in the southwest area of Arthur, including a large commercial site (5 hectares or 12 acres). This site is located on WR109, near the intersection of the Preston Street extension. The redesignation of the Future Development lands will contribute towards providing market choice of commercial land supply options over the long term. The commercial site has the potential to accommodate mid-sized commercial uses (e.g., grocery store, hardware store, etc.).

Based on a water and wastewater servicing review, the following improvements are required for this area:

- Water - Watermain would need to be extended east along WR109 for at least 1,200 m from the intersection of Charles St to deliver water services to this site.

This site is expected to have a static operating range of 410 – 448 kPa (60 – 65 psi) and a fire flow in the low end due to a lack of watermain looping available. However, fire flow is increased to acceptable levels if a watermain is also extended west on WR109 to the Wells St or Preston St ROW and extended under the Conestoga River to connect to the existing watermain.

- Wastewater - There is no existing sanitary sewer along the frontage of WR109. The closest sewer is approximately 13,00 m east of the site and on the opposite side of WR109. Sewage will also likely need to be pumped due to the topography. The site is estimated to generate 4.2 L/s of flow which will result in the sewers downstream of the site being less than 90% full.

Remain Future Development

This site area is situated within the northern area of Arthur Urban Centre as shown on the map in Figure 15. The total area is approximately 65 ha and is proposed to remain designated for Future Development at this time due to growth anticipated to 2051. The Future Development lands in the south (previously discussed) will accommodate the anticipated land needs in Arthur to 2051, therefore is anticipated Future Development lands in the north will not be required by 2051.

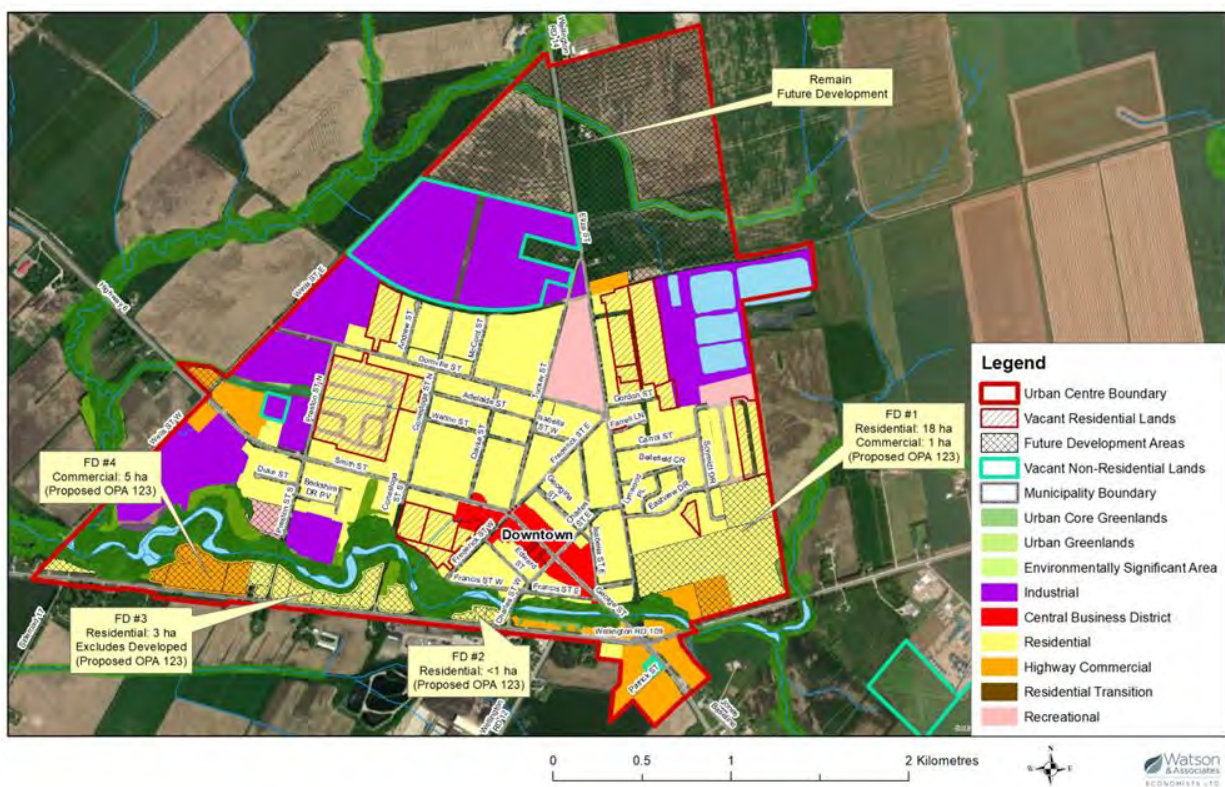
Based on a water and wastewater servicing review, the following improvements are required for this area:

- Water – Water servicing to this site will require a 300 m watermain extension on Eliza St and a 1000 m watermain extension on the unopened Wells St ROW. Both watermain extensions are required to ensure redundancy. The site is anticipated to have static operating pressure ranging between 241 – 310 kPa (35 – 45 psi) and low available fire flow. This means this site is likely suitable only for low density residential development.
- Wastewater – Sanitary servicing will require significant sewer extensions from the existing system. This site can be expected to generate 55 L/s of flow and all sewers downstream of the are less than 90% full.

The Township has considered next steps related to future development on lands in the north area of Arthur that are currently identified to remain designated Future Development at this time (not identified to be re-designated in the County of Wellington O.P.A. 123). A significant concern/constraint will be sewage treatment capacity at the

existing Arthur Wastewater Treatment Plant (W.W.T.P.). The additional capacity resulting from this is not significant (i.e., ~400 ERU) when compared to the developments being proposed. As such, a further expansion of the wastewater treatment system within Arthur will be required to support this and other future developments. To this end, the Township is proposing a Class Environmental Assessment. A project to investigate a further expansion of the wastewater treatment system. This will be a Township project that will be included in the next development charge background study and by-law. Updates regarding this project will be provided as available.

Figure 15
Township of Wellington North
Arthur Urban Centre
Future Development Lands



Mount Forest Urban Centre

O.P.A. 123 proposes to redesignate Future Development lands for general housekeeping purposes and the lands are not anticipated to accommodate long-term housing needs. Most of the lands proposed to be redesignated are already developed.

As a result, in collaboration with the County of Wellington, the Township will need to identify approximately 54 hectares (133 acres) of Future Development lands to be redesignated as Community Area uses to accommodate approximately 490 housing units, as well as other uses to support the population base (e.g., parkland and commercial/institutional uses). It is important to note that this land requirement is beyond what will be accommodated through O.P.A. 123. Furthermore, the land requirement may be reduced depending on the density anticipated.

4.3 Review of Future Development Lands in Mount Forest

Figure 16 illustrates the four potential Future Development site areas in Mount Forest that can be considered for redesignation to accommodate growth to 2051. All Future Development sites are considered serviceable; however, they have unique servicing requirements. Provided below is a summary of the Future Development site areas. All land area measurements exclude environmental features identified in the County of Wellington O.P.

- **Site 1: Northeast Mount Forest – Sligo Road and West of Side Road 41 Southgate**
 - The site area is approximately 20 hectares (49 acres) of land forming a triangular site area that is surrounded by the Township of Southgate to the north and east. An environmental feature located to the west of the site separates the lands from the rest of the Urban Area in Mount Forest. Given the surrounding context, the development of these lands would require cross-jurisdictional cooperation with the Township of Southgate in terms of road improvements and other planning considerations.
 - Based on a review of water and wastewater servicing requirements, this site would require the following:
 - Water – 300 mm diameter extension on Sligo Road with the watermain looping into the existing watermain distribution system.
 - Sanitary – Extension of existing deep (5.5 m) sanitary sewer on Sligo Road.
- **Site 2: Northeast Mount Forest – London Road and South of Sligo Road**
 - The site area is approximately 10 hectares (25 acres) located along London Road. This site has the potential to integrate with the growing

residential areas to the west and south. An environmental feature to the east provides a discernible urban edge to the Urban Area of Mount Forest.

- Based on a review of water and wastewater requirements, this site would require the following:
 - Water – 300 mm diameter extension on Sligo Road with the watermain looping into the existing watermain distribution system.
 - Sanitary – Extension of existing deep (5.5 m) sanitary sewer on Sligo Road. Connections with the existing trunk storm sewer on London Road are possible.
- **Site 3: Southeast Mount Forest – Highway 6 and South of Murphy Street**
 - The site area is approximately 39 hectares (96 acres) along Highway 6, forming a large rectangular block. The site provides good connectivity with the existing Urban Area of Mount Forest. Additionally, it provides a logical extension of a larger active development area (large draft approved subdivision to the west), creating an opportunity for a cohesive new Community Area. Additionally, there is a large vacant designated commercial site on the west side of Highway 6 which offers an opportunity to support the local population base.
 - Based on a review of water and wastewater servicing requirements, this site would require the following:
 - Water – Most of the Future Development area (i.e., easterly two-thirds) is high in elevation and may require a separate high-pressure zone complete with a booster pumping station with standby power. It is important to note that Murphy Street is a dead-end watermain at present. The servicing strategy for these lands may require a second Main Street connection for looping, but a higher pressure zone portion of this Future Development area would not end up being looped. A possible upgrade to the Murphy Street watermain would be needed to upsize to a 250 mm diameter, but this depends on the location of the booster pumping station. The need for a booster pumping station and the existing dead-end high-pressure zone may preclude the opportunity for high-density residential development in this area.
 - Sanitary – This area requires a new sewage pumping station (S.P.S.) to be constructed on South Water Street, including a

gravity sanitary sewer on South Water Street from the S.P.S. to Main Street, a sewer crossing of Main Street (Highway 6) by jack and boring, and extending this new sewer easterly along Murphy Street. The gravity sewer would be 7.0 m deep. Alternatively, as S.P.S. would be required to pump from Murphy Street to the highway crossing.

- **Site 4: Southwest Mount Forest – Lover’s Lane and South of Queen Street West**

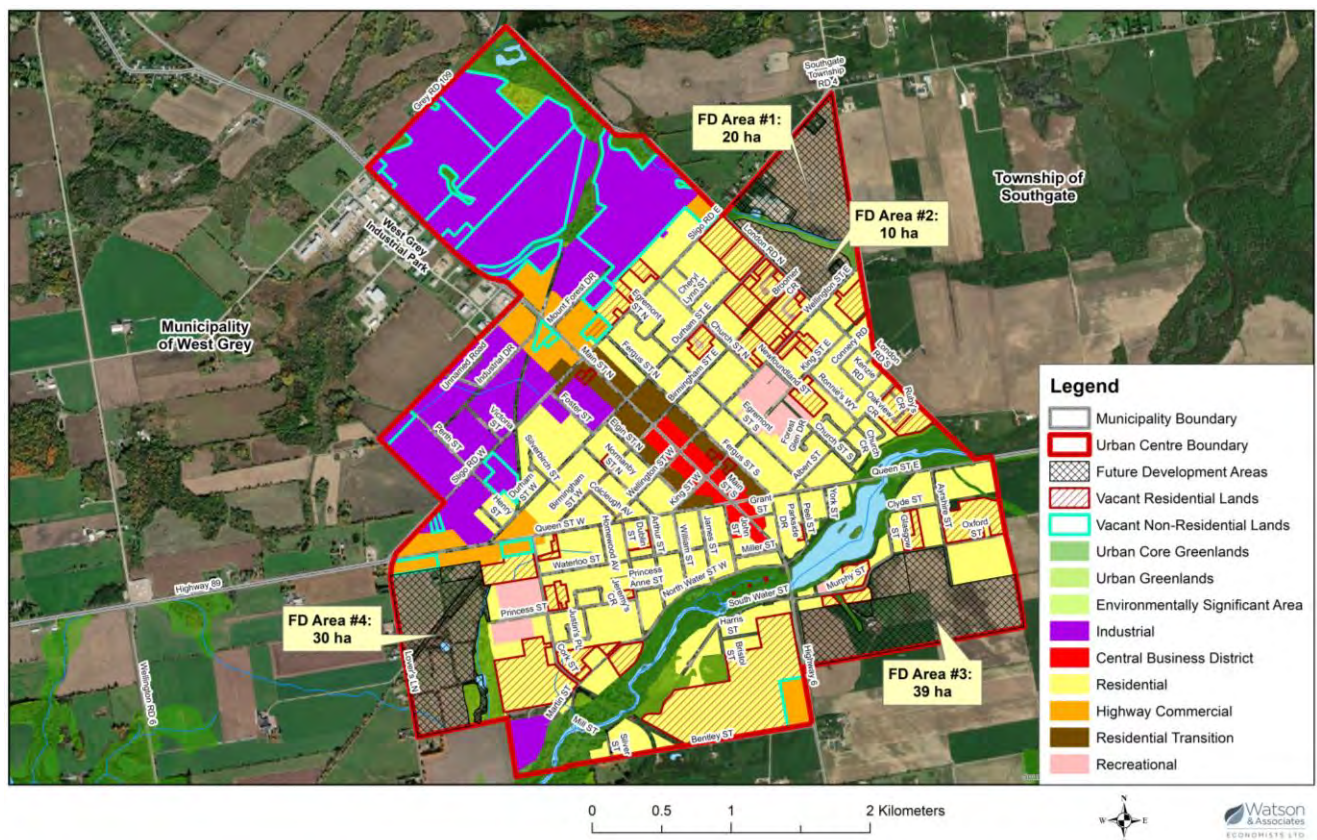
- The site area is approximately 30 hectares (74 acres) along Highway 6, forming a large rectangular block. While there are some institutional uses within walking distance (a recreational complex and an elementary school), the site is separated from the residential area of the Urban Area due to a large environmental feature to the east. A key consideration is that the site is along Lover’s Lane which is considered an important cultural landscape feature for the Township.
- Based on a review of water and wastewater servicing requirements, this site would require the following:
 - Water – 250 mm diameter extension on Queen Street and Lover’s Lane is required with the watermain looping into the existing watermain distribution system. As a result, the servicing may not be able to accommodate higher-density residential due to limitations of practical looping options (this has not been evaluated to date).
 - Sanitary – An S.P.S. is required. The sanitary sewer on Queen Street would need to be extended from Cork Street to Lover’s Lane. The existing Cork Street sewer collection and Cork Street S.P.S. capacities would need to be elevated to ensure that no upgrades are required to service this future land area.

Based on review, it is recommended that the following potential new growth areas in Mount Forest, which offer collectivity and accommodate most of the land needs required (49 hectares), be considered as a priority for future growth phasing:

- Future Development Site #3 (39 hectares or approximately 96 acres); and
- Future Development Site #2 (10 hectares or approximately 25 acres).

These Future Development sites should be reviewed further in more detail prior to redesignation. Additionally, it is recommended that the Township consider the absorption of existing designated lands, including those with approvals already in place. It is important to note that Mount Forest has a sufficient supply of vacant designated lands to accommodate housing and commercial growth to 2036. Recognizing the potential timeline to designate and service lands, the Township should explore opportunities for redesignation in the short term (i.e., within the next five years).

Figure 16
 Township of Wellington North
 Mount Forest Urban Centre
 Potential Future Development Sites for Redesignation



Note: Area maps for each Development Area are provided in Appendix C.



Chapter 5

Infrastructure and Services Review

5. Infrastructure and Services Review

The purpose of this chapter includes a review of the growth impacts on services (water, wastewater, stormwater, and transportation needs) based on a high-level evaluation of infrastructure requirements and associated impacts from a fiscal and operational perspective. The high-level infrastructure and service assessment comprises of the following components:

- **Infrastructure Analysis** includes a review of growth and its impact on planning for water, wastewater, stormwater, and transportation needs.
- **Municipal Fiscal Analysis** includes a high-level fiscal review of growth and the associated infrastructure and services to support growth, along with an impact to the operating requirements to service the future developments.

It is important to note that this high-level infrastructure and service assessment is considered a starting point in exploring the impacts of growth. Furthermore, it is the intention of this assessment to identify areas the Township will need to explore as part of further study.

5.1 Infrastructure Analysis

5.1.1 *Water and Wastewater Review*

The Township of Wellington North is served by two water and wastewater systems – one located in Arthur and the other located in Mount Forest. The total cost of the Township’s water and wastewater systems is recovered from operating (non-rate) revenues and through direct billing (rate) to customers. Rate revenues include revenues from flat rate water and wastewater charges to residential customers, and base/metered charges to non-residential customers. The Township is estimated to have 3,866 water customers and 3,749 wastewater customers (Arthur and Mount Forest combined).^[1]

^[1] Based on information obtain from the Township of Wellington North staff on the number of Wellington North Power customers that are billed.

5.1.1.1 Approach

In preparing the review of the impact of growth on planning for water and wastewater systems, WSP Canada Inc. reviewed the following documents:

- Water and Sanitary Systems, Technical Study – Arthur (September 2020);
- Township of Wellington North, Mount Forest Sanitary and Water Servicing Technical Update (January 2021);
- Township of Wellington North, Community of Arthur 2024 Reserve Capacity Calculation;
- Township of Wellington North, Community of Mount Forest 2024 Reserve Capacity Calculation; and
- Township of Wellington North, 10-year Capital Project Forecast.

The Township of Wellington North, in July 2024, retained Triton Engineering Services Ltd. to prepare a memorandum on the impact of water and wastewater servicing on Future Development sites in Arthur.

5.1.1.2 Existing Water Systems

Arthur

The Arthur water system is a single pressure zone watermain distribution network that is supplied by three bedrock wells – Well No. 7B, Well No. 8A, and Well No. 8B – and flow is stored in two elevated towers – Charles Street Tower and Freud (Spheroid) Tower. The network includes approximately 19.1 km of watermains ranging in size from 50 mm to 600 mm with 1,369 services. The system services 1,258 residential and 111 industrial, commercial, and institutional units, while also providing fire protection to the entire service area. System operation is controlled by a Supervisory Control and Data Acquisition system where generally well pumps are turned on and off based on water levels in the storage towers.

The production capacity of the Arthur water system is 4,216 m³/day. According to the Arthur 2024 Annual Reserve Capacity Calculation (R.C.C.) completed by Triton Engineering Services Limited, the annual R.C.C. three-year maximum day demand (M.D.D.) in Arthur is 1,545 m³/day. This is within the capacity of the system. It is assumed that if failure occurs at Well 7 (since Wells 8A and 8B are very unlikely to fail

simultaneously) that the system capacity would be reduced to 2,255 m³/day. Even with reduced capacity, the system can still support the 2023 M.D.D.

Water storage requirements are calculated based on Ministry of Environment, Conservation and Parks guidelines as a sum of fire storage, equalization storage, and emergency storage. Total system storage volume and required storage according to the Arthur 2024 R.C.C. is 1,137m³ and 1,113 m³, respectively. The recommended fire flow was also determined to be 100 L/s based on the 2020 Arthur Technical Study. Based on this, the system storage is adequate in supporting the system. A computer simulation model of the Arthur Water System was created as part of the Master Plan and updated for the purposes of the 2020 Arthur Technical Study. The results from the model determined that the existing distribution network's normal pressure ranged from approximately 40 psi to 80 psi, which is within the acceptable operating range.

Mount Forest

Mount Forest is supplied by a municipal drinking water system, comprising four bedrock well supplies, an elevated water storage standpipe and booster pumping station system, and a water distribution network. Based on recent water demands and the growth forecast projections, the following water design values were chosen: 275 L/capita/day (all uses), M.D.D. factor of 2.0 (according to MECP guidelines), and peak hour demand factor of 3.0 (according to MECP guidelines).

Based on current operations, the operational firm capacity of the wells, 5,976 m³/day, can support the 2024 M.D.D. of 2,409 m³/day. The water storage standpipe has an effective capacity of 2,000 m³, while the water storage requirement for Mount Forest, calculated based on the MECP guidelines, is 2,766 m³ per the 2024 Mount Forest R.C.C. Therefore, the system storage is not adequate to support the system; however, the system has a significant surplus of supply (3,567 m³/day) which is available to augment the storage deficiency per the 2024 Mount Forest R.C.C. The referenced Technical Study deferred the fire flow study to the Fire Department. A computer simulation model of the Mount Forest Water System was created and calibrated and determined that the existing distribution network normal pressure ranged from approximately 50 psi to 70 psi, which is within the acceptable operating range.

5.1.1.3 Existing Wastewater Systems

Arthur

The Arthur wastewater system includes a dedicated sanitary sewer/forcemain collection network, a wastewater treatment plant (W.W.T.P.), two S.P.S.s, and an effluent storage lagoon facility. The system provides 1,229 service connections according to the Arthur 2024 R.C.C., and includes 19.1 km of sewer mains ranging in size from 150 mm to 450 mm, and approximately 4 km of forcemains ranging in size from 150 mm to 250 mm.

The Arthur W.W.T.P. provides tertiary treatment utilizing the extended aeration process. The rated average day flow capacity of the W.W.T.P. is 1,465 m³/day, and discharges to the Conestogo River. Due to capacity limits between May 1 and September 15, effluent is instead pumped to the effluent storage lagoons for holding. The collection system for Arthur is divided into three service areas and is collected by the Wells Street S.P.S., Preston Street Trunk Sewer, and Frederick Street S.P.S. The three-year annual average day flow based on flows recorded at the W.W.T.P. from 2021 to 2023 is 1,301 m³/day which complies with the Certificate of Approval for the W.W.T.P. The reserve capacity is 65 m³/day, which corresponds to an additional 45 equivalent residential units. For Arthur, the M.E.C.P. recommends a flow rate of 400 L/cap/day, which is lower than the existing average flow rate of 581 L/cap/day, since this value includes industrial, commercial, and institutional flows which are significant, and the flow rate will decrease as residential growth increases.

Mount Forest

The Mount Forest sanitary sewer system consists of four S.P.S.s (Perth Street, Cork Street, Durham Street, and North Water Street), an extended aeration W.W.T.P. that discharges to the South Saugeen River, and a collection sewer network. This system had 2,385 service connections in 2023 per the 2024 Mount Forest R.C.C. The three-year annual average day flow from 2021 to 2023 is 1,901 m³/day. The W.W.T.P. has an approved annual average day capacity of 2,818 m³/day, and an approved peak flow capacity of 15,000 m³/day.

5.1.1.4 Future Water Systems

Arthur

Based on these projections, the M.D.D. will exceed firm capacity between 2040 and 2051. Also, existing reserve capacity is anticipated to be nearing or in deficit by 2045. Therefore, the Arthur Technical Study recommends that the Township is proactive in securing future water sources (Arthur well supply is underway to this effect) and should monitor the Water Supply Reserve Capacity trends on an annual basis.

Based on the computed requirements, existing available storage will be insufficient in supporting the projected population. Therefore, it is recommended in the Arthur Technical Study that additional storage be added to the system. Note that some of the potential Future Development areas are located at higher topographical elevations and operating ranges may need to be increased to adequately service these areas.

The following approach is recommended by the Arthur Technical Study to accommodate future growth:

- Decommissioning of the Charles Street Tower is recommended given its age, limited volume, and on-going remedial/maintenance costs.
- Freud Tower is well into its service life and may require significant upgrades (i.e., mixing/rechlorination system) and maintenance (i.e., painting, corrosion treatment) within the planning horizon of the required additional storage.
- The increase in volume required to service future development would result in a relatively small tower size. This size would have a higher cost per unit volume than a larger sized tower that could provide the entire required volume. Also, the tower could be oversized to accommodate beyond the 2051 requirements at minimal additional cost.
- Retaining the existing towers in the system would not allow for the higher operating range unless a separate pressure zone is created. A dual pressure zone would increase the complexity of the system and limit the benefit of the increased operating level.
- The new facility would be equipped with improved features (i.e., separate fill/draw risers, provisions for mixing/re-chlorination, improved safety/accessibility).

The following major water servicing projects have been identified for Arthur in the Township's 10-year Capital Project Forecast:

- A new water tower in Arthur (2026); and
- A new well in Arthur to improve water supply capacity (2025).

Mount Forest

The existing firm capacity is adequate in supporting even the 50-year scenario. The projected M.D.D. was higher than the 2,070 projected M.D.D., due to the revised growth rate projecting a population of 10,500 persons in 2051 while the technical update projected a population of 10,449 persons in 2070. Upgrades are not deemed necessary on the basis of capacity restraints. The total design storage reaches a volume of 4,425 m³, but the effective capacity of the existing standpipe is only 2,000 m³. Therefore, upgrades must be considered to accommodate for future growth. The recommendation proposed in the Mount Forest Technical Update is to either demolish the existing standpipe and construct a single elevated tank with a capacity of 4,425 m³ or construct a new second elevated storage tank at the north end of the community with a minimum capacity of 2,425 m³.

The following projects are recommended by the Mount Forest Technical Update to support the future water system – consistent with commentary above, these capital project recommendations are now required to support the growth projected for 2051:

1. Complete a Schedule B Class EA to finalize an evaluation of the two proposed recommendations for water storage.
2. Replace the 300 mm diameter Grant Street cast iron watermain (prioritize this if demolishing and replacing the existing standpipe alternative is selected).
3. Replace the John Street 150 mm diameter cast iron watermain from Waterloo Street to Queen Street, as part of a road reconstruction project.
4. Construct a 300 mm diameter watermain on the future Moynihan Place to service new industrial lots.
5. Extend the 300 mm diameter Industrial Drive watermain from Moynihan Place to Coral Lee Drive to service new industrial lots.
6. Extend the 250mm dia. Birmingham Street watermain from east of Church Street to west of London Road.
7. As part of Phase 1 of the Avila subdivision, replace the existing South Water Street watermain from the proposed S.P.S. to the southwestern end of the street,

and extend it through the unopened road allowance and into the subdivision lands.

8. Continue replacing old cast iron and small diameter (<150 mm) watermains, typically as part of progressively completing street reconstruction within the community, or in accordance with priorities due to increased breakage rates or other problems with specific sections of this old watermain. As a minimum, match the existing watermain size, except no smaller than 150 mm in diameter. Consider replacing the northerly Egremont Street and one leg of the Byeland Drive watermain using 250 mm diameter watermains, to finish the Egremont Street trunk watermain looping to Sligo Road (or else via a Durham-Fergus Street route). Consider replacing the Dublin Street watermain using 250 mm diameter watermains to improve fire flows to the institutional locations at/near Princess Street (hospital, seniors/nursing home, medical clinic).
9. Replace the existing 150 mm diameter watermain road crossing at the Queen/Cork Street intersection with 300 mm diameter watermain the next time road work is completed on Queen Street.
10. Complete an overview of hydrant locations with the Fire Department and determine where additional fire hydrants are needed to achieve target operational fire flows based on land uses within the community.
11. Consider increasing the frequency of sampling and testing Well No. 5 for sodium and chloride to look for trends.
12. Consider increasing the frequency of sampling and testing Well No. 6 for sulphate and hydrogen sulphide to look for trends.
13. Upgrade the well pumphouses with flow-paced chlorine metering pumps, to avoid low chlorine alarm conditions that occur during large watermain break situations, and that require flushing and sampling to reinstate the affected well supply.

Projects 1 through 13 were pulled directly from the Mount Forest Sanitary and Water Servicing Technical Update (2021) report; refer to Figure 4.6 and Appendix E in the report. The costing information presented in this review comprises the estimated construction costs as at the time of completion of the Technical Update report (2021).

The following major water servicing projects have been identified for Mount Forest in the Township's 10-year Capital Project Forecast:

- A new water tower in Mount Forest in the north end of the urban centre (2028).

5.1.1.5 Future Wastewater Systems

Arthur

Hydraulic capacity of the sewers may be exceeded due to the Future Development sites in the south based on sewer routing. Therefore, servicing of the future residential and highway commercial developments needs to be reviewed to optimize existing sewer capacity. The effect of the development areas on the sewer hydraulics was analyzed independently of each other. The proposed plant expansion will have sufficient capacity to treat sewage until the year 2045. It is also expected that the Phase 2 expansion should be implemented to keep pace with development as there is currently a sewage capacity constraint for developments in Arthur.

The Township has considered next steps related to future development on lands in the north area of Arthur that are currently identified to remain designated Future Development at this time (not identified to be re-designated in the County of Wellington O.P.A. 123). A significant concern/constraint will be sewage treatment capacity at the existing Arthur Wastewater Treatment Plant (W.W.T.P.). The additional capacity resulting from this is not significant (i.e., ~400 ERU) when compared to the developments being proposed. As such, a further expansion of the wastewater treatment system within Arthur will be required to support this and other future developments. To this end, the Township is proposing a Class Environmental Assessment. A project to investigate a further expansion of the wastewater treatment system. This will be a Township project that will be included in the next development charge background study and by-law. Updates regarding this project will be provided as available.

The following major wastewater servicing projects have been identified for Arthur in the Township's 10-year Capital Project Forecast:

- A Phase 2 expansion/plant upgrade of the Arthur W.W.T.P.

Mount Forest

The existing W.W.T.P. has an additional capacity of 917 m³/day according to the 2024 Mount Forest R.C.C. This additional capacity will not be met by 2051 based on the updated growth forecasts for Mount Forest. There is, however, only a surplus capacity of 237 m³/day by 2051; therefore, there is capacity to accommodate growth beyond this

planning horizon. The following projects are recommended by the Mount Forest Technical Update to support the future wastewater system:

1. Complete the W.W.T.P. Receiver Impact Assessment and obtain approval for increasing the operational capacity of that plant to 3,500 m³/day.
2. Conduct an additional evaluation on the Cork Street S.P.S. to determine actual peak sewage inflow rate and reserve pumping capacity.
3. Conduct an additional evaluation on the North Water Street S.P.S. to establish the actual non-wet weather peak flow rate and to confirm if the W.W.T.P. can accept the high flow periods.
4. Prior to proceeding with any easterly extension of the Sligo Road sanitary sewer, complete a survey and evaluate the possibility of gravity servicing east past the tributary to Fairbanks Creek.
5. Replace the 200 mm diameter sanitary sewer on John Street, from Waterloo Street to Queen Street, as part of a street reconstruction project.
6. Construct a 200 mm diameter sanitary sewer on the future Moynihan Place located within the existing Industrial Drive area, to service new industrial lots.
7. Extend the 300 mm diameter Industrial Drive sanitary sewer, from Moynihan Place to Coral Lea Drive, and along Coral Lea Drive to the new elevated water storage tank (if this is the selected storage alternative), to service new industrial lots.
8. Construct the new South Water Street S.P.S., dependent on developer schedules.
9. As part of Phase 1 of the Avila subdivision, construct a 250 mm diameter sanitary sewer complete with services on South Water Street, from the South Water Street S.P.S. site southwesterly past the western end of the existing street and into the subdivision lands. This work is to be completed by the developer. There may be some cost sharing with the Township.
10. Continue replacing old sanitary sewers in concert with cast iron and small diameter (<150 mm) watermain replacement activities.

Projects 1 through 10 were pulled directly from the Mount Forest Sanitary and Water Servicing Technical Update (2021) report, as identified in Appendix E in the report. The costing information presented in this review comprises the estimated construction costs as at the time of completion of the Technical Update report (2020).

The following major wastewater servicing projects have been identified for Mount Forest in the Township's 10-year Capital Project Forecast:

- An upgrade (re-rating) to the Mount Forest W.W.T.P. (2031).

5.1.1.6 Overall Conclusions

Overall, it is recommended that the Township consider secondary or master planning for new greenfield areas in Arthur and Mount Forest before development takes place. This would also explore a phasing and staging plan that would ensure the orderly development of greenfield land that is aligned with infrastructure.

5.1.2 Transportation Review

Wellington North's transportation network is shaped by Highway 89 forming most of the northern boundary, County Road 109 forming a portion of the southern boundary, and Highway 6 acting as the main north-south axis.

5.1.3 Approach

This analysis examines both existing and future traffic conditions, taking into account the available data and designated land supply in both Arthur and Mount Forest.

5.1.4 Future Needs

The population of the Township is expected to grow by approximately 48% to 20,400 by the year 2051. The employment in the area is also expected to grow by 38% to 10,500 by the same year. The growth is expected to occur mainly in the urban areas of Mount Forest and Arthur. The forecast growth will generate trips that will impact the vehicle traffic volumes in the Township, especially along Highway 6 through the two urban areas of Arthur and Mount Forest, which has already been highlighted as a heavily travelled corridor.

The estimated trips from the proposed growth are assigned to the roadway based on the above traffic distribution on the Township's roadway network. The trips from the future growth are assumed to likely use Main Street, Mount Forest (Highway 6), and Smith Street and George Street, Arthur (Highway 6). As previously highlighted, these two roadway sections were identified as the heavily travelled corridors that experience roadway congestion in the study area. Based on the trip distribution and total trips, it is

estimated that Smith Street could have an additional 14,500 daily trips and Main Street could have an additional 11,900 daily trips by the year 2051. This could theoretically increase the total daily traffic along Smith Street and George Street to approximately 40,300 (a 56% increase) and 29,200 (a 68% increase) on Main Street by the year 2051. These volumes are not sustainable or desirable on these streets and additional road network infrastructure will be required to help accommodate growth.

The land identified for development was reviewed considering the existing road network. Opportunities were identified to accommodate the forecast growth by providing additional or improved connectivity, connecting missing links by formalizing gravel or tar roads as paved roads, and enabling alternate routes to reduce the strain of vehicles on the main streets of Arthur and Mount Forest. The following improvements were identified for Arthur:

- i. Extend Wells Street West to connect to Wellington County Road 109.
- ii. Improve Wells Street west of Highway 6 to 2-lane paved roadways constructed per design standards.
- iii. Construct a 2-lane Wells Street East from Highway 6 to Eliza Street.
- iv. Construct Macauley Street between Wells Street East and Eliza Street.
- v. Extend Eliza Street south to connect to Wellington Road 109.

These are illustrated in Figure 17.

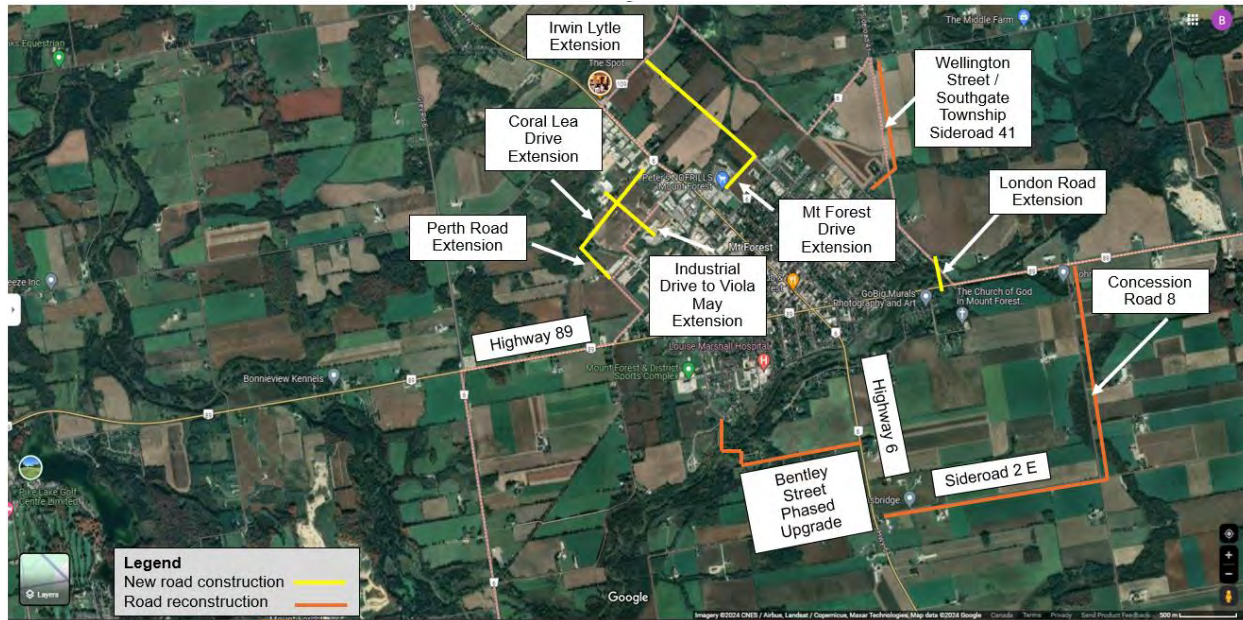
Figure 17
Recommended Road Network Improvements to Accommodate
Forecast Growth in Arthur



The same exercise was undertaken for Mount Forest, and the recommended road network improvements to accommodate growth are shown in Figure 18 and include:

- i. Extension of London Road south of Albert Street to connect to Highway 89.
- ii. Extension of Industrial Drive to Viola May Crescent.
- iii. Extension of Coral Lea Drive to the new extension of Industrial Drive.
- iv. Extension of Mount Forest Drive to Irwin Lytle Drive.
- v. Extension of Irwin Lytle Drive to Grey Road 109.
- vi. Extension of Perth Road to Coral Lea Drive.
- vii. The Bentley Street Phased Upgrade:
 - (1) Bentley Street to Silver Street;
 - (2) Silver Street to Mill Street;
 - (3) Mill Street to Martin Street.
- viii. Improvement of the following roadways to 2-lane paved roadways constructed per design standards:
 - (1) Wellington Street/Southgate Township Sideroad 41 between London Road and Southgate Township Road 4.
 - (2) Concession Road 8 between Highway 89 and Sideroad 2 E.
 - (3) Sideroad 2 E between Highway 6 and Concession Road 8.

Figure 18
Recommended Road Network Improvements to Accommodate
Forecast Growth in Mount Forest



The findings of the future traffic analysis indicate that there will be increased traffic volumes on the main streets of both Arthur and Mount Forest. Alternate routes to Highway 6 (which becomes the main street in both of these communities) needs to be provided for local traffic in the Arthur and Mount Forest areas to help mitigate increasing traffic volumes on Highway 6 through the communities.

5.1.4.1 Overall Conclusions

Overall, it is recommended that the Township develop a Transportation Master Plan (including roadway, open and unopen road allowances, sidewalks, and trails), specifically a “Mobility Master Plan” that includes planning for all forms of mobility. The Strategic Directions (Chapter 6) provide further recommendations on improving mobility needs within the Township.

5.2 Municipal Fiscal Analysis

5.2.1 Overview

As part of the Growth Management Action Plan, a fiscal analysis has been undertaken to assess the impacts of the proposed residential and non-residential growth on the Township. This analysis examines the following:

- potential assessment values of the residential and non-residential forecast;
- potential property tax and non-tax revenues;
- additional operating expenditures;
- estimated lifecycle costs based on the capital information presented in the 2022 Development Charges Background Study; and
- a calculation of the potential surplus (or deficit) that the proposed developments will generate for the Township based on the above.

It should be noted that the analysis contained herein does not include an assessment of future capital infrastructure that would be required to 2051. While section 5.1 of this report describes the potential water, wastewater, and transportation projects that the Township should consider, the costing information associated to these works are not available at this time. Furthermore, the internal infrastructure (local roads, sidewalks, internal watermains, internal sewer mains, parks, etc.) that would be required to be constructed within these developments are unknown. The fiscal impact will need to be updated subsequent to the development of these capital costs, which will impact the overall surplus/deficit figures that the proposed growth will have on the Township.

Additionally, it is recommended that the Township undertake a new Development Charges (D.C.) study once the infrastructure projects and associated costs are identified. This will allow the Township to collect the appropriate D.C. revenues to fund the required growth-related works.

5.2.2 Approach

The approach utilized in the financial analysis is consistent with the methodology devised by the firm and used for over 36 years to evaluate fiscal impact for more than three dozen landowners, the Ministry of Municipal Affairs, the Ontario Land Corporation, Canada Mortgage and Housing Corporation (C.M.H.C.), and municipalities such as (but

not limited to) Oakville, Burlington, Halton Hills, Caledon, York Region, East Gwillimbury, Collingwood, Durham Region, Pickering, Haldimand-Norfolk, Halton Region, Georgian Bay Township, and Cavan Monaghan.

Essentially, the methodology involves an operating and capital cost analysis. The operating cost analysis involves calculating the municipality’s tax calculation with the addition of the proposed residential and non-residential forecast. Note that for the purposes of this analysis, the 2022 Financial Information Return (F.I.R.) data was used as it provides the most up to date data on actual spending and received revenues for the Township. For the evaluation, revenues and expenditures attributable to the forecasted development are estimated on an incremental basis. That is, revenue and expenditure dollars are assigned to the project, only in accordance with anticipated variations it would create from the 2022 base year, if it had been built out, as of that time. Sunk costs are ignored and service levels are planned as remaining generally constant.

As described earlier, the capital cost analysis has been excluded at this time due to the lack of costing information.

5.2.3 Proposed Developments and Assessment Values

Based on the 2024 to 2051 growth forecast information presented in Chapter 3, the Township is estimated to grow by 2,385 residential units, which equate to approximately 6,600 people. With respect to non-residential growth, the Township is estimated to grow by 2,045 employees, which equates to approximately 2.2 million square feet of non-residential gross floor area. Figures 19 and 20 provides the residential and non-residential summaries by type.

Figure 19
Residential Incremental Growth Summary

Type Of Units	Units Increment	Population Increment
	Number of Units	
Single/Semi Detached	1,696	5,253
Townhomes	420	838
Apartments	269	463
Total	2,385	6,554

Figure 20
Non-Residential Incremental Growth Summary

Type of Development	Sq.ft. Increment	Estimated Employment
	Number of Sq.ft.	
Industrial	1,596,000	1,140
Commercial / Institutional	427,500	855
Primary	175,000	50
Total	2,198,500	2,045

As the new developments are constructed, the Township will receive additional assessment arising from the completion of the units. Figure 21 provides for the estimated new assessment to be generated from the development. The assessment values presented herein are calculated based on MPAC’s database, which are still based on the 2016 full phased-in values. The steps undertaken are as follows:

- The average assessment values for single detached homes, semi-detached homes, townhomes, and apartments from municipalities throughout Wellington County were applied.
- The assessment values for commercial and industrial buildings were based on businesses throughout Wellington County.
- The assessment values for primary (farms) are based on 50% of the industrial buildings.
- The total assessment value (which will form the basis for the property tax revenue estimate) was calculated using the estimated average assessment per unit multiplied by the number of units for each development type.

Figure 21
Estimated Assessment Values

Residential

Type Description	Average Assessment per Unit	Number of Units	Assessed Value
Single/Semi Detached	395,000	1,696	\$669,920,000
Townhomes	315,000	420	\$132,300,000
Apartments	313,000	269	\$84,197,000
Total		2,385	\$886,417,000

Information above based on MPAC Assessments within Wellington County

Non-residential

Type Description	Average Assessment per Sq.ft.	Est. GFA	Assessed Value
Industrial	45.00	1,596,000	\$71,820,000
Commercial / Institutional	75.00	427,500	\$32,062,500
Primary	22.50	175,000	\$3,937,500
Total		2,198,500	\$107,820,000

Information above based on MPAC Assessments within Wellington County

Note: Primary Assessment is assumed to be 50% of Industrial

5.2.4 Impact on the Township’s Operating Budget

This section examines the potential impact of the buildout of the 2051 incremental residential and non-residential developments on the Township’s operating budget. This is done by examining the revenue and expenditure implications separately, and then together with reference to net operating position.

An additional analysis has been carried out to include an annual lifecycle contribution from capital projects identified in the 2022 D.C. study. This assessment assumes a similar cost per capita and per employee for growth-related infrastructure works from the 2022 D.C. study and applies it to these future developments.

5.2.4.1 Operating Expenditure Implications

Figure 22 summarizes the Township’s “Revenue Fund” or “Operating Fund” transactions for 2022 (based on the Township’s Financial Information Return (F.I.R.)). This represents a simple “model” of the Township’s financial position for the operating fund and provides the structure of the financial impact analysis contained in this chapter.

Figure 23 modifies the operating expenditures shown in Figure 22 by netting “Interest on Long Term Debt”, “External Transfers”, and “Amortization” from the total. The debt charges are for “sunk” investments, unaffected by growth. The external transfers can vary significantly from year to year and relate largely to capital expenditures and general reserves, which are addressed separately in this analysis. Further, amortization is an accounting allocation which seeks to capture annual replacement costs. As this is based on historical costs, a separate analysis on lifecycle expenditures (based on future replacement cost) is required. It is therefore appropriate to remove these three classes of expenditures from the spending base, before determining incremental loss and/or average operating fund spending levels per capita and employee.

Figure 24 allocates the Township’s existing operating expenditure components between the needs of residential development and non-residential development, based on differences in the amount of such development and the need for particular types of services in each case. The expenditure allocation is then presented on a per household/per employee basis. The expenditures are divided between residential and non-residential development based on varying proportions for each service. Most expenditures have been shared on a population-to-employment basis. As the 2024 population is estimated to be 13,800 and employment is 5,240, these costs are split approximately 72%/28%. For parks and recreation and cemeteries, a minor allocation has been provided to non-residential development which acknowledges some usage by the non-residential sector (5%).

Figure 25 assesses each of the Township’s key tax-supported service components in relation to the proposed development to determine how the operating costs are likely to be impacted based on the characteristics and location of the developments.

Figure 22
Summary of Consolidated Expenditures and Revenues
2022 F.I.R. Data ('000's \$)

Summary of Consolidated Expenditures and Revenues	General Levy
1. GROSS EXPENDITURES	
1.1 General Government	1,362.5
1.2 Fire	1,056.3
1.3 Protective Inspection and Control	678.8
1.4 Building Permit and Inspection Services	5.7
1.5 Emergency Measures	44.7
1.6 Roadways & Winter Control	7,022.7
1.7 Street Lighting	117.6
1.8 Wastewater Collection/Conveyance	1,578.8
1.9 Wastewater Treatment & Disposal	1,253.7
1.10 Water Treatment	1,616.7
1.11 Cemeteries	123.4
1.12 Parks	180.5
1.13 Recreation Facilities	2,137.3
1.14 Planning and Zoning	195.1
1.15 Commercial and Industrial	637.7
Total Gross Expenditures	18,011.6
2. REVENUES	
2.1 Payment in Lieu of Taxes	164.6
2.2 Unconditional Grants	1,300.6
2.3 Specific Grants	2,865.5
2.4 Revenue from Other Municipalities	111.1
2.5 Total User Fees and Service Charges	6,200.4
2.6 Licenses, Permits, Rents etc.	912.9
2.7 Fines and Penalties	152.9
2.8 Investment Income	750.0
2.9 Gain/Loss on sale of land & Capital Assets	200.4
2.10 Deferred Revenue Earned	95.5
2.11 Donations & Donated Tangible Capital Assets	52.2
2.12 Other Revenues from Government Business Enterprise	536.0
2.13 Other: Other Revenue	74.3
2.14 Total of all supplementary taxes (Supps, Omits, Section 359)	553.0
2.15 Business improvement area	30.0
2.16 (Surplus) / Deficit	(4,258.8)
Total Revenues	9,740.6
NET EXPENDITURES	8,271.0
3. PROPERTY TAXATION	8,271.0

Figure 23
Summary of Net Operating Expenditures (2022 F.I.R. Data)

Category	Total Gross Expenditures	Interest on Long Term Debt	External Transfers	Amortization	Net Operating Expenditures
1.1 General Government	1,362,506	-	-	92,717	1,269,789
1.2 Fire	1,056,286	-	-	224,085	832,201
1.3 Protective Inspection and Control	678,758	-	178,152	-	500,606
1.4 Building Permit and Inspection Serv	5,722	-	-	-	5,722
1.5 Emergency Measures	44,701	-	-	-	44,701
1.6 Roadways & Winter Control	7,022,687	-	-	3,618,071	3,404,616
1.7 Street Lighting	117,604	-	-	21,695	95,909
1.8 Wastewater Collection/Conveyance	1,578,846	193,524	-	-	1,385,322
1.9 Wastewater Treatment & Disposal	1,253,712	-	-	1,253,712	-
1.10 Water Treatment	1,616,657	-	-	392,728	1,223,929
1.11 Cemeteries	123,442	-	-	1,341	122,101
1.12 Parks	180,522	-	-	-	180,522
1.13 Recreation Facilities	2,137,325	-	-	463,736	1,673,589
1.14 Planning and Zoning	195,123	-	-	-	195,123
1.15 Commercial and Industrial	637,691	-	-	-	637,691
TOTAL	18,011,582	193,524	178,152	6,068,085	11,571,821

Note: the water and wastewater information presented in Figure 23 is for illustrative purposes to summarize the total operating expenditures within the Township. The water and wastewater impacts have not been assessed at this time.

Figure 24
Average Cost per Capita and per Employee (2022 F.I.R. Data)

Category	Total Net Operating Expenditure	Residential Share		Cost Per Capita	Non-Residential Share		Cost Per Employee
		%	\$		%	\$	
1. Expenditures							
1.1 General Government	1,269,789	72%	920,330	66.69	28%	349,459	66.69
1.2 Fire	832,201	72%	603,171	43.71	28%	229,030	43.71
1.3 Protective Inspection and Control	500,606	72%	362,834	26.29	28%	137,772	26.29
1.4 Building Permit and Inspection Service	5,722	72%	4,147	0.30	28%	1,575	0.30
1.5 Emergency Measures	44,701	72%	32,399	2.35	28%	12,302	2.35
1.6 Roadways & Winter Control	3,404,616	72%	2,467,631	178.81	28%	936,985	178.81
1.7 Street Lighting	95,909	72%	69,514	5.04	28%	26,395	5.04
1.11 Cemeteries	122,101	95%	115,996	8.41	5%	6,105	1.17
1.12 Parks	180,522	95%	171,496	12.43	5%	9,026	1.72
1.13 Recreation Facilities	1,673,589	95%	1,589,910	115.21	5%	83,679	15.97
1.14 Planning and Zoning	195,123	72%	141,423	10.25	28%	53,700	10.25
1.15 Commercial and Industrial	637,691	0%	0	0.00	100%	637,691	121.70
TOTAL	8,962,570		6,478,851	469.49		2,483,719	474.00
Current Year Population (Includes Undercount)	13,800	72%					
Current Year Employment (Exclude WAH and NFPOW)	5,240	28%					

Figure 25
Operating Expenditures – Growth Sensitivity Analysis (Tax Supported – 2022\$)

Expenditure Category	RESIDENTIAL			NON-RESIDENTIAL		
	Net Expenditure per Capita	Growth Share %	Net Expenditure Recast	Net Expenditure per Employee	Growth Share %	Net Expenditure Recast
1.1 General Government	66.69	50%	33.35	66.69	50%	33.35
1.2 Protection to Person and Property						
1.2.1 Fire	43.71	100%	43.71	43.71	100%	43.71
1.2.2 Protective Inspection and Control	26.29	100%	26.29	26.29	100%	26.29
1.2.3 Building Permit and Inspection Service	0.30	100%	0.30	0.30	100%	0.30
1.2.4 Emergency Measures	2.35	100%	2.35	2.35	100%	2.35
1.3 Transportation Services						
1.3.1 Roadways & Winter Control	178.81	75%	134.11	178.81	75%	134.11
1.3.2 Street Lighting	5.04	75%	3.78	5.04	75%	3.78
1.4 Health Services						
1.4.1 Cemeteries	8.41	50%	4.21	1.17	50%	0.59
1.5 Recreation and Cultural Services						
1.5.1 Parks	12.43	75%	9.32	1.72	75%	1.29
1.5.2 Recreation Facilities	115.21	100%	115.21	15.97	100%	15.97
1.6 Planning and Development						
1.6.1 Planning and Zoning	10.25	100%	10.25	10.25	100%	10.25
TOTAL	469.49		382.88	474.00		393.69

The “Growth Share %” column denotes a particular percentage factor in each case. This factor reflects any variation from the current overall average per household expenditure level, which is called for in dealing with a development increment. For instance, if the average existing expenditure for a service is \$100 per capita, economies of scale or other efficiencies, may indicate that service costs for the growth increment alone are likely to be lower than average, say 90% (or \$90 per capita), while being unaltered for the base population. This determination has been based on analysis of the municipality’s budget, discussions with Township staff, practices elsewhere, and the consultant’s experience. The provisions made are considered to be adequate with respect to the proposed developments and existing service capacity in the Township.

These percentage attributions are used to compute average incremental operating costs per household and per employee, which is reflected in the “Net Expenditure” column. The per household and employee expenditure averages are utilized, subsequently, to estimate the incremental expenditure requirement generated by growth.

Based on the analysis provided in Figure 25, the forecast of annual expenditures has been undertaken. Figure 26 provides for the per household and per employee amount

multiplied by the assumed growth take-up as provided in Figures 19 and 20. The total line provides for the product of this calculation.

Figure 26
Operating Expenditures Summary (Tax Supported – 2022\$)

CATEGORY	Cost Per Capita	Cost Per Employee	Incremental Expenditures (2022\$)
1. Expenditures			
1.1 General Government	33.35	33.35	286,777
1.2 Fire	43.71	43.71	375,862
1.3 Protective Inspection and Control	26.29	26.29	226,068
1.4 Building Permit and Inspection Services	0.30	0.30	2,580
1.5 Emergency Measures	2.35	2.35	20,208
1.6 Roadways & Winter Control	134.11	134.11	1,153,212
1.7 Street Lighting	3.78	3.78	32,504
1.11 Cemeteries	4.21	0.59	28,799
1.12 Parks	9.32	1.29	63,721
1.13 Recreation Facilities	115.21	15.97	787,745
1.14 Planning and Zoning	10.25	10.25	88,140
1.15 Commercial and Industrial	-	121.70	248,877
TOTAL	382.88	393.69	3,314,492

5.2.4.2 Operating Revenue Implications

Figure 27 sets out the 2022 non-tax revenues for the Township as outlined in Figure 22. The figure distinguishes the revenues by service specific revenues (defined as being directly related to individual programs) and those being of a general nature.

Figure 28 assesses the 2022 non-tax revenues as to those which may be directly affected by growth. Generally, any unconditional grants and subsidies have been eliminated and the residual amounts are assessed as to their applicability to growth. The costs are then allocated between the population and employees to provide a per capita and per employee revenue.

Figure 29 assesses the estimated proportionate share of growth in a similar manner as provided in Figure 26. Figure 30 then determines the forecast non-tax revenue to be generated annually based on the buildout of the incremental growth to 2051 provided in Figures 19 and 20.

Figure 27
Operating Revenue Summary (2022\$)

CATEGORY	NON-TAX OPERATING REVENUES (2022\$)							Total Revenue - FIR
	Ontario Conditional Grants	Canada Conditional Grants	Other Municipalities	User Fees and Service Charges	Ontario Grants - Tangible Capital Assets	Canada Grants - Tangible Capital Assets	User Fees, Service Charges, and Grants	
2. Revenues								
2.1 <u>Service Specific Non-Tax Revenues</u>								
General Government	-	2,100	-	10,028	-	-	12,128	12,128
Fire	-	-	101,050	-	-	-	-	101,050
Roadways & Winter Control	28,017	4,200	-	57,332	2,760,399	-	89,549	2,849,948
Wastewater Collection/Conveyance	-	-	-	2,837,951	-	-	2,837,951	2,837,951
Water Treatment	-	-	-	2,401,711	-	-	2,401,711	2,401,711
Cemeteries	-	-	-	62,082	-	-	62,082	62,082
Recreation Facilities	-	28,846	10,000	567,789	-	-	596,635	606,635
Planning and Zoning	-	-	-	252,885	-	-	252,885	252,885
Commercial and Industrial	28,000	13,900	-	10,648	-	-	52,548	52,548
2.2 <u>Other Non-Tax Revenues</u>								
Payment in Lieu of Taxes								164,558
Unconditional Grants								1,300,600
Specific Grants								2,865,462
Revenue from Other Municipalities								111,050
Total User Fees and Service Charges								6,200,426
Licenses, Permits, Rents etc.								912,852
Fines and Penalties								152,908
Investment Income								749,998
Gain/Loss on sale of land & Capital Assets								200,442
Deferred Revenue Earned								95,535
Donations & Donated Tangible Capital Assets								52,220
Other Revenues from Government Business Enterprise								535,976
Other: Other Revenue								74,288
Total of all supplementary taxes (Supps, Omits, Section 359)								553,046
Business improvement area								30,000
(Surplus) / Deficit								(4,258,802)
TOTAL	56,017	49,046	111,050	6,200,426	2,760,399	-	6,305,489	

Note: the water and wastewater information presented in Figure 27 is for illustrative purposes to summarize the total operating revenues within the Township. The water and wastewater impacts have not been assessed at this time.

Figure 28
Non-Tax Operating Revenue Summary – Average Revenue Per Capita and Per Employee (2022\$)

CATEGORY	Total Net Operating Revenue and Grants	Residential Share		Revenue Per Capita	Non-Residential Share		Revenue Per Employee ²
		%	\$		%	\$	
2. Revenues							
2.1 <u>Service Specific Non-Tax Revenues</u>							
General Government	12,128	72%	8,790	0.64	28%	3,338	0.64
Roadways & Winter Control	89,549	72%	64,904	4.70	28%	24,645	4.70
Cemeteries	62,082	95%	58,978	4.27	5%	3,104	0.59
Recreation Facilities	596,635	95%	566,803	41.07	5%	29,832	5.69
Planning and Zoning	252,885	72%	183,289	13.28	28%	69,597	13.28
Commercial and Industrial	52,548	0%	-	-	100%	52,548	10.03
2.2 <u>Other Non-Tax Revenues</u>							
Payment in Lieu of Taxes	164,558	n/a	-	-	n/a	-	-
Unconditional Grants	1,300,600	n/a	-	-	n/a	-	-
Specific Grants ¹	2,865,462	n/a	-	-	n/a	-	-
Revenue from Other Municipalities	111,050	n/a	-	-	n/a	-	-
Total User Fees and Service Charges ¹	6,200,426	n/a	-	-	n/a	-	-
Licenses, Permits, Rents etc.	912,852	72%	661,626	47.94	28%	251,226	47.94
Fines and Penalties	152,908	72%	110,826	8.03	28%	42,082	8.03
Investment Income	749,998	72%	543,591	39.39	28%	206,407	39.39
Gain/Loss on sale of land & Capital Assets	200,442	n/a	-	-	n/a	-	-
Deferred Revenue Earned	95,535	n/a	-	-	n/a	-	-
Donations & Donated Tangible Capital Assets	52,220	n/a	-	-	n/a	-	-
Other Revenues from Government Business Enterprise	535,976	n/a	-	-	n/a	-	-
Other: Other Revenue	74,288	72%	53,843	3.90	28%	20,445	3.90
Total of all supplementary taxes (Supps, Omits, Section 36)	553,046	n/a	-	-	n/a	-	-
Business improvement area	30,000	n/a	-	-	n/a	-	-
(Surplus) / Deficit	(4,258,802)	n/a	-	-	n/a	-	-
TOTAL	10,806,386	-	2,252,651	163.22	-	703,223	134.19

Current Year Population (Includes Undercount) 13,800

Current Year Employment (Exclude WAH and NFPOW) 5,240

¹ Specific grants and Total User Fees and Service Charges have been included in section 2.1 above

Figure 29
Non-Tax Operating Revenue – Growth Sensitivity Analysis (Tax Supported – 2022\$)

REVENUE CATEGORY	RESIDENTIAL			NON-RESIDENTIAL		
	Net Revenue per Capita	Growth Share %	Net Revenue Recast	Net Revenue per	Growth Share %	Net Revenue Recast
2.1 <u>Service Specific Non-Tax Revenues</u>						
General Government	0.64	50%	0.32	0.64	50%	0.32
Roadways & Winter Control	4.70	75%	3.53	4.70	75%	3.53
Cemeteries	4.27	50%	2.14	0.59	50%	0.30
Recreation Facilities	41.07	100%	41.07	5.69	100%	5.69
Planning and Zoning	13.28	100%	13.28	13.28	100%	13.28
Commercial and Industrial	-	0%	-	10.03	100%	10.03
Sub-total	63.96		60.34	34.93		33.15
2.2 <u>Other Non-Tax Revenues</u>						
Licenses, Permits, Rents etc.	47.94	100%	47.94	47.94	100%	47.94
Fines and Penalties	8.03	100%	8.03	8.03	100%	8.03
Investment Income	39.39	100%	39.39	39.39	100%	39.39
Other: Other Revenue	3.90	50%	1.95	3.90	50%	1.95
Sub-total	99.26		97.31	99.26		97.31
TOTAL	163.22		157.65	134.19		130.46

Figure 30
Non-Tax Operating Revenue Summary (Tax Supported – 2022\$)

CATEGORY	Revenue Per Capita	Revenue Per Employee	Incremental Revenues (2022\$)
2. Revenues			
2.1 <u>Service Specific Non-Tax Revenues</u>			
General Government	0.32	0.32	2,752
Roadways & Winter Control	3.53	3.53	30,354
Cemeteries	2.14	0.30	14,639
Recreation Facilities	41.07	5.69	280,809
Planning and Zoning	13.28	13.28	114,195
Commercial and Industrial	-	10.03	20,511
2.2 <u>Other Non-Tax Revenues</u>			-
Licenses, Permits, Rents etc.	47.94	47.94	412,236
Fines and Penalties	8.03	8.03	69,050
Investment Income	39.39	39.39	338,715
Other: Other Revenue	1.95	1.95	16,768
TOTAL	157.65	130.46	1,300,029

5.2.4.3 Taxation Revenue

Based on the Weighted Assessment Increment calculations provided in Figure 21, a forecast of the taxation revenue to be generated at buildout was undertaken using the 2024 tax rates (note: while the FIR data is based on 2022\$, the Township requested that the 2024 tax rates be utilized for the purposes of this section). Figure 31 provides for this calculation at buildout. In undertaking this calculation, it is recognized that the undeveloped properties located throughout the Township (which are the assumed existing farmland areas that will be the future site of the residential and non-residential developments) do currently pay property taxes to the Township, which is estimated at \$12,411 (based on the current assessment and 2024 farm tax rate). The existing property tax amount has been netted from the estimated taxation revenue estimate to establish the additional taxation revenue increment.

Figure 31
Property Tax Revenue

Property Tax Classes	Municipal Property Tax Revenue (2024\$)
1. Property Tax¹	
Residential Growth	
<i>Residential Assessment (RT)</i>	886,417,000
Property Tax Revenue 0.5559%	4,927,982
Total Residential Property Tax Revenue	4,927,982
Non-residential Growth	
<i>Commercial Assessment (CT)</i>	32,062,500
Property Tax Revenue 0.8289%	265,770
Total Commercial Property Tax Revenue	265,770
Non-residential Growth	
<i>Industrial Assessment (IT)</i>	71,820,000
Property Tax Revenue 1.3343%	958,270
Total Industrial Property Tax Revenue	958,270
Non-residential Growth	
<i>Farmland Assessment (FT)</i>	3,937,500
Property Tax Revenue 0.1390%	5,473
Total Industrial Property Tax Revenue	5,473
<i>Less Existing Property Tax Revenue</i>	12,411
TOTAL PROPERTY TAX REVENUE	6,145,084

¹ Tax Rates (2024)	General Tax Rate
2024 Residential Tax Rate (RT)	0.5559%
2024 Multi-Residential Tax Rate (MT)	1.0563%
2024 Commercial Tax Rate (CT)	0.8289%
2024 Industrial Tax Rate (IT, IH, JT)	1.3343%
2024 Farmlands and Managed Forest Tax Rate (FT)	0.1390%

5.2.4.4 Lifecycle Analysis

Infrastructure that is constructed or assumed by the Township will require replacement at the end of their useful life. This replacement of capital is often referred to as asset management or lifecycle cost. The method selected in this analysis to assess future

asset replacement costing is the sinking fund method which provides that money will be contributed annually and invested, so that those funds will grow over time to equal the amount required for future replacement.

Figures 32 and 33 provides for an analysis of the residential and non-residential indirect lifecycle costs, within the context of the capital identified in the Township’s 2022 D.C. study. The D.C. study identified a forecasted growth of 4,403 population / 1,459 employment in the Township to 2041. Given that the growth forecast contained within this report is to 2051, the Township’s D.C. study will need to be updated to reflect the new growth forecast and potentially new infrastructure costs.

The annual lifecycle contribution amounts have been divided by their respective forecast period populations to generate a per capita/per employee cost by service (the residential and non-residential splits are based on the Township’s D.C. Study). These per capita and per employee costs have been multiplied by the proposed development’s population forecast of 6,554 people and 2,045 employees, respectively.

The analysis herein only provides for the D.C. related lifecycle costs. The Township will need to assess the impacts of the internal capital works that will be constructed as part of the proposed residential and non-residential developments.

Note: The analysis in Figures 32 and 33 are with respect to non-water/wastewater assets only. As stated earlier, the impacts related to water and wastewater have not been assessed at this time.

Figure 32
Indirect Annual Lifecycle Costs (Residential)

Service	Annual Lifecycle Contribution	Annual Lifecycle Contribution (Residential)	D.C. Forecast Population	Annual Lifecycle Contribution Per Capita	Proportionate Share of Annual Lifecycle costs for the 2051 Residential Growth (6,554 people)
Roads and Related	123,215	88,715	4,403	20.15	132,054
Fire Protection Services	2,550	1,836	2,124	0.86	5,665
By-law Services	202	146	2,124	0.07	450
Outdoor Recreation Services	13,569	12,891	2,124	6.07	39,777
Indoor Recreation Services	32,775	31,137	2,124	14.66	96,078
Total - Township-wide Services	172,312	134,724			274,024

Figure 33
Indirect Annual Lifecycle Costs (Non-Residential)

Service	Annual Lifecycle Contribution	Annual Lifecycle Contribution (Non-Residential)	D.C. Forecast Employment	Annual Lifecycle Contribution Per Capita	Proportionate Share of Annual Lifecycle costs for the 2051 Non-Residential Growth (2,045 employees)
Roads and Related	123,215	34,500	1,459	23.65	48,357
Fire Protection Services	2,550	714	1,459	0.49	1,001
By-law Services	202	57	1,459	0.04	79
Outdoor Recreation Services	13,569	678	867	0.78	1,600
Indoor Recreation Services	32,775	1,639	867	1.89	3,865
Total - Township-wide Services	172,312	37,588			54,903

5.2.4.5 Net Operating Impacts to the Township

Figure 34 summarizes the foregoing analysis over a planned forecast period. This table calculates the operating expenditures, indirect lifecycle costs, non-tax revenues and taxation revenues to provide for the net annual financial position.

Figure 34
Summary of the Tax Supported Impacts to the Township

Summary of Fiscal Impact	At Buildout
1. Revenues	
1.1 Property Tax	
Residential Growth	4,927,982
Non-residential Growth	1,229,513
Less Existing Property Tax	12,411
Total Property Tax Revenue	6,145,084
1.2 Non-Tax	
Residential Growth	1,033,238
Non-residential Growth	266,791
Total Non-Tax Revenue	1,300,029
1.3 Total Revenue	
Residential Growth	5,961,220
Non-residential Growth	1,496,304
Less Existing Property Tax	12,411
Total Revenue	7,445,113
2. Expenditures	
2.1 Operating	
Residential Growth	2,509,396
Non-residential Growth	805,096
Total Operating Expenditures	3,314,492
2.2 Lifecycle	
Broader City-wide Lifecycle Impacts	328,927
Total Expenditures	3,643,418
3. Surplus (Deficit)	3,801,694

Based on the results provided in Figure 34, the residential and non-residential developments would provide a net positive contribution to the Township, with an estimated surplus of \$3.8 million annually for the tax supported services.

As mentioned in section 5.2.1, the analysis contained herein does not include an assessment of future capital infrastructure that would be required to 2051 due to costing

information currently being unavailable. The fiscal impact will need to be updated subsequent to the development of these capital costs, which will impact the overall surplus/deficit figures presented herein.

Chapter 6

Strategic Growth Directions

6. Strategic Growth Directions

Provided below is a summary of strategic growth directions for the Township in managing growth over the long term. These strategic directions have been organized according to the guiding principles discussed in Chapter 2. The strategic growth directions encompass two types of actions: approaches and initiatives. Approaches are overarching recommended strategies that guide planning and decision-making processes. Initiatives are specific projects and programs implemented to achieve the Township’s growth management objectives. The recommended strategic growth directions also identify whether the Township of Wellington North would be leading this approach or initiative, or whether it would be in partnership with the County of Wellington. It is important to recognize that some of the strategic growth directions below are already being carried out by the Township and are included as a recommendation to continue. These tables should be reviewed regularly by Township staff and Council and updated where necessary.

Together as One: Wellington North

Strategic Growth Direction	Approach or Initiative	Township Leading or Partnership with County?
1. Ensure decisions on accommodating growth are viewed at a Township-wide perspective.	Approach	County/ Township
2. Celebrate and share the Township’s history, accomplishments, assets, and community pride.	Approach	Township-Led
3. Explore undertaking a review of the “Township’s brand” in marketing the Township and bringing residents and businesses across the Township together.	Initiative	Township-Led

Championing Environmental Stewardship and Protecting Resources for Future Generations

Strategic Growth Direction	Approach or Initiative	Township Leading or Partnership with County?
<p>1. Integrate climate change considerations with infrastructure and planning decisions. For example, encourage developments to incorporate natural systems into urban development, such as parks and greenspaces that serve as flood control areas. Further information on incorporating Green Standards in development can be considered through the Green Development Standards currently underway by the County of Wellington, a joint initiative with the County of Grey and the County of Dufferin. The Green Development Standards are anticipated to be completed by November 2024.^[1]</p>	Approach	County/ Township
<p>2. As part of the planning and development application review, require development to be designed to maximize the retention of existing trees and vegetation, wetlands, riparian and/or other wildlife habitats through greenspaces and green infrastructure.</p>	Approach	County/ Township
<p>3. Commission stormwater studies to obtain the performance metrics required by O. Reg. 588/17: Asset Management Planning for Municipal Infrastructure, specifically the percentage of properties in the municipality resilient to a 100-year storm, and the percentage of the network resilient to a five-year storm.^[2]</p>	Initiative	Township-Led

^[1] County of Wellington website – Green Development Standards: <https://www.wellington.ca/business/planning-development/major-projects/green-development-standards>, retrieved August 24, 2024.

^[2] A recommendation identified in the Township of Wellington North 2021 Asset Management Plan, Transportation, Stormwater, Water and Wastewater Services, 2021, p. 27.

Strategic Growth Direction	Approach or Initiative	Township Leading or Partnership with County?
4. Continued to support efforts to increase the vegetation (e.g., trees, shrubs, etc.) within the Urban Centres through any necessary updates to the Township’s Municipal Servicing Standards document. Increasing the requirement of vegetation levels will need to consider the appropriate type and level of vegetation based on the development and site context.	Initiative	Township-Led
5. Lead by example – review opportunities for Township operations to be more “green.”	Initiative	Township-Led

Supporting Responsible and Sustainable Growth and Infrastructure

Strategic Growth Direction	Approach or Initiative	Township Leading or Partnership with County?
1. Ensure the phasing, pace, and scale of all new future development will be aligned with the timing of infrastructure delivery in a fiscally and sustainable manner.	Approach	Township-Led
2. The further development of any designated Future Development lands in Mount Forest and Arthur should be directed by a comprehensive planning exercise which considers: community design, transportation, parks and trails, servicing, stormwater management, housing types, commercial needs, and other matters. It is anticipated that the Township will undertake a secondary planning exercise to guide the development of the future development lands once servicing has been rationalized and the Township and County are satisfied that there is a need for additional Community Area lands (residential or commercial).	Initiative	Township-Led
3. Expand the Sewage Allocation Policy to include water/wastewater for the Township’s Urban Centres to manage and phase	Initiative	Township-Led

Strategic Growth Direction	Approach or Initiative	Township Leading or Partnership with County?
residential and employment growth to 2051. Policy will provide transparency on growth priorities (balancing residential and non-residential demands and location), what improvements are required, and the timelines.		
4. Continue to plan for the implementation of the Arthur Wastewater Treatment Plant Phase 2 Expansion and cost recovery of the growth-related share of these investments through development charges.	Initiative	Township-Led
5. Develop a Master Stormwater Management Plan based on sub-watershed planning.	Initiative	Township-Led
6. Ensure cost-effective development and land use patterns and require development to demonstrate the fiscal management of growth-related costs.	Approach	County/ Township
7. Continue to work with the school boards to provide growth information to assess school accommodation needs and promote integrated planning of recreation and safe access to schools.	Approach	Township-Led

Embracing Creative and Innovative Solutions

Strategic Growth Direction	Approach or Initiative	Township Leading or Partnership with County?
1. Allow for creativity in the development process while meeting provincial, County, and Township planning requirements.	Approach	County/ Township
2. Continue to encourage early consultation with applicants on planning and development applications to allow for more involvement with Township and County staff in the vision of the proposed development.	Approach	County/ Township

Engaging Residents, Businesses and Community Groups

Strategic Growth Direction	Approach or Initiative	Township Leading or Partnership with County?
1. Include the engagement of local residents and businesses in planning processes and use input to inform planning decisions.	Approach	Township-Led
2. Enhance information sharing and participation with residents for the Township to increase engagement and sense of community.	Approach	Township-Led

Preserving the Character and Vibrancy of Our Communities and Countryside

Strategic Growth Direction	Approach or Initiative	Township Leading or Partnership with County?
1. Continue to develop and support tourism related to cultural heritage, recreation, agriculture, outdoor adventure, etc.	Approach	County/ Township
2. Ensure the Township's downtown and main street areas continue to function as important public realms for commerce and community interactions. In addition, encourage developments within the downtown areas to contribute towards the enhancement of a sense of community and gathering place.	Approach	Township-Led
3. Continue to support Community Improvement Plans that promote continual investment in our urban centres. Consider developing and implementing design guidelines.	Initiative	Township-Led
4. Continue to recognize the importance of agriculture in the Township and ensure its continued viability by protecting prime agricultural areas.	Approach	County/ Township

Nurturing a Diverse and Adaptable Local Economy and Employment Base

Strategic Growth Direction	Approach or Initiative	Township Leading or Partnership with County?
1. Develop an Employment Strategy that recommends tools and policies to protect and diversify the economic base of the Township.	Initiative	Township-Led
2. Continue efforts to support downtown revitalization, ensuring a strong core in our urban areas.	Initiative	Township-Led
3. Continue to support S.M.E. (Small Medium-Sized Enterprises) in our community, recognizing the importance of S.M.E. as part of our economic base.	Initiative	Township-Led
4. Consider opportunities to support labour force retention and development, entrepreneurs, and business incubators (facilities that are available for business start-ups).	Initiative	County/ Township
5. Continue to support municipal involvement in the development of employment lands, including working with neighbouring jurisdictions to identify opportunities for collaboration.	Initiative	Township-Led
6. Protect employment lands to balance job growth and residential growth and provide opportunities for investment and growth.	Approach	County/ Township
7. Develop and maintain a database of vacant industrial land in the Township in order to maintain regular updates on vacant land supply opportunities.	Initiative	Township-Led
8. Participate in strategic partnerships and programs to capitalize on economic development opportunities that involve industrial land development.	Approach	Township-Led
9. Undertake and facilitate new planning activities to encourage industrial development/ redevelopment of industrial areas in an orderly, cost-effective way, and ensure development opportunities are continually available.	Approach	County/ Township
10. Continue to streamline development approval processes and enhance communication and	Approach	County/ Township

Strategic Growth Direction	Approach or Initiative	Township Leading or Partnership with County?
customer service to facilitate the development of industrial land and buildings.		
11. Conduct analysis of non-residential development charges to ensure the municipality stays competitive.	Initiative	Township-Led

Providing Diverse and Affordable Options for Housing

Strategic Growth Direction	Approach or Initiative	Township Leading or Partnership with County?
1. Provide an increased range and mix of attainable housing and affordable housing options, including a variety of densities by structure type and tenure (ownership and rental) to accommodate a changing, diverse population base of all backgrounds, ages, and incomes in keeping with high-quality urban design standards while maintaining the Township’s small-town charm.	Approach	County/ Township
2. Stress that the County’s residential density targets are minimums and advocate for higher densities of development to maximize the yield of housing on land.	Approach	County/ Township
3. Prepare an Intensification and Infill Strategy that will explore future opportunities for housing. This Strategy would build upon the work carried out by the County of Wellington as part of the O.P.R.	Initiative	Township-Led
4. Advocate for a range of housing options in development application plans.	Initiative	Township-Led
5. Continue to support development charges exemptions for purpose-built rental housing and development within the built-up area (intensification).	Initiative	Township-Led
6. Continue to explore provincial and federal government programs to support affordable housing, such as the Canada Mortgage and	Initiative	Township-Led

Strategic Growth Direction	Approach or Initiative	Township Leading or Partnership with County?
Housing Corporation Housing Accelerator Fund.		
7. Develop a Housing Strategy, which should recommend an affordable housing target for Wellington North and related strategies, tools, and policies to meet identified housing needs, including incentives to increase the supply of rental housing. A key consideration should include attainable housing. ^[1]	Initiative	County/ Township
8. Consider flexible policies and zoning for residential and mixed-use development in the downtown areas, while protecting the vibrancy of the downtown areas for commercial activity.	Approach	County/ Township
9. As the Township grows, a key consideration for the Township will be the review of the Zoning By-law. A review of the Zoning By-law will ensure that the Township's Zoning By-law provides a framework to accommodate new, desired development forms and employment opportunities, and provides an opportunity to tackle climate resiliency. Furthermore, there may be an opportunity to consolidate zones, to provide more simplicity.	Initiative	County/ Township

Enhancing Mobility and Connectivity within the Township and Beyond

Strategic Growth Direction	Approach or Initiative	Township Leading or Partnership with County?
1. Develop a Transportation Master Plan (including roadway, open and unopen road	Initiative	Township-Led

^[1] Attainable housing is a relatively new concept that has not yet been defined by the Province in any provincial planning documents. According to the Rural Ontario Municipal Association (ROMA), attainable housing refers to housing that is adequate in condition (no major repairs needed), appropriate in size (bedrooms appropriate for the household), reasonably priced (for lower and moderate income households), and available (a range of housing options).

Strategic Growth Direction	Approach or Initiative	Township Leading or Partnership with County?
allowances, sidewalks, and trails), specifically a “Mobility Master Plan” that includes all forms of mobility.		
2. Priorities of the transportation system will include fiscal responsibility, accessibility, equity, and optimizing the use of transportation assets.	Approach	Township-Led
3. Develop a parking plan for the downtown areas that in addition to accommodating parking for motor vehicles also considers bicycle parking facilities and horse drawn vehicle parking facilities.	Initiative	Township-Led
4. Establish a “complete streets” policy and review traffic calming opportunities in the community. ^[1]	Initiative	Township-Led
5. Continue to support the County’s RideWell program (including Guelph Owen Sound Transportation) and advocate for service enhancements within the Township as the Township grows.	Initiative	County/ Township
6. Review the feasibility of future local/regional transit opportunities and truck by-pass options as the Township grows.	Initiative	Township-Led
7. Support developments that consider and incorporate pedestrian trails and cycling paths.	Approach	County/ Township
8. Support the efficient movement of goods, including agricultural equipment in planning for growth and infrastructure.	Approach	County/ Township
9. Review the existing transportation network and evaluate the future impacts of growth.	Initiative	Township-Led
10. Continue to recognize the unique transportation requirements of the Township’s rural communities, including accommodating	Approach	Township-Led

^[1] As defined by the organization, Complete Streets Canada, “complete streets” are safe for all users, regardless of age, ability, income, race, ethnicity, or mode of travel. By using a Complete Streets approach to designing road networks, we can create spaces that allow all users to thrive – not only motorists.

Strategic Growth Direction	Approach or Initiative	Township Leading or Partnership with County?
horses and buggies as a mode of transportation, as well as the parking stables for parking at large commercial facilities in Mount Forest.		

Ensuring the Safety and Wellbeing of Residents

Strategic Growth Direction	Approach or Initiative	Township Leading or Partnership with County?
1. Encourage developments in the Urban Area that create opportunities for residents to be physically active and socially engaged. Further, explore opportunities to ensure that the Township’s rural communities (e.g., Damascus, Conn and Kenilworth) have recreational facilities and programs.	Approach	County/ Township
2. Promote the design of new communities around opportunities to support active transportation to nearby public facilities and commercial uses.	Approach	County/ Township
3. Continue to focus on implementing the Municipal Cultural Plan. The quality of life within a community is intricately linked to its richness of cultural assets. The Municipal Plan will provide a supportive framework that enables culture to continue to thrive in the Township.	Initiative	Township-led
4. Support developments that include pedestrian trails and cycling paths.	Approach	County/ Township
5. Continue to implement the Wellington North Recreation Master Plan and consider how the recreational needs of the Township will change according to the change in	Initiative	Township-Led

Strategic Growth Direction	Approach or Initiative	Township Leading or Partnership with County?
demographics, as well as the location of new growth areas. ^[1]		

[1] This is an initiative that is currently underway by staff at the Township of Wellington North.

Chapter 7

Next Steps

7. Next Steps

The Township, in partnership with the County of Wellington, should continue to proactively monitor growth within the Township. As part of this review, the Township should also monitor growth as it relates to infrastructure and service needs. It is important to recognize that over the next couple of decades there will be updates to the growth forecast, allocations, and key growth targets (i.e., intensification and density) as part of an O.P.R. The County's next O.P.R. is likely to involve a longer time horizon, i.e., beyond 2051, and that will have an impact on land needs and infrastructure. As a result, to proactively prepare for discussions with the County, the Township should explore the infrastructure requirements of all Future Development lands within the Urban Centres of Mount Forest and Arthur through potential secondary plans or master plans. Exploring infrastructure requirements will also be key in preparing for potential discussions and planning applications by landowners or developers.

Furthermore, the Township should review the supply of the Township's vacant Employment Area lands more closely as part of an Employment Area Strategy. The Employment Area Strategy would explore the competitiveness of the Employment Areas, the appropriateness of vacant sites for industrial development, and opportunities to service vacant Employment Area lands.

Other key studies and initiatives that should be explored include an updated Transportation Mobility Plan, a Stormwater Study, an Intensification and Infill Strategy, a Downtown Parking Study, completing the Wellington North Recreation Master Plan, and a Housing Affordability Study. Furthermore, the Township should expand its Sewage Allocation Policy to include water/wastewater for the Township's Urban Centres to manage and phase residential and employment growth to 2051. This policy will provide transparency on growth priorities (balancing residential and non-residential demands and location), what improvements are required, and the timelines.

A reoccurring theme by members of the public included the need to bring the Township together as one collective community. It has been observed that there is a necessity to shift the focus from the distinctions among the communities within Wellington North towards acknowledging and emphasizing the commonalities they share. Looking forward, the Township is anticipated to accommodate a higher rate of growth and, as a result, will need to ensure that Council and the general public of the Township come together to make decisions on accommodating growth that impacts the Township as a whole.

Appendix A

Growth Forecast

Appendix A: Township of Wellington North Growth Forecasts

Figure E-1
Township of Wellington North Population and Housing Forecast to 2051

Year	Population (Including Census Undercount) ¹	Households					Persons Per Unit (PPU)
		Low Density ²	Medium Density ³	High Density ⁴	Other	Total	
2016	12,300	3,660	260	730	20	4,670	2.634
2021	12,800	3,780	330	730	20	4,860	2.634
2024	13,800	4,060	370	820	20	5,270	2.619
2026	14,700	4,260	420	880	20	5,580	2.634
2031	16,100	4,640	500	970	20	6,130	2.626
2036	17,400	4,960	610	990	20	6,580	2.644
2041	17,700	5,020	630	1,030	20	6,700	2.642
2046	19,600	5,520	760	1,080	20	7,380	2.656
2051	20,500	5,760	790	1,090	20	7,660	2.676

¹Based on Census undercount of 3%.

²Low density includes single-detached and semi-detached housing units.

³Medium density includes row housing units and back-to-back townhouses.

⁴High density includes apartments and stacked townhouses.

Notes: 2016 and 2021 are based on Statistics Canada Census. 2024 is an estimate by Watson & Associates Economists Ltd.

May not add up precisely due to rounding.

Source: Watson & Associates Economists Ltd.

Figure E-2
Township of Wellington North
Population and Housing Growth Forecast by Area

Arthur							
Year	Population (Including Census Undercount) ¹	Households					Persons Per Unit (PPU)
		Low Density ²	Medium Density ³	High Density ⁴	Other ⁵	Total	
2021	2,700	765	90	170	10	1,035	2.61
2024	3,300	925	132	173	10	1,240	2.66
2026	3,500	940	140	240	10	1,330	2.63
2031	3,900	1,060	170	260	10	1,500	2.60
2036	4,200	1,110	200	280	10	1,600	2.63
2041	4,400	1,140	200	310	10	1,660	2.65
2046	4,700	1,200	240	330	10	1,780	2.64
2051	4,800	1,240	250	340	10	1,840	2.61

2024 - 2051	1,500	315	118	167	-	600
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Mount Forest							
Year	Population (Including Census Undercount) ¹	Households					Persons Per Unit (PPU)
		Low Density ²	Medium Density ³	High Density ⁴	Other ⁵	Total	
2021	5,300	1,545	170	575	0	2,290	2.31
2024	5,800	1,628	238	648	0	2,490	2.33
2026	6,700	1,840	270	640	0	2,750	2.44
2031	7,600	2,060	330	710	0	3,100	2.45
2036	8,500	2,290	410	710	0	3,410	2.49
2041	8,600	2,300	430	720	0	3,450	2.49
2046	10,000	2,670	530	740	0	3,940	2.54
2051	10,500	2,820	540	750	0	4,110	2.55

2024 - 2051	4,700	1,192	302	102	-	1,620
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Rural							
Year	Population (Including Census Undercount) ¹	Households					Persons Per Unit (PPU)
		Low Density ²	Medium Density ³	High Density ⁴	Other ⁵	Total	
2021	4,800	1,460	0	0	5	1,465	3.28
2024	4,700	1,511	0	0	5	1,540	3.05
2026	4,500	1,480	0	0	5	1,485	3.03
2031	4,600	1,520	0	0	5	1,525	3.02
2036	4,700	1,570	0	0	5	1,575	2.98
2041	4,800	1,570	0	0	5	1,575	3.05
2046	5,000	1,650	0	0	5	1,655	3.02
2051	5,100	1,700	0	0	5	1,705	2.99

2024 - 2051	400	189	-	-	-	166
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¹Based on Census undercount of 3%.

²Low density includes single-detached and semi-detached housing units.

³Medium density includes row housing units and back-to-back townhouses.

⁴High density includes apartments and stacked townhouses.

Notes: 2021 is based on Statistics Canada Census. 2024 is an estimate by Watson & Associates Economists Ltd.

May not add up precisely due to rounding.

Source: Watson & Associates Economists Ltd.

Figure E-3
Township of Wellington North Population and Employment Growth Forecast to 2051

Year	Population (Including Census Undercount)¹	Employment	Employment Activity Rate
2016	12,300	7,100	58%
2021	12,800	7,300	57%
2024	13,800	7,600	55%
2026	14,700	7,700	52%
2031	16,100	8,300	52%
2036	17,400	8,900	51%
2041	17,700	9,400	53%
2046	19,600	10,000	51%
2051	20,500	10,500	51%
2024-2051	6,700	2,900	-

¹Based on Census undercount of 3%.

Notes: 2016 and 2021 are based on Statistics Canada Census. Employment for 2021 is an estimate by Watson & Associates Economists Ltd. 2024 is an estimate by Watson & Associates Economists Ltd. May not add up precisely due to rounding.

Source: Watson & Associates Economists Ltd.

Figure E-4
Township of Wellington North
Employment Growth Allocations

Time Period	Arthur	Mount Forest	Rural Area	Total
2024	2,370	3,840	1,390	7,600
2051	3,245	5,680	1,575	10,500
2024 to 2051	875	1,840	185	2,900

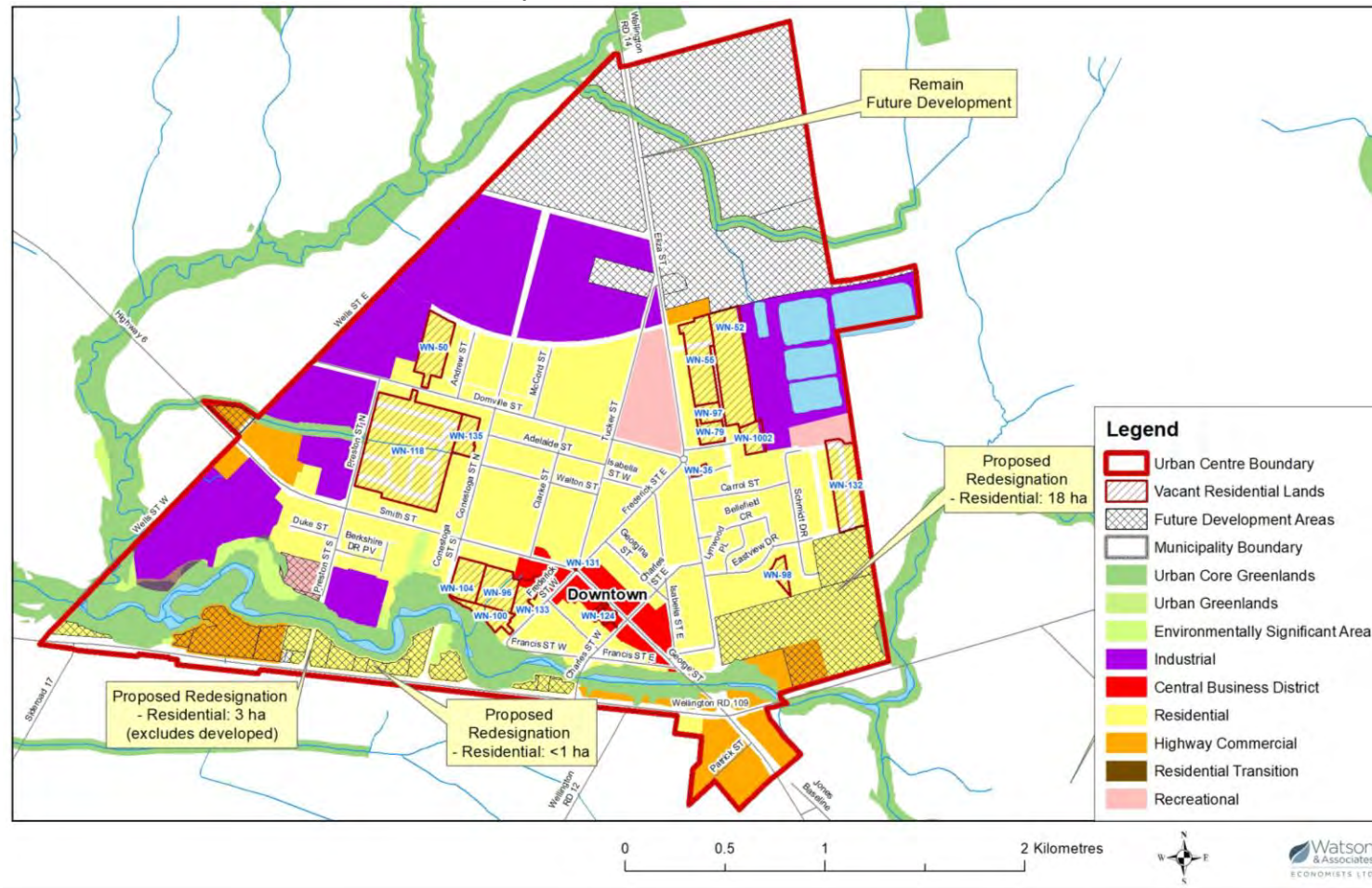
Source: Derived from the County of Wellington, Phase 1 MCR Report: Urban Structure and Growth Allocations prepared by Watson & Associates Economists Ltd., 2022. Estimate for 2024 by Watson & Associates Economists Ltd.

Appendix B

Land Supply and Housing Potential on Vacant Lands

Appendix B: Land Supply and Housing Potential on Vacant Lands

Figure B-1
Arthur Urban Centre
Map of Vacant Residential Lands



Note: Map includes proposed redesignation sites as part of County of Wellington O.P.A. 123.

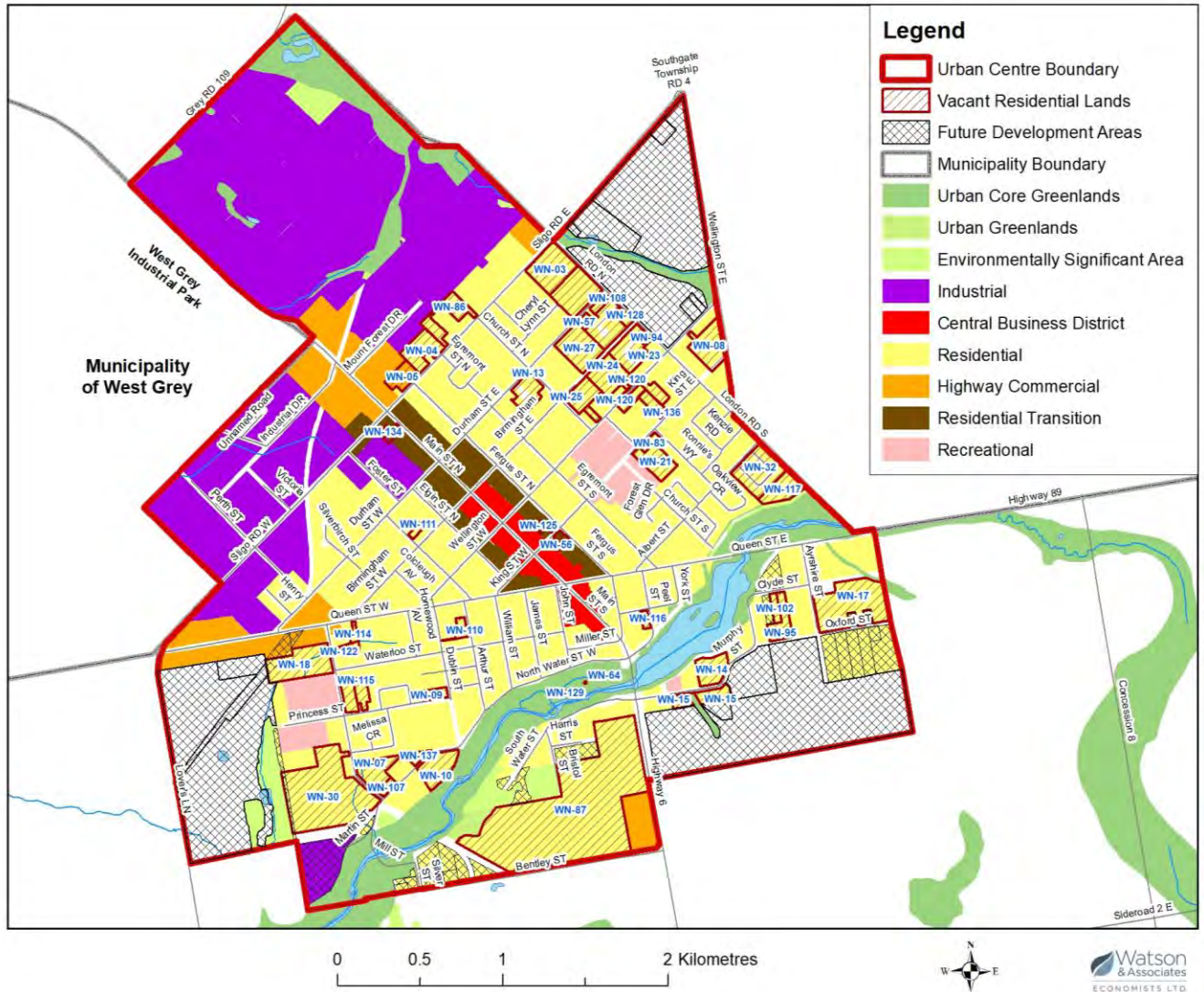
Source: Mapping data provide by County of Wellington Planning Department, 2023. Map prepared by Watson & Associates Economists Ltd.

**Figure B-2
Arthur Urban Centre
Housing Unit Potential Supply**

Map Id#	Urban Centre	Supply Category	Development	Low Density Units	Medium Density Units	High Density Units	Total Units	Built Boundary
WN-65	Arthur	Registered	Vacant Lots in Existing Neig	11	0	0	11	Yes
WN-96	Arthur	Registered	Frederick St West Lot	1	0	0	1	
WN-118	Arthur	Registered	Cachet Developments	38	64	0	102	Yes
WN-131	Arthur	Registered	Accessory Residential Units	0	0	0	0	Yes
WN-132	Arthur	Registered	Eastridge Landing Phase 4	36	20	0	56	
WN-55	Arthur	Draft-Approved	Disapio-Bolger 23T-89002-0	30	0	25	55	
WN-50	Arthur	Draft-Approved	Domville W of Andrew	18	8	24	50	
WN-135	Arthur	Draft-Approved	VED Homes	0	35	0	34	Yes
WN-123	Arthur	Application-Under-Review	Arthur Green Development I	0	0	32	32	Yes
WN-124	Arthur	Application-Under-Review	Arthur Green Development I	0	0	15	15	Yes
WN-133	Arthur	Application-Under-Review	Frederick Street Apartment	0	0	59	59	Yes
WN-52	Arthur	Vacant-Designated	Edelbrook Brothers	51	15	7	73	
WN-66	Arthur	Vacant-Designated	Potential Infill Consents	6	0	0	6	Yes
WN-79	Arthur	Vacant-Designated	204 Gordon St.	0	37	0	37	Yes
WN-97	Arthur	Vacant-Designated	Gordon ST Hidden lots	0	17	0	17	
WN-98	Arthur	Vacant-Designated	Hidden Lot behind Schimdt	0	0	0	0	
WN-99	Arthur	Vacant-Designated	Francis St W Vacant Lot	4	0	0	4	
WN-1002	Arthur	Vacant-Designated	213 Gordon Street Intensific	0	11	0	11	
Total Arthur				195	207	162	563	

Source: County of Wellington Planning Department, summarized by Watson & Associates Economists Ltd., 2023.

Figure B-3
 Mount Forest Urban Centre
 Map of Vacant Residential Land Supply



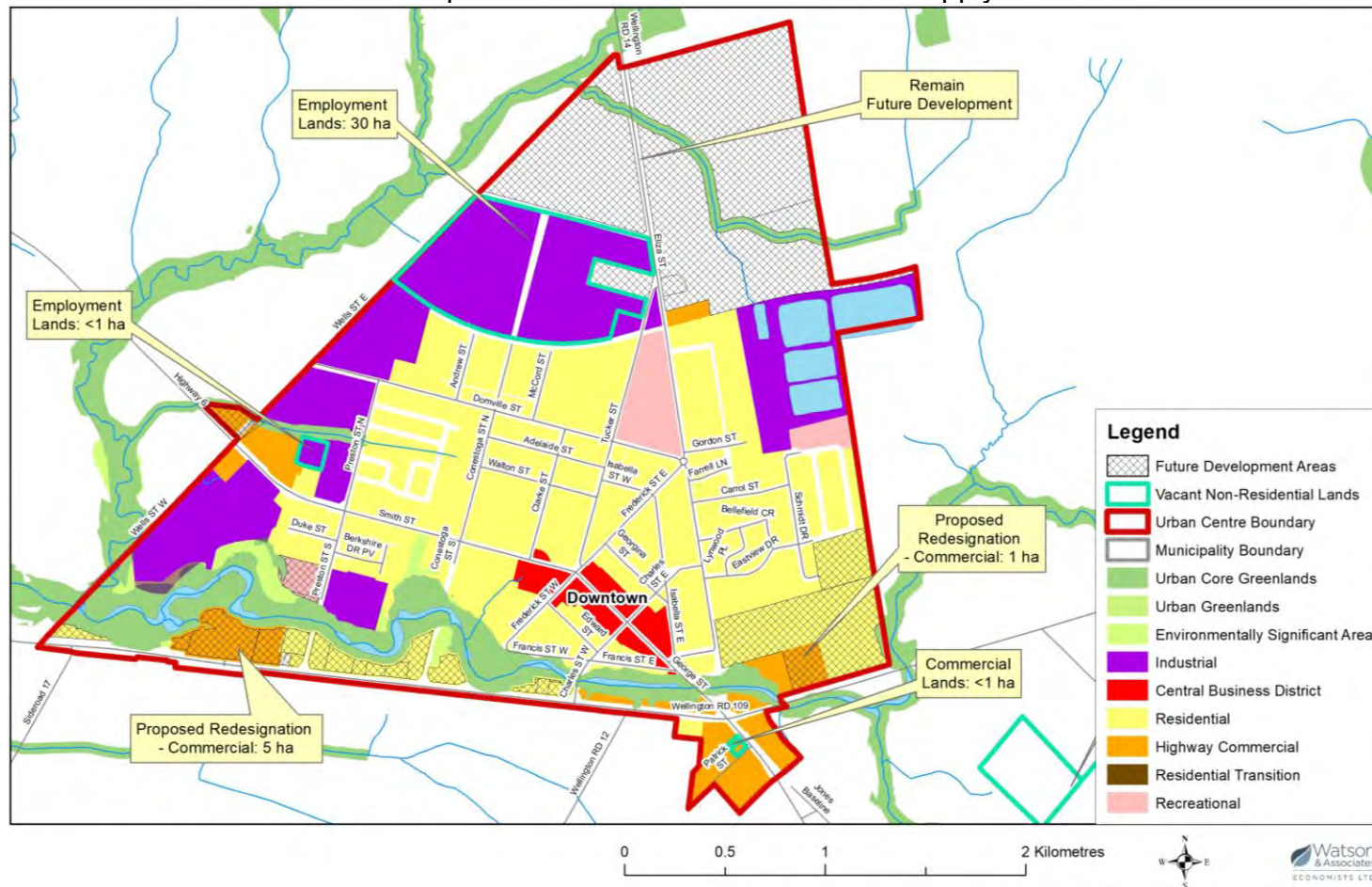
Note: Map includes proposed redesignation sites as part of County of Wellington O.P.A. 123.
 Source: Mapping data provide by County of Wellington Planning Department, 2023. Map prepared by Watson & Associates Economists Ltd.

**Figure B-4
Mount Forest Urban Centre
Housing Unit Potential Supply**

Map Id#	Urban Centre	Supply Category	Development	Low Density Units	Medium Density Units	High Density Units	Total Units	Built Boundary
WN-05	Mount Forest	Registered	N of Sligo T w Fergus	0	0	26	26	Yes
WN-09	Mount Forest	Registered	N Princess (Nursing)	0	0	38	38	Yes
WN-15	Mount Forest	Registered	S of Murphy	2	0	0	2	
WN-23	Mount Forest	Registered	H. Bye	0	22	0	22	
WN-26	Mount Forest	Registered	N Birm. W London	19	10	0	29	
WN-105	Mount Forest	Registered	Reeves Saugeen Highlands - Greenfield	1	0	0	1	
WN-56	Mount Forest	Registered	Royal Stone 190 King	0	0	30	30	Yes
WN-59	Mount Forest	Registered	470 Cork St.	0	6	0	6	Yes
WN-76	Mount Forest	Registered	Plan 419	1	0	0	1	Yes
WN-21	Mount Forest	Registered	Marlanna Homes	22	0	0	22	
WN-31	Mount Forest	Registered	Reeves Saugeen Highlands - Built Boundary	1	0	0	1	Yes
WN-110	Mount Forest	Registered	Circuit Holding Inc	0	10	0	10	Yes
WN-111	Mount Forest	Registered		4	0	0	4	Yes
WN-112	Mount Forest	Registered		3	0	0	3	
WN-63	Mount Forest	Registered	Vacant Lots in Existing Neighbourhoods	13	0	0	13	Yes
WN-107	Mount Forest	Registered	Martin ST Severances	1	0	0	1	
WN-109	Mount Forest	Registered	Sharpe Development	0	4	0	4	Yes
WN-120	Mount Forest	Registered	Consents off Wellington Street E	1	0	0	1	
WN-136	Mount Forest	Registered	425 and 427 King Street East	0	18	0	18	Yes
WN-130	Mount Forest	Registered	405 Wellington Street E	0	8	0	8	Yes
WN-87	Mount Forest	Draft-Approved	Murphy Lands	291	120	0	411	
WN-07	Mount Forest	Application-Under-Review	Betty Dee	0	34	0	34	
WN-30	Mount Forest	Application-Under-Review	John Welton Custom Homebuilding	93	48	0	141	
WN-137	Mount Forest	Application-Under-Review	Betty Dee consents	5	0	0	5	
WN-138	Mount Forest	Application-Under-Review	440 Wellington Street East	0	28	0	28	Yes
WN-03	Mount Forest	Vacant-Designated	S of Sligo W of London	39	0	0	39	
WN-04	Mount Forest	Vacant-Designated	N of Sligo E of NoFrills	26	0	0	26	
WN-10	Mount Forest	Vacant-Designated	S Martin W Saugeen	8	0	0	8	Yes
WN-16	Mount Forest	Vacant-Designated	E Murphy S Glasgow	6	0	0	6	
WN-17	Mount Forest	Vacant-Designated	E Ayrshire N Oxford	6	0	0	6	
WN-18	Mount Forest	Vacant-Designated	W Cork N ball fields	0	4	0	4	
WN-25	Mount Forest	Vacant-Designated	S Birmingham	17	0	0	17	
WN-27	Mount Forest	Vacant-Designated	Greenhouse N Birm.	32	0	0	32	
WN-29	Mount Forest	Vacant-Designated	N Durham W London	39	0	0	39	
WN-86	Mount Forest	Vacant-Designated	N of Sligo W of High School	20	0	0	20	
WN-08	Mount Forest	Vacant-Designated	Reeves E London	34	0	0	34	
WN-113	Mount Forest	Vacant-Designated		0	13	0	13	
WN-116	Mount Forest	Vacant-Designated		0	8	0	8	Yes
WN-117	Mount Forest	Vacant-Designated		0	37	0	37	Yes
WN-24	Mount Forest	Vacant-Designated	Chicken Barns (N Well.)	22	6	3	31	
WN-134	Mount Forest	Vacant-Designated	WT Land CORP	0	0	17	17	Yes
Total Mount Forest				706	376	114	1,196	

Source: County of Wellington Planning Department, summarized by Watson & Associates Economists Ltd., 2023.

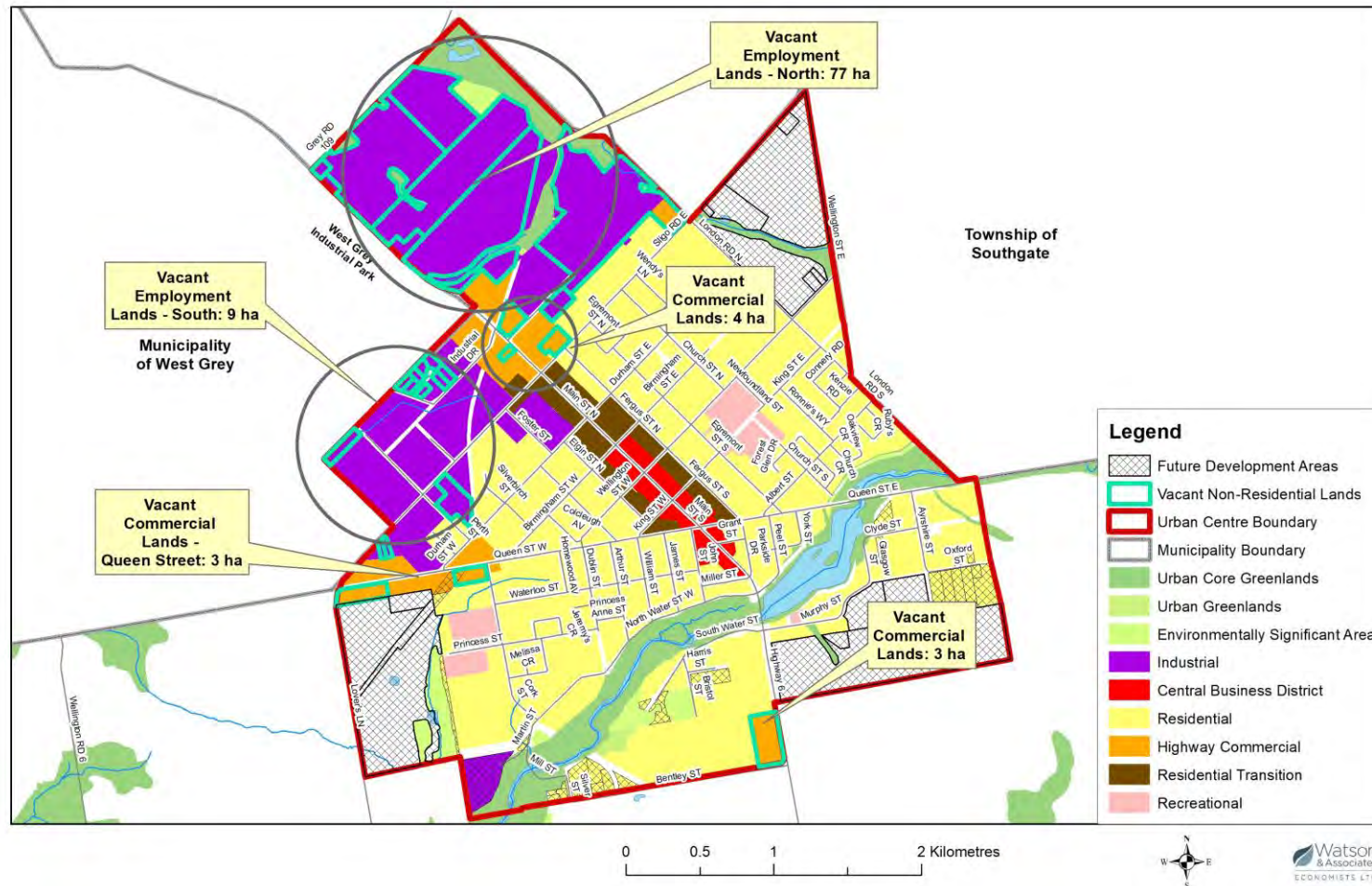
Figure B-5
Arthur Urban Centre
Map of Vacant Non-Residential Land Supply



Note: Map includes proposed redesignation sites as part of County of Wellington O.P.A. 123. Vacant residential lands are outlined in the colour cyan.

Source: Mapping data provide by County of Wellington Planning Department, 2023. Map prepared by Watson & Associates Economists Ltd.

Figure B-6
 Mount Forest Urban Centre
 Map of Vacant Non-Residential Land Supply



Note: Map includes proposed redesignation sites as part of County of Wellington O.P.A. 123. Vacant residential lands are outlined in the colour cyan.

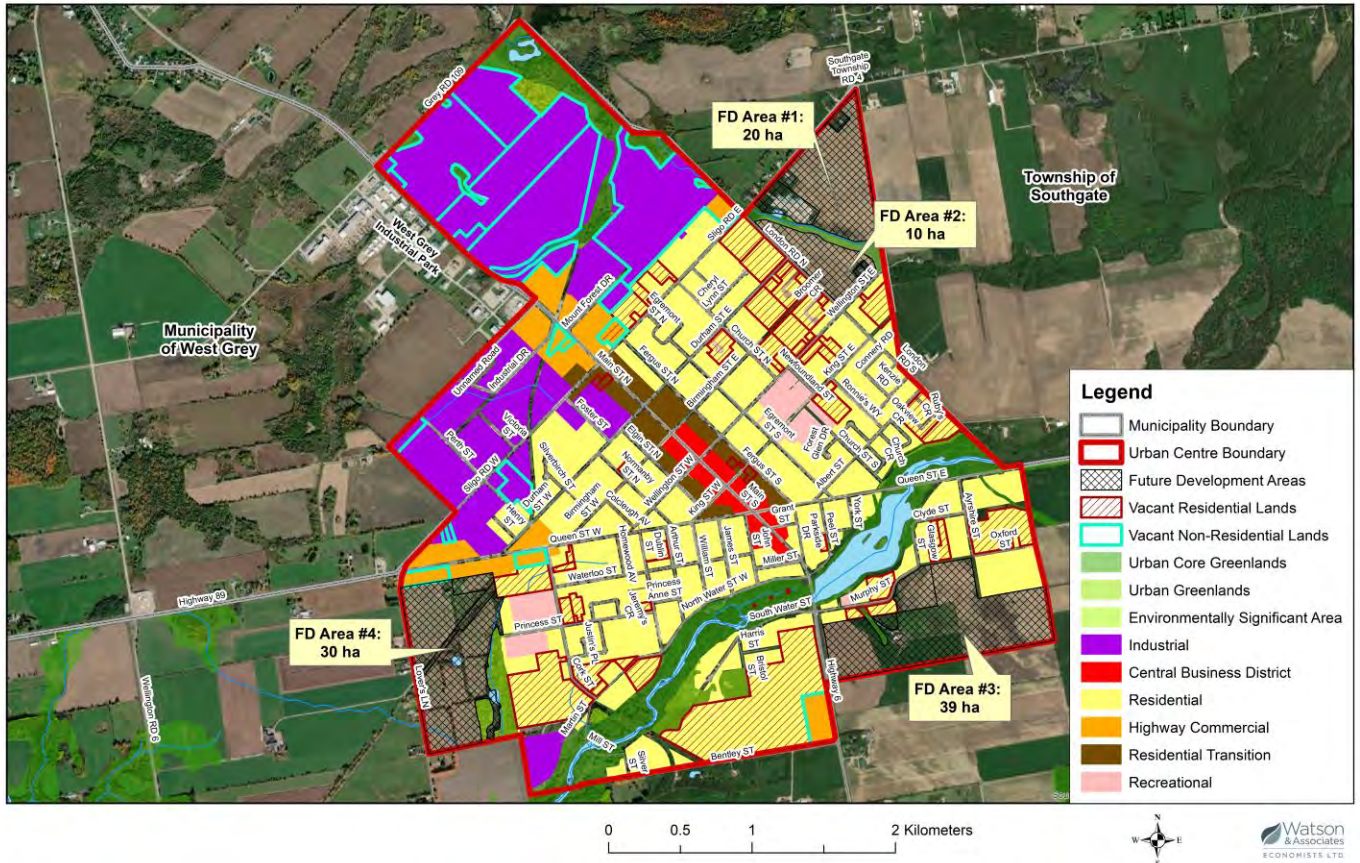
Source: Mapping data provide by County of Wellington Planning Department, 2023. Map prepared by Watson & Associates Economists Ltd.

Appendix C

Future Development Lands

Appendix C: Future Development Lands

Figure C-1
Mount Forest Urban Centre
Map of Future Development Areas

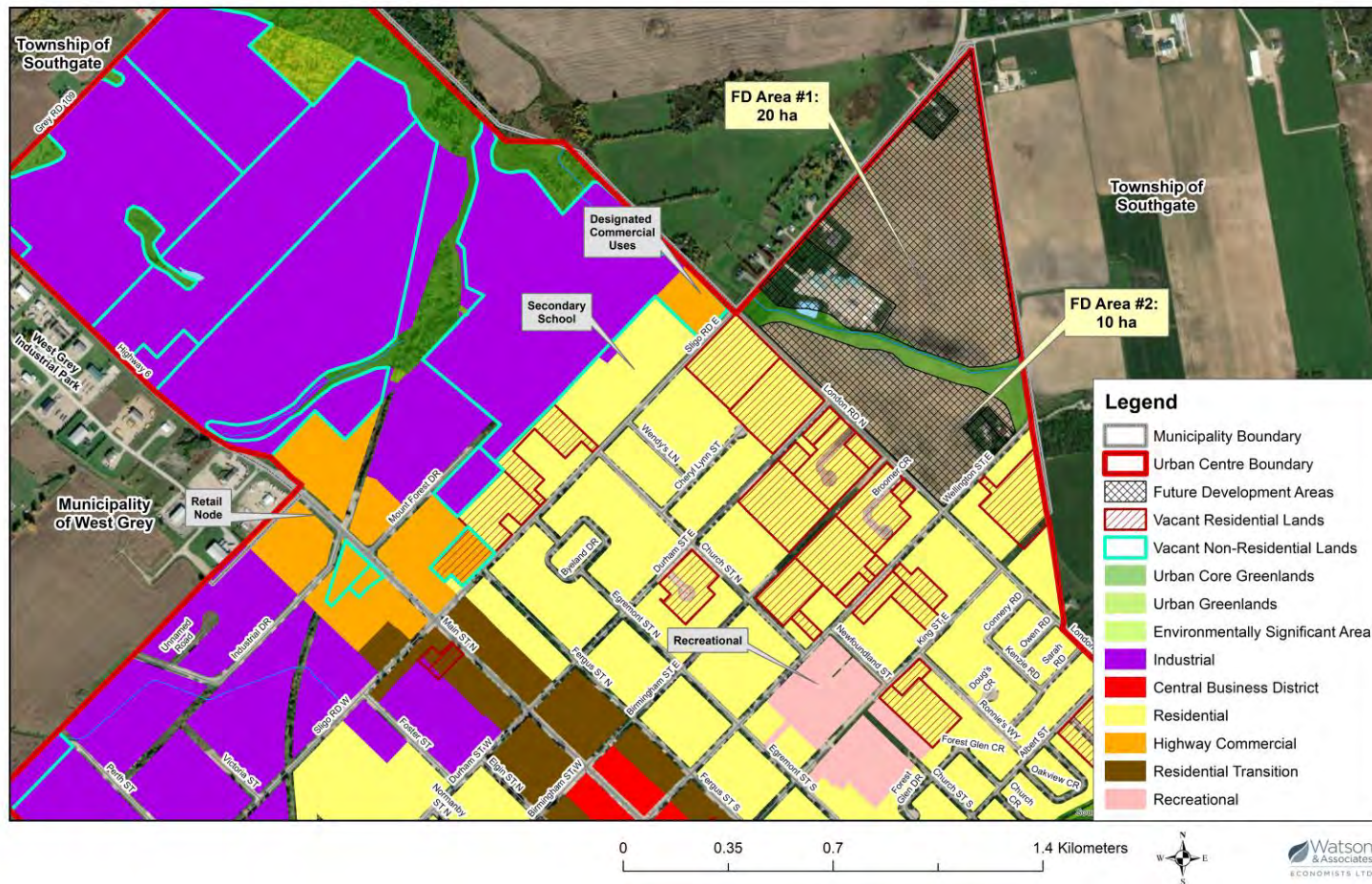


Note: Future Development lands have been refined to exclude the proposed O.P.A. 123 which proposes to remove Future Development lands that are largely already developed.

FD = Future Development

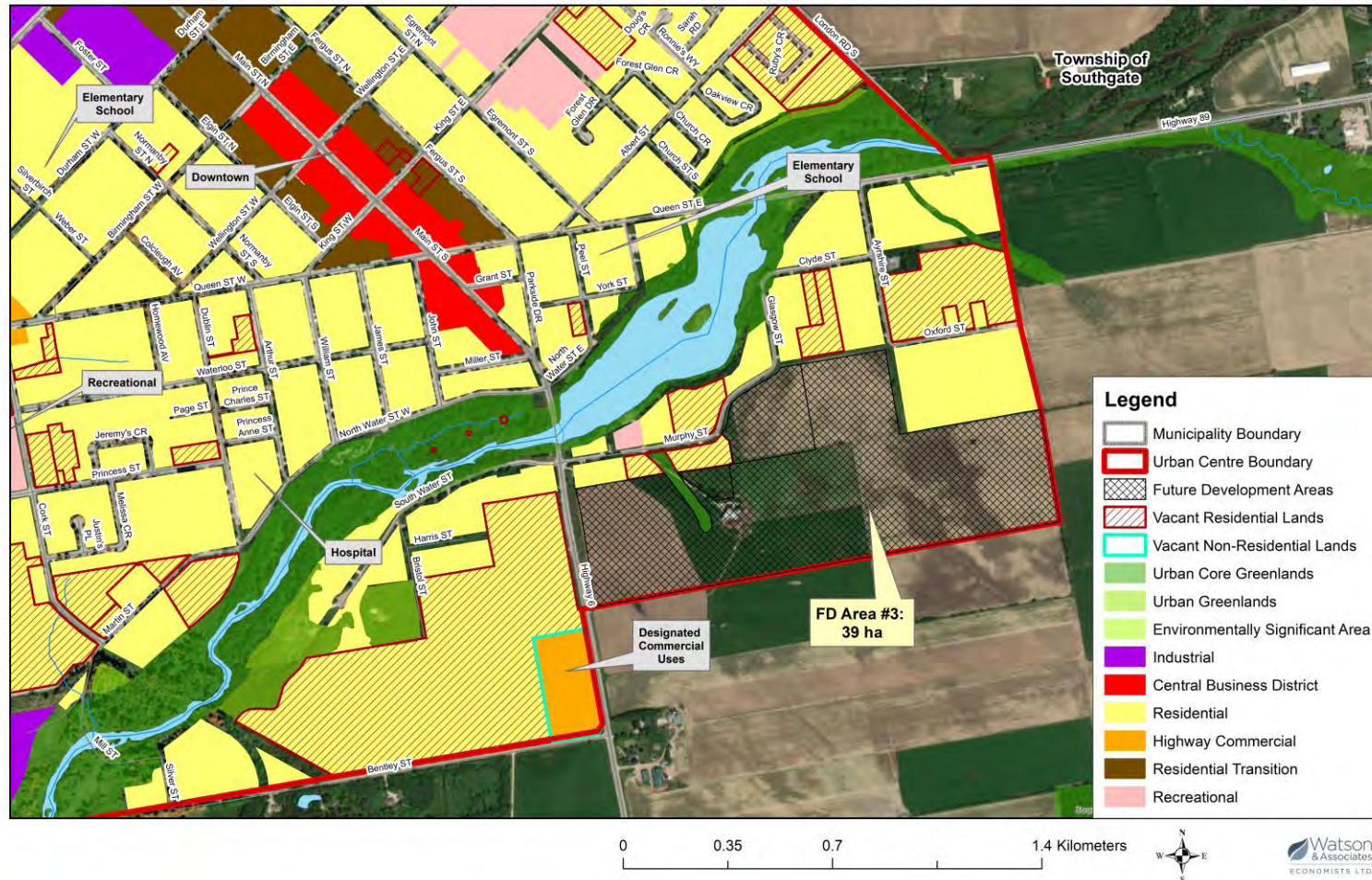
Source: Watson & Associates Economists Ltd.

Figure C-2a
 Mount Forest Urban Centre
 Map of Future Development Areas – Future Development Areas #1 and #2



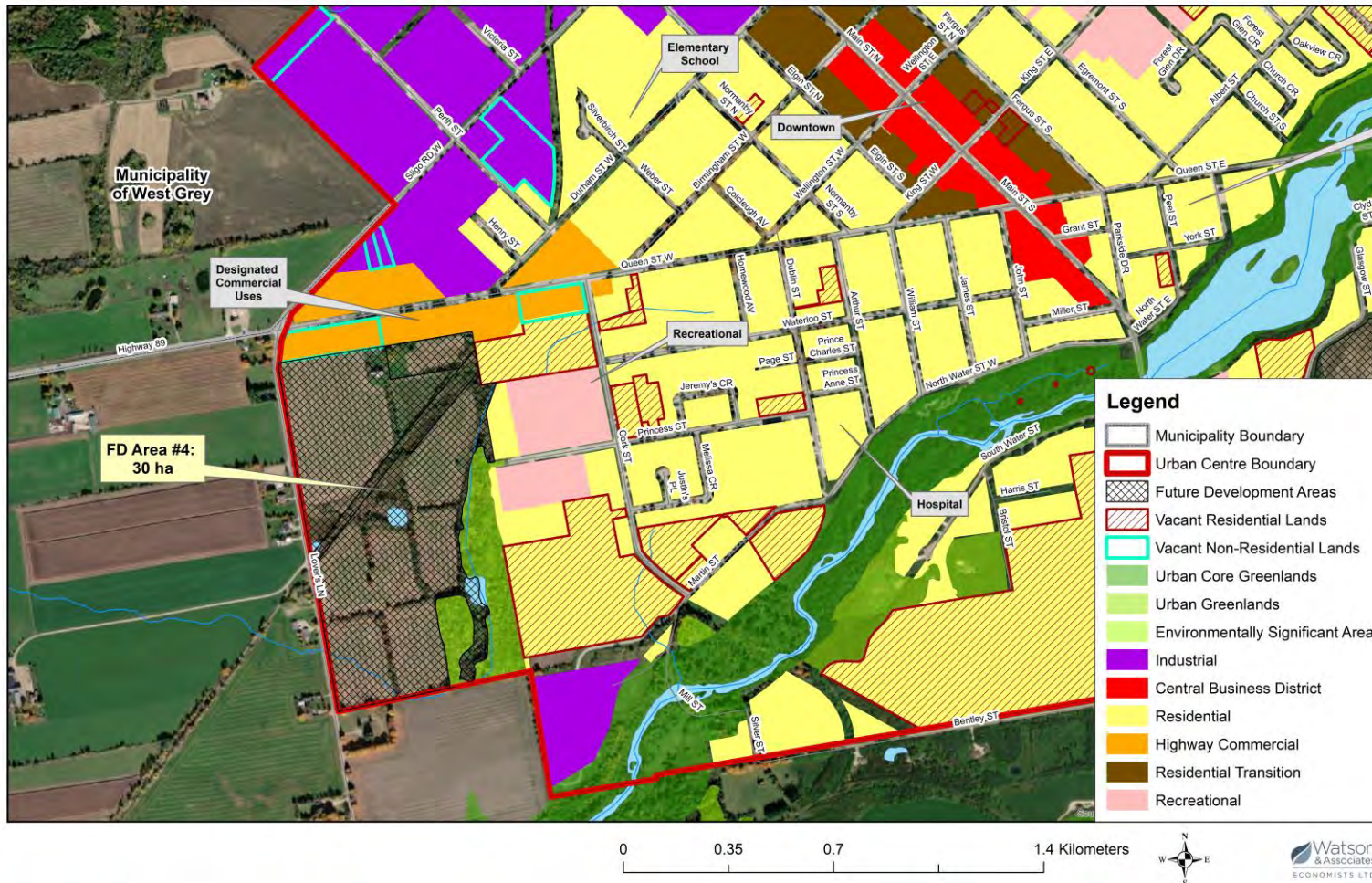
FD = Future Development

Figure C-2b
 Mount Forest Urban Centre
 Map of Future Development Areas – Future Development Area #3



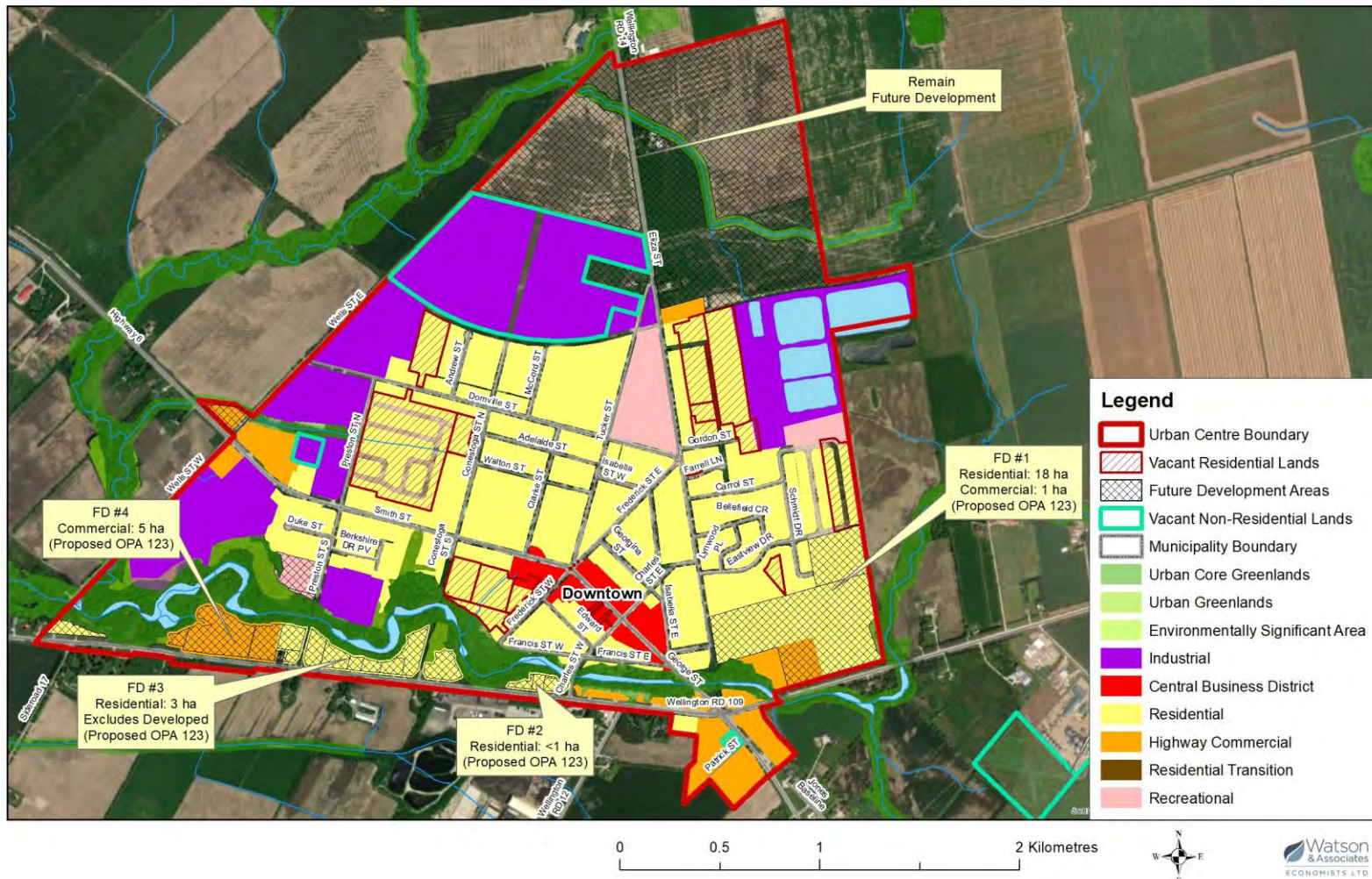
FD = Future Development

Figure C-2c
 Mount Forest Urban Centre
 Map of Future Development Areas – Future Development Area #4



FD = Future Development

Figure C-3
Arthur Urban Centre
Map of Future Development Areas





TOWNSHIP OF WELLINGTON NORTH

TO: Mayor and Council

DATE: 2024-09-09

MEETING TYPE: Open

SUBMITTED BY: Darren Jones, Chief Building Official
Mandy Jones, Manager of Community and Economic Development

REPORT #: C&ED 2024-039

REPORT TITLE: Growth Management Action Plan

RECOMMENDED MOTION

THAT the Council of the Corporation of the Township of Wellington North receive Report C&ED 2024-039;

AND THAT the Council of the Township of Wellington North adopt the Growth Management Action Plan.

PREVIOUS REPORTS/BY-LAWS/RESOLUTIONS

EDO 2018-04 Community Growth Plan

EDO 2023-018 Wellington North Growth Management Update

EDO 2023-023 Wellington North Growth Management Update

BACKGROUND

The Township of Wellington North retained Watson & Associates Economists Ltd., in association with WSP Canada Inc., in November of 2023, to prepare a Growth Management Action Plan. This plan addresses long-term population and employment trends, urban land needs, infrastructure requirements, financial impacts of development, and strategic planning policy direction.

Key Objectives of the Growth Management Action Plan:

- Develop a long-term vision for growth and development to guide local decision-making.
- Describe the type of growth the community wants and where it should occur.
- Implement the County's growth forecasts and policy directions through a local lens.

- Prepare a high-level assessment of growth impacts from a services/infrastructure perspective.
- Suggest areas for further review and study.

The Consultant Team engaged with the Steering Committee and an Advisory Committee of 18 members, including Township councillors, community leaders, and residents. A public online survey gathered input from the broader community on growth-related topics. The plan was prepared under five phases of work.

The Background Report provides context for the Growth Management Action Plan, discussing trends, growth projections, demographic shifts, and other factors influencing development patterns.

The Growth Management Action Plan summarizes the Township's growth forecast, vision for growth, growth principles, and priorities.

ANALYSIS

The Township of Wellington North is responsible for managing growth through zoning by-laws, development approvals, infrastructure planning, phasing of growth, municipal finance, greenhouse gas reduction, housing options, business retention and expansion, and collaboration in County planning. It is important to note that the plan must conform with provincial and County planning policies.

Developed through workshops with the Advisory Committee, consultation with Township and County staff, and a public survey. It Builds upon the previous Township of Wellington North Growth Plan, 2018, and the Township of Wellington North Strategic Plan, 2024.

The Growth Management Action Plan for the Township of Wellington North is a comprehensive document that addresses various aspects of growth and development. The plan is well-structured and provides a clear vision for the future growth of the township.

Long-Term Vision and Objectives: The plan lays out a clear vision for the township's growth, guiding local decision-making with objectives that resonate with the community's needs.

Community Engagement: The involvement of the Steering and Advisory Committees, along with the broader community via a public survey, underscores a strong commitment to ensuring the plan reflects residents' views and concerns.

Policy Context: The plan's alignment with provincial and County policies is vital for its success. It clearly outlines the township's responsibilities in managing growth through zoning, infrastructure, and other key areas.

Growth Vision and Guiding Principles: Developed through extensive consultation, the growth vision and guiding principles draw on past plans, ensuring continuity with the township's history and strategic priorities.

Infrastructure and Services: The plan includes a high-level assessment of the impacts of growth on services and infrastructure, emphasizing the need for adequate resources to support future development and identifying areas for further study.

Financial Impacts: Addressing the financial implications of development is crucial for the township's fiscal health. The plan provides a framework for evaluating the costs and benefits of growth.

Strategic Planning Policy Direction: The plan offers comprehensive and forward-looking guidance on managing growth, including housing, business development, and greenhouse gas reduction.

Overall, the Growth Management Action Plan is a well-rounded document that provides a solid foundation for the future growth and development of the Township of Wellington North. It is thorough in its analysis and offers practical recommendations for managing growth in a sustainable and inclusive manner.

CONSULTATION

Wellington North Growth Management Action Plan - Project Advisory Committee

FINANCIAL CONSIDERATIONS

There are no financial implications in receiving this report.

ATTACHMENTS

Growth Management Action Plan – Draft Report, dated August 16, 2024

STRATEGIC PLAN 2024

- Shape and support sustainable growth
How:
- Deliver quality, efficient community services aligned with the Township's mandate and capacity
How:
- Enhance information sharing and participation in decision-making
How:
- N/A Core-Service

Approved by: Brooke Lambert, Chief Administrative Officer

2024 Asset Management Plan

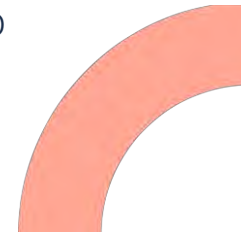
Township of Wellington North



Infrastructure assets are vital for communities

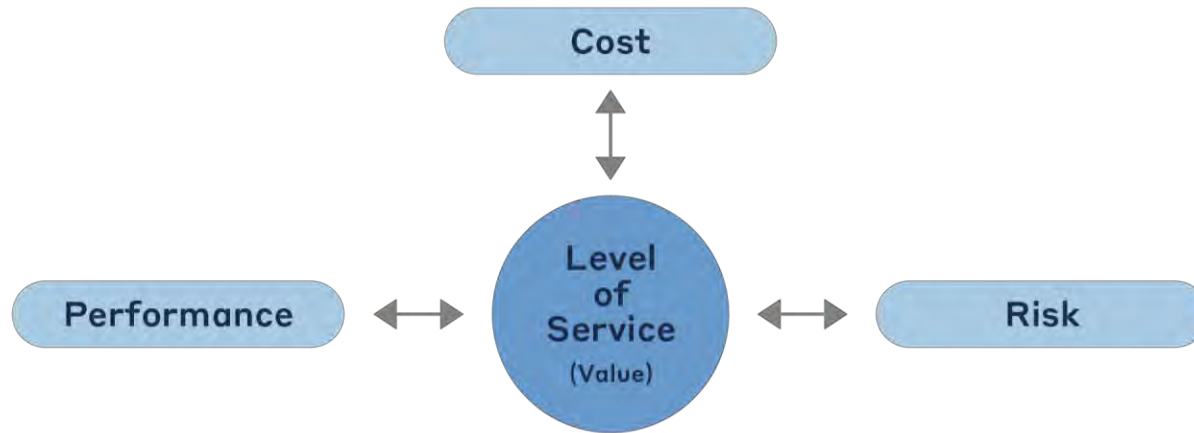


- We need a meaningful way to organize what we own
- We need a way to understand what services we provide
- We need a way to ensure accountability to our residents and stakeholders for the services they use

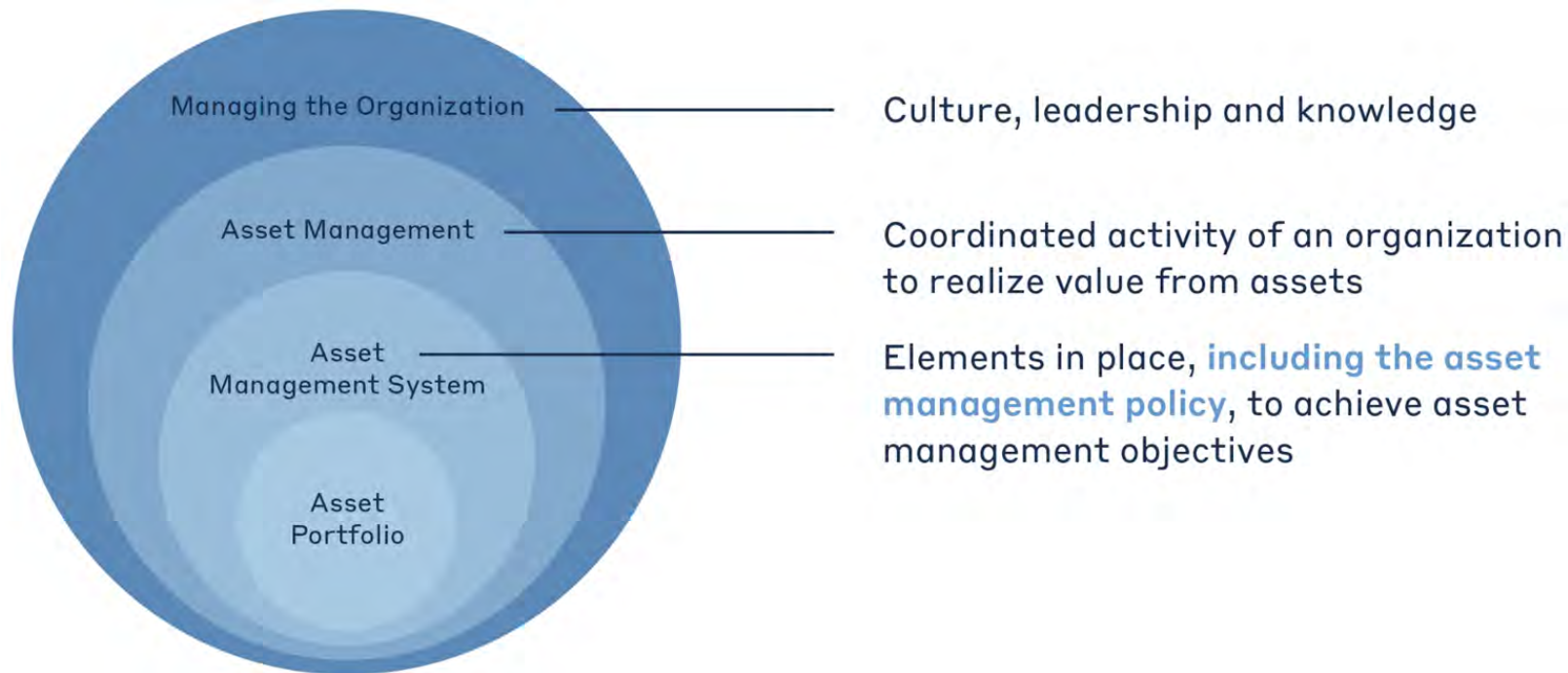


What does Asset Management involve?

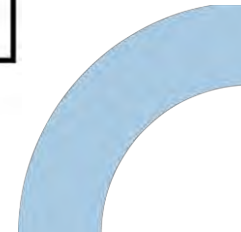
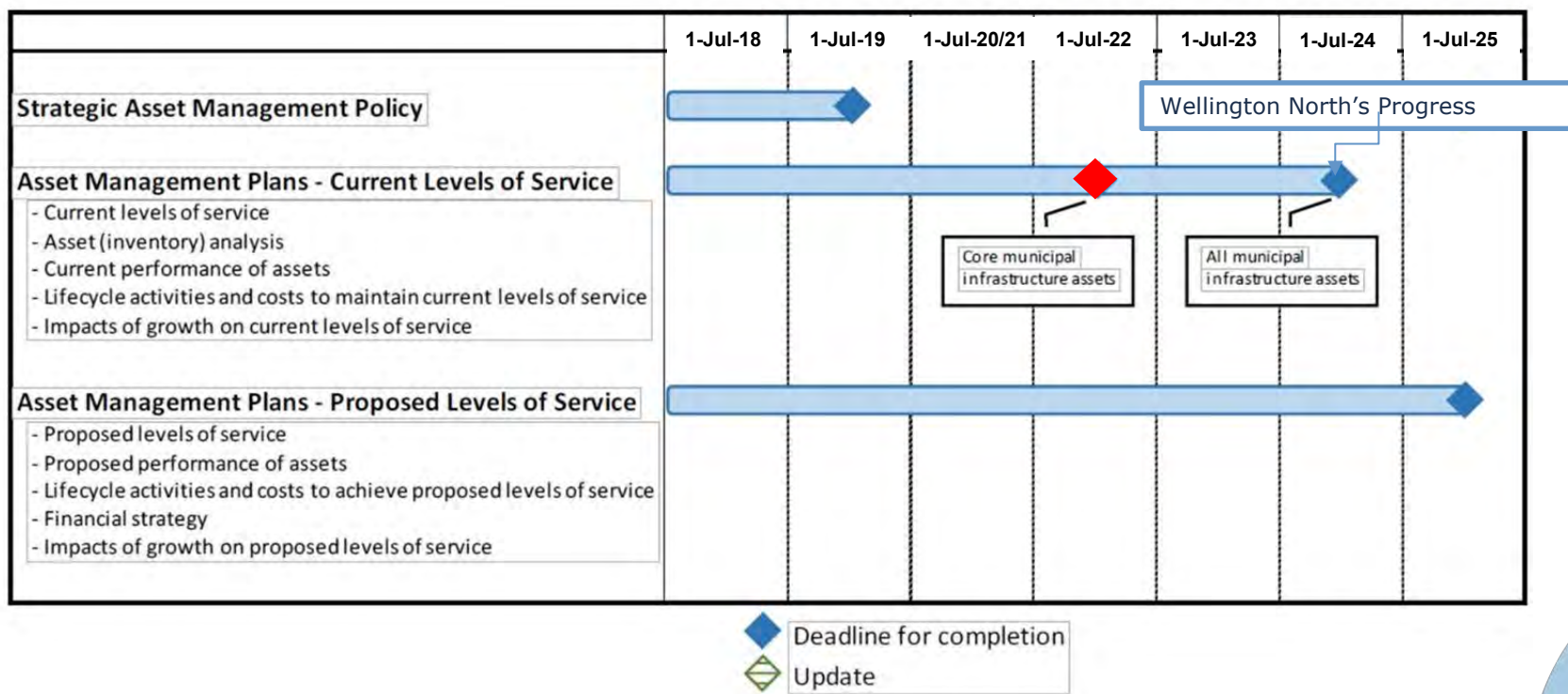
ISO 55000: “Coordinated activity of an organization to realize value from assets”



What does Asset Management involve?



Ontario Regulation 588/17 - Compliance



AMPs - Updating, Reviewing & Public Posting



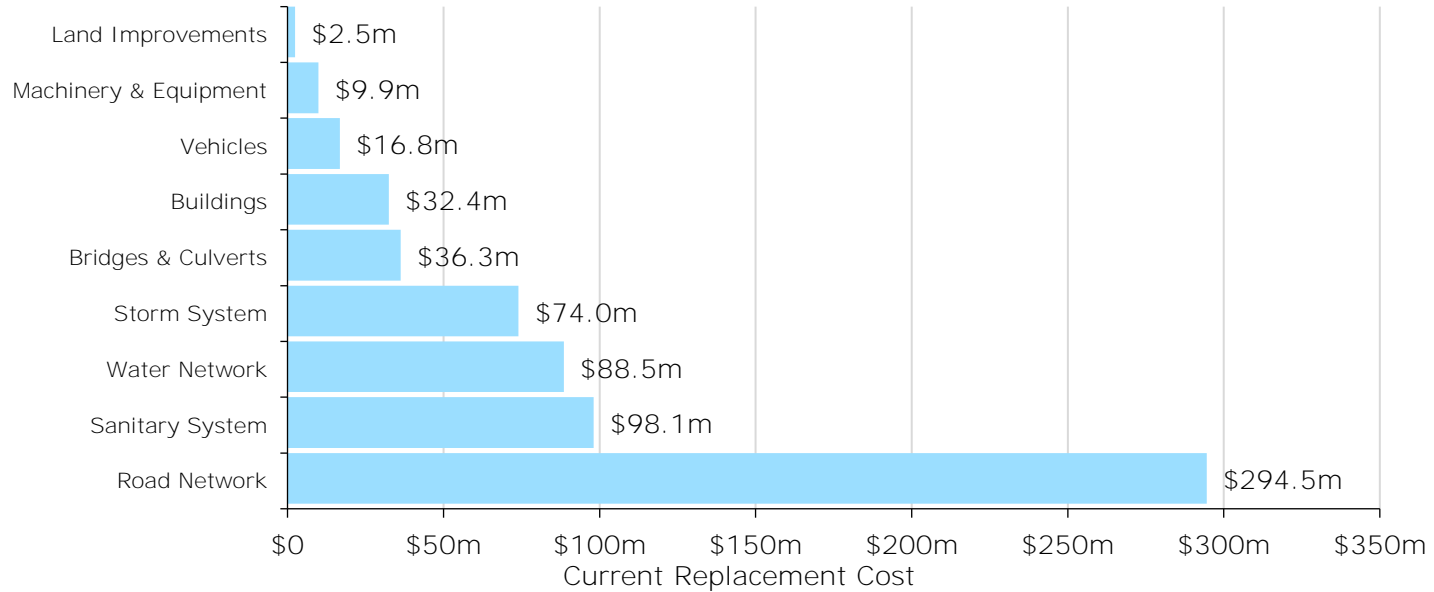
- After 2025, asset management plans must be updated at least once every 5 years
- Every municipal council shall conduct an annual review of its asset management progress on or before July 1st
- The asset management policy and plan should be posted to the municipal website

Asset Management Plan (2022 year-end)

- 1** What is the current state of municipal infrastructure?
- 2** What process improvements can increase confidence in analysis and decision-making?
- 3** What is the Townships financial capacity to meet long-term capital requirements?

Total Replacement Cost of the Asset Portfolio

Total Current Replacement Cost: \$652,951,703



Total = \$652.9M



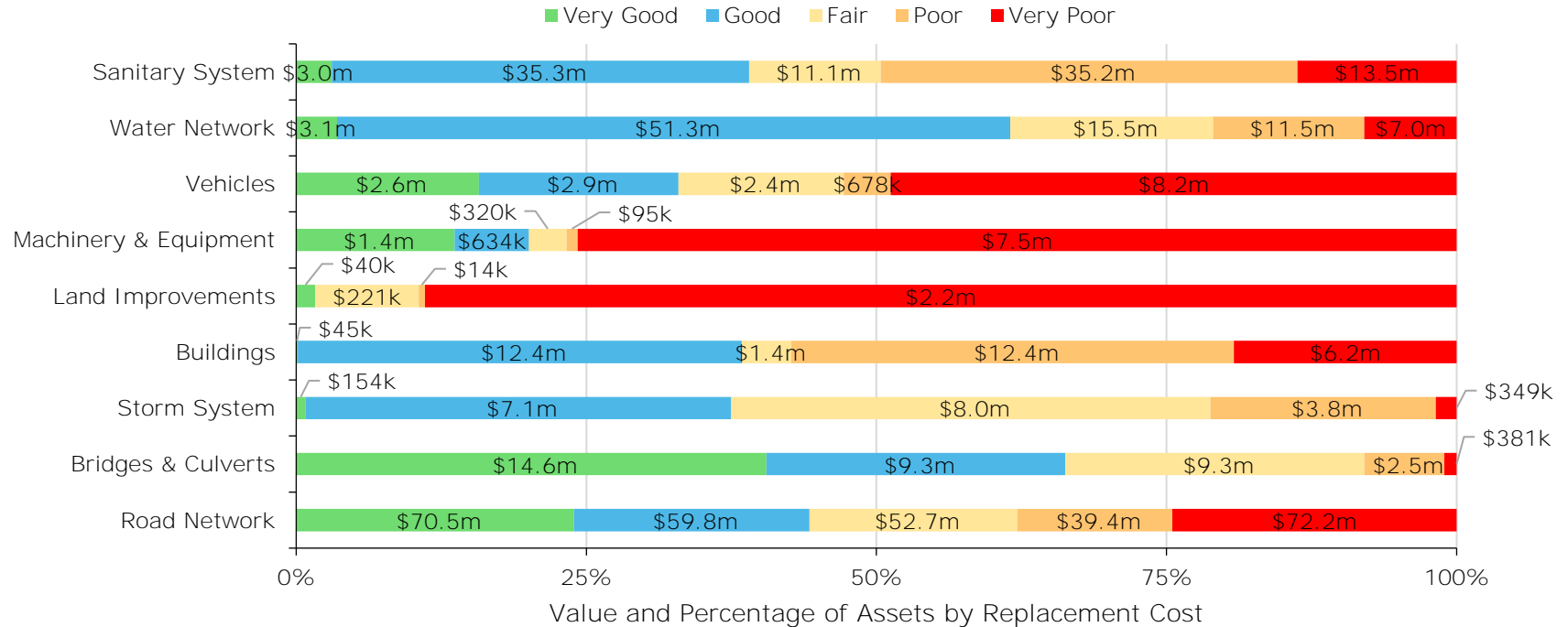
Replacement Cost Method of Asset Portfolio

Category	Primary Replacement Cost Method
Bridges & Culverts	CPI Tables
Buildings	User-Defined Cost
Land Improvements	CPI Tables
Machinery & Equipment	CPI Tables
Road Network	Cost/Unit
Storm System	Cost/Unit
Sanitary System	Cost/Unit
Vehicles	CPI Tables
Water Network	Cost/Unit

The accuracy and reliability of lifecycle costs is critical for asset management.



Overall Condition of the Asset Portfolio



57% assets are in fair or better condition



Condition Assessments in the Asset Portfolio

Asset Category	Asset Segment	% of Assets with Assessed Condition	Source of Condition Data
Road Network	Paved Roads	100%	2023 Road Needs Study
Bridges & Culverts	Bridges	100%	2023 OSIM Report
	Culverts	100%	2023 OSIM Report
Storm System	All	0%	Age-Based
Buildings	All	0%	Age-Based
Machinery & Equipment	All	0%	Age-Based
Vehicles	All	0%	Age-Based
Land Improvements	All	0%	Age-Based
Water Network	All	0%	Age-Based
Sanitary System	All	0%	Age-Based

Age-based condition data typically overstates needs and overall deficit. Assessed condition data builds confidence in decision making.



Assessed Condition Data in AM Decision Making



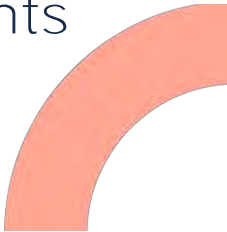
Mitigation of risks associated with asset failure



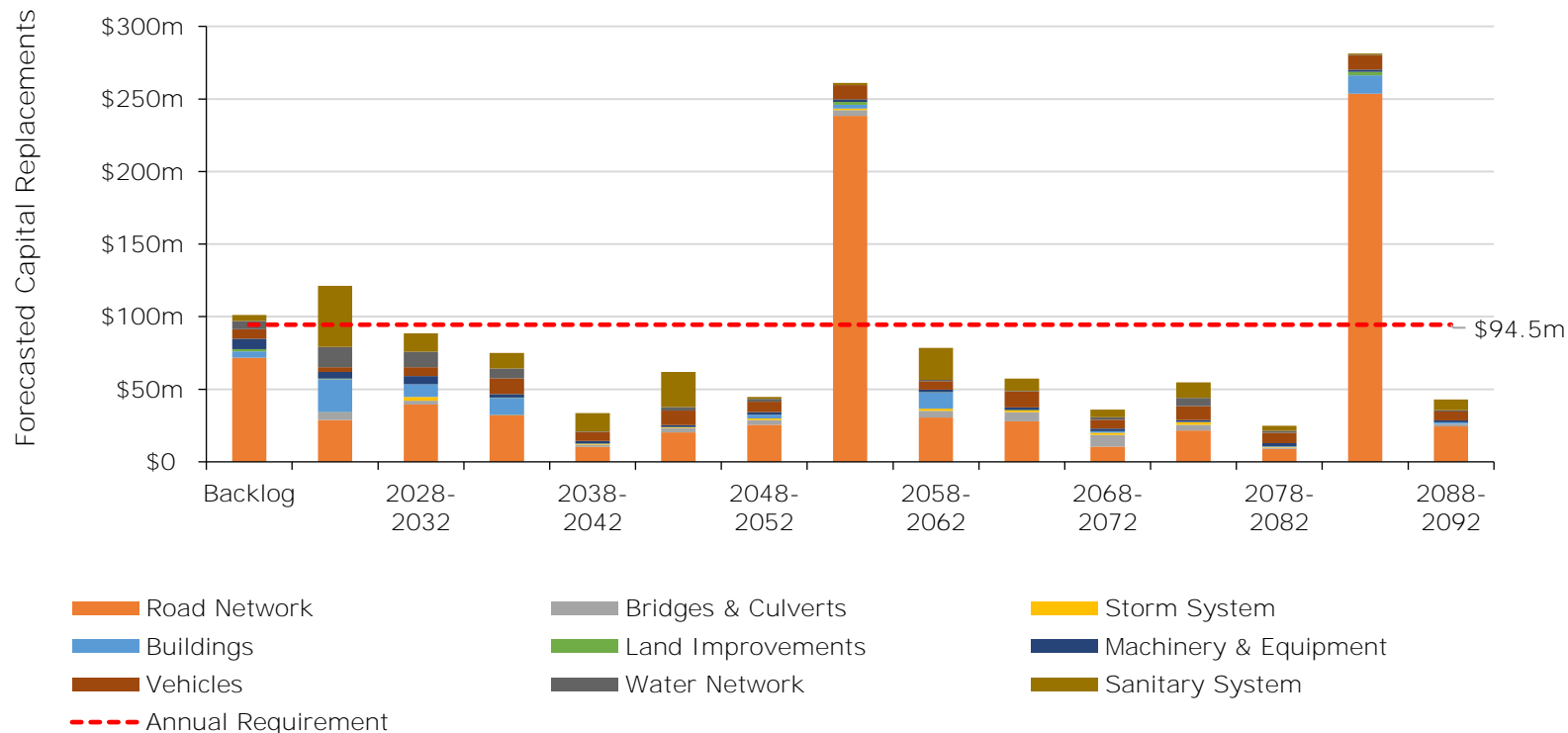
Identifying the most economic intervention



Accurate predication of future expenditure requirements



Forecasted Capital Requirements – 70 Years



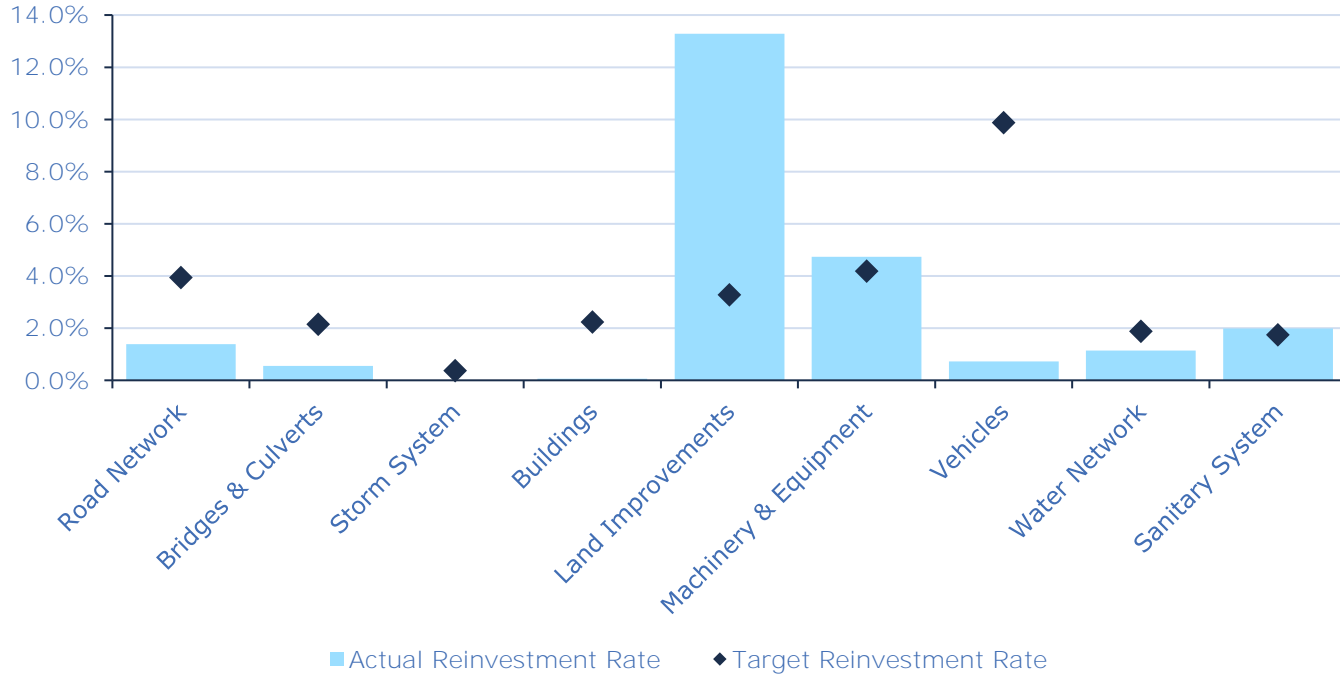
Annual Capital Requirement & Infrastructure Deficit

Sustainable Funding Sources:
Gas Tax, OCIF, Reserves, etc.

Funding Source	Annual Capital Requirement	Funding Available	Annual Capital Deficit
Tax-Funded Assets	\$15,523,000	\$5,234,484	\$10,288,516
Water Rate-Funded	\$1,666,000	\$1,005,236	\$660,764
Sanitary Rate-Funded	\$1,706,000	\$1,949,158	-\$243,158
Total:	\$18,896,000	\$8,189,000	\$10,707,000

Assets are currently funded at 43% of their long-term capital requirements

Target vs. Actual Reinvestment Rate



Target Reinvestment Rate
2.9%

Actual Reinvestment Rate
1.25%

Financial Strategy

Funding Source	Years until Full Funding	Total Tax/Rate Increase	Annual Tax/Rate Increase
Tax-Funded	20	114.2%	3.9%
Water Rate-Funded	20	28.1%	1.3%
Sanitary Rate-Funded	20	0%	0%

- Both sustainable and one-time grants/transfers will continue to be an essential source of revenue for investment in capital infrastructure
- Adjustments to taxes should be supplemented with project prioritization and evaluation of the desired levels of service



1

Continue to review and refine asset inventory in consultation with internal departments/stakeholders

- Implement a portfolio-wide data governance strategy to increase accuracy/confidence in data
- Develop an established cycle for updating replacement cost and condition information

2

Prepare for O.Reg. 588/17 2025 Requirements

- Identify Proposed levels of service for the 2025 requirement
- Develop a medium to long-term external communication strategy to engage the public on asset management and obtain feedback to inform development of proposed levels of service

3

Continuous improvement and regular review

- An asset management plan is a living document that should be updated regularly to inform long-term planning
- Accordingly, the yearly capital operating budget should include funding for the assessment of the **Township's assets that will be used to update future iterations of the plan**





Questions?



Asset Management Plan

Township of Wellington North

2024

This Asset Management Program was prepared by:



Empowering your organization through advanced
asset management, budgeting & GIS solutions

Key Statistics

Replacement cost of
asset portfolio

\$652.9 million

Replacement cost of
infrastructure per
household

\$134,935 (2021)

Percentage of assets in fair
or better condition

57%

Percentage of assets with
assessed condition data

32%

Annual capital
infrastructure deficit

\$10.7 million

Recommended
timeframe for
eliminating annual
infrastructure deficit

20 Years

Target reinvestment
rate

2.9%

Actual reinvestment
rate

1.25%

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Executive Summary

Municipal infrastructure provides the foundation for the economic, social, and environmental health and growth of a community through the delivery of critical services. The goal of asset management is to deliver an adequate level of service in the most cost-effective manner. This involves the development and implementation of asset management strategies and long-term financial planning.

Scope

This AMP identifies the current practices and strategies that are in place to manage public infrastructure and makes recommendations where they can be further refined. Through the implementation of sound asset management strategies, the Township can ensure that public infrastructure is managed to support the sustainable delivery of municipal services.

This AMP includes the following asset categories:



With the development of this AMP the Township has achieved compliance with O. Reg. 588/17 to the extent of the requirements that must be completed by July 1, 2024. There are additional requirements concerning proposed levels of service and growth that must be met by July 1, 2025.

Findings

The overall replacement cost of the asset categories included in this AMP totals \$652.9 million. 57% of all assets analysed in this AMP are in fair or better condition and assessed condition data was available for 32% of assets. For the remaining 68% of assets, assessed condition data was unavailable, and asset age was used to approximate condition – a data gap that persists in most municipalities. Generally, age misstates the true condition of assets, making assessments essential to accurate asset management planning, and a recurring recommendation in this AMP. The development of a long-term, sustainable financial plan requires an analysis of whole lifecycle costs. This AMP uses a combination of proactive lifecycle strategies (paved roads and bridges) and replacement only strategies (all other assets) to determine the lowest cost option to maintain the current level of service.

To meet capital replacement and rehabilitation needs for existing infrastructure, prevent infrastructure backlogs, and achieve long-term sustainability, the Township's **average annual capital requirement totals** \$18.9 million. Based on a historical analysis of sustainable capital funding sources, the Township is committing approximately \$8.2 million towards capital projects or reserves per year. As a result, there is currently an annual funding gap of \$10.7 million.

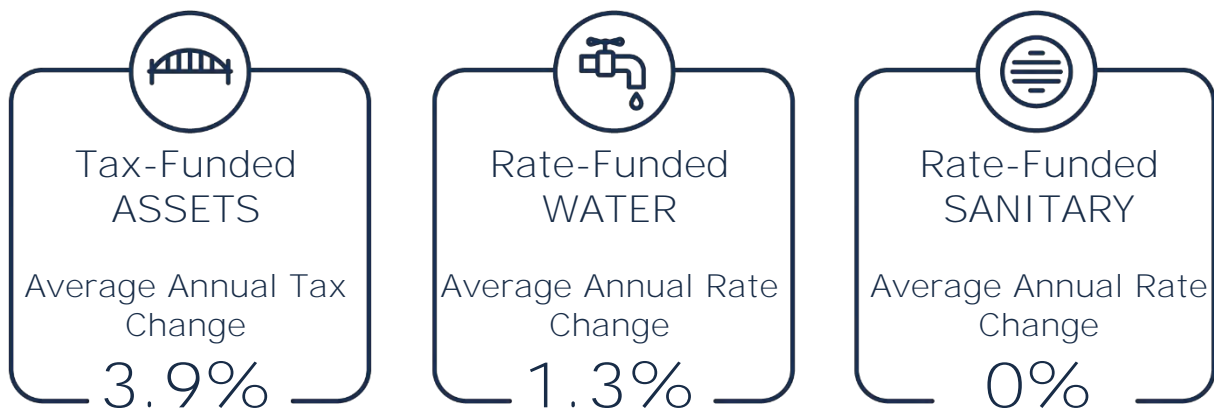
It is important to note that this AMP represents a snapshot in time and is based on the best available processes, data, and information at the Township. Strategic asset management planning is an ongoing and dynamic process that requires continuous improvement and dedicated resources.

Annual Increase
Per Household



Recommendations

A financial strategy was developed to address the annual capital funding gap. The following graphics shows annual tax/rate change required to eliminate the Township's **infrastructure deficit based** on a 20-year plan:



Recommendations to guide continuous refinement of the Township's **asset** management program. These include:

- Review data to update and maintain a complete and accurate dataset
- Develop a condition assessment strategy with a regular schedule
- Review and update lifecycle management strategies
- Development and regularly review short- and long-term plans to meet capital requirements
- Measure current levels of service and identify sustainable proposed levels of service

1 Introduction & Context

Key Insights

- The goal of asset management is to minimize the lifecycle costs of delivering infrastructure services, manage the associated risks, while maximizing the value ratepayers receive from the asset portfolio
- The Township's **asset management policy provides clear** direction to staff on their roles and responsibilities regarding asset management
- An asset management plan is a living document that should be updated regularly to inform long-term planning
- Ontario Regulation 588/17 outlines several key milestones and requirements for asset management plans in Ontario between July 1, 2022 and 2025

1.1 Wellington North Community Profile

Census Characteristic	Township of Wellington North	Ontario
Population 2021	12,431	14,223,942
Population Change 2016-2021	+4.3%	+5.8%
Total Private Dwellings	4,793	5,929,250
Population Density	23.6/km ²	15.9/km ²
Land Area	526.31 km ²	892,411.76 km ²

The Township of Wellington North is a municipality in Wellington County in Southwestern Ontario. The Township is in a primarily rural area, featuring picturesque landscapes and numerous small communities. The Township of Wellington North includes the communities of Arthur, Mount Forest, Conn, Damascus, Gordonville, Kenilworth, and Monck.

In 1999, the former townships of Arthur and West Luther, along with the village of Arthur and the town of Mount Forest, amalgamated to form the Township of Wellington North. The Township boasts a variety of outdoor recreational amenities and cultural sites, including several parks, trails, and conservation areas.

The Township offers an abundance of beautiful natural areas ideal for recreation and exploration. Wellington North also has a strong commitment to the agricultural and manufacturing industries, which have been a significant part of the local economy for many years.

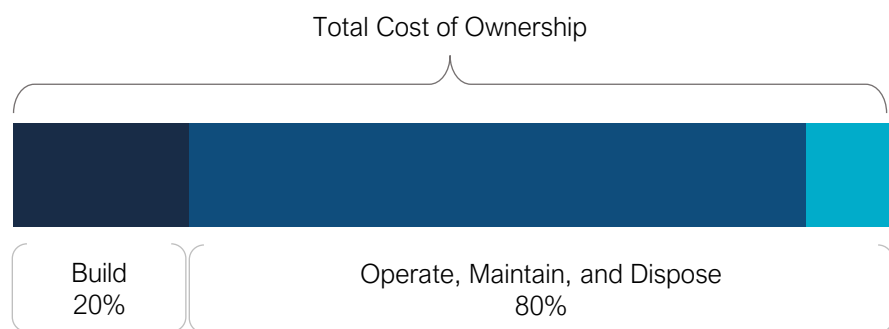
Wellington North has experienced modest population growth over the past 20 years. Approximately 22% of the population is above the age of 65, which is just above the demographics for Ontario as a whole.

The Township generates a total revenue of \$15 million from taxes and rates and has an annual capital budget of \$9 million as of 2023. Infrastructure priorities within the municipality include maintaining municipal facilities, enhancing recreation and cultural services, and ensuring effective public works.

1.2 An Overview of Asset Management

Municipalities are responsible for managing and maintaining a broad portfolio of infrastructure assets to deliver services to the community. The goal of asset management is to minimize the lifecycle costs of delivering infrastructure services, manage the associated risks, while maximizing the value ratepayers receive from the asset portfolio.

The acquisition of capital assets accounts for only 10-20% of their total cost of ownership. The remaining 80-90% derives from operations and maintenance. This AMP focuses its analysis on the capital costs to maintain, rehabilitate and replace existing municipal infrastructure assets.



These costs can span decades, requiring planning and foresight to ensure financial responsibility is spread equitably across generations. An asset management plan is critical to this planning, and an essential element of broader asset management program. The industry-standard approach and sequence to developing a practical asset management program begins with a Strategic Plan, followed by an Asset Management Policy and an Asset Management Strategy, concluding with an Asset Management Plan.

This industry standard, defined by the Institute of Asset Management (IAM), emphasizes the alignment between the corporate strategic plan and various asset management documents. The strategic plan has a direct, and cascading impact on asset management planning and reporting.

1.2.1 Asset Management Policy

An asset management policy represents a statement of the principles guiding the Township's **approach to asset management activities**. It aligns with the organizational strategic plan and provides clear direction to municipal staff on their roles and responsibilities as part of the asset management program.

The Township adopted Policy No. 009-19 "Strategic Asset Management **Policy**" on June 24th, 2019 in accordance with Ontario Regulation 588/17.

The objectives of the policy include:

- Formalizing the Township's **practices associated with management of capital assets**.
- Communicating asset management principles and approach to stakeholders.
- Reviewing processes and outline responsibilities for asset management.
- Committing the Township to support the implementation of asset management methods.

1.2.2 Asset Management Strategy

An asset management strategy outlines the translation of organizational objectives into asset management objectives and provides a strategic overview of the activities required to meet these objectives. It provides greater detail than the policy on how the Township plans to achieve asset management objectives through planned activities and decision-making criteria.

The Township's **Asset Management Policy contains many of the key components of an asset management strategy** and may be expanded on in future revisions or as part of a separate strategic document.

1.2.3 Asset Management Plan

The asset management plan (AMP) presents the outcomes of the Township's **asset management program** and identifies the resource requirements needed to achieve a defined level of service. The AMP typically includes the following content:

- State of Infrastructure
- Asset Management Strategies
- Levels of Service
- Financial Strategies

The AMP is a living document that should be updated regularly as additional asset and financial data becomes available. This will allow the Township to re-evaluate

the state of infrastructure and identify how the organization's asset management and financial strategies are progressing.

1.3 Key Concepts in Asset Management

Effective asset management integrates several key components, including lifecycle management, risk management, and levels of service. These concepts are applied throughout this asset management plan and are described below in greater detail.

1.3.1 Lifecycle Management Strategies

The condition or performance of most assets will deteriorate over time. This process **is affected by a range of factors including an asset's characteristics, location, utilization, maintenance history and environment.** Asset deterioration has a negative effect on the ability of an asset to fulfill its intended function, and may be characterized by increased cost, risk and even service disruption.

To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

There are several field intervention activities that are available to extend the life of an asset. These activities can be generally placed into one of three categories: maintenance, rehabilitation and replacement. The following table provides a description of each type of activity and the general difference in cost.

Lifecycle Activity	Description	Example (Roads)	Cost
Maintenance	Activities that prevent defects or deteriorations from occurring	Crack Seal	\$
Rehabilitation/ Renewal	Activities that rectify defects or deficiencies that are already present and may be affecting asset performance	Mill & Re-surface	\$\$
Replacement/ Reconstruction	Asset end-of-life activities that often involve the complete replacement of assets	Full Reconstruction	\$\$\$

Depending on initial lifecycle management strategies, asset performance can be sustained through a combination of maintenance and rehabilitation, but at some point, replacement is required. Understanding what effect these activities will have

on the lifecycle of an asset, and their cost, will enable staff to make better recommendations.

The Township's **approach to lifecycle management is described within each asset** category outlined in this AMP. Developing and implementing a proactive lifecycle strategy will help staff to determine which activities to perform on an asset and when they should be performed to maximize useful life at the lowest total cost of ownership.

1.3.2 Risk Management Strategies

Municipalities generally take a 'worst-first' approach to infrastructure spending.

Rather than prioritizing assets based on their importance to service delivery, assets in the worst condition are fixed first, regardless of their criticality. However, not all assets are created equal. Some are more important than others, and their failure or disrepair poses more risk to the community than that of others. For example, a road with a high volume of traffic that provides access to critical services poses a higher risk than a low volume rural road. These high-value assets should receive funding before others.

By identifying the various impacts of asset failure and the likelihood that it will fail, risk management strategies can identify critical assets, and determine where maintenance efforts, and spending, should be focused.

This AMP includes a high-level evaluation of asset risk and criticality. Each asset has been assigned a probability of failure score and consequence of failure score based on available asset data. These risk scores can be used to prioritize maintenance, rehabilitation and replacement strategies for critical assets.

1.3.3 Levels of Service

A level of service (LOS) is a measure of what the Township is providing to the community and the nature and quality of that service. Within each asset category in this AMP, technical metrics and qualitative descriptions that measure both technical and community levels of service have been established and measured as data is available.

These measures include a combination of those that have been outlined in O. Reg. 588/17 in addition to performance measures identified by the Township as worth measuring and evaluating. The Township measures the level of service provided at two levels: Community Levels of Service, and Technical Levels of Service.

Community Levels of Service

Community levels of service are a simple, plain language description or measure of the service that the community receives. For core asset categories (roads, bridges and culverts, water, wastewater, stormwater) the Province, through O. Reg. 588/17, has provided qualitative descriptions that are required to be included in this AMP. For non-core asset categories, the Township has determined the qualitative descriptions that will be used to determine the community level of service provided. These descriptions can be found in the Levels of Service subsection within each asset category.

Technical Levels of Service

Technical levels of service are a measure of key technical attributes of the service being provided to the community. These include mostly quantitative measures and tend to reflect the impact of the Township's **asset management strategies on the physical condition of assets or the quality/capacity of the services they provide.**

For core asset categories (roads, bridges and culverts, water, wastewater, stormwater) the Province, through O. Reg. 588/17, has provided technical metrics that are required to be included in this AMP. For non-core asset categories, the Township has determined the technical metrics that will be used to determine the technical level of service provided. These metrics can be found in the Levels of Service subsection within each asset category.

Current and Proposed Levels of Service

This AMP focuses on measuring the current level of service provided to the community. Once current levels of service have been measured, the Township plans to establish proposed levels of service over a 10-year period, in accordance with O. Reg. 588/17.

Proposed levels of service should be realistic and achievable within the timeframe outlined by the Township. They should also be determined with consideration of a variety of community expectations, fiscal capacity, regulatory requirements, corporate goals and long-term sustainability. Once proposed levels of service have been established, and prior to July 2025, the Township must identify a lifecycle management and financial strategy which allows these targets to be achieved.

1.4 Climate Change

Climate change can cause severe impacts on human and natural systems around the world. The effects of climate change include increasing temperatures, higher **levels of precipitation, droughts, and extreme weather events**. In 2019, Canada's Changing Climate Report (CCCR 2019) was released by Environment and Climate Change Canada (ECCC).

The report revealed that between 1948 and 2016, the average temperature increase across Canada was 1.7°C; moreover, during this time period, Northern Canada experienced a 2.3°C increase. The temperature increase in Canada has doubled that of the global average. If emissions are not significantly reduced, the temperature could increase by 6.3°C in Canada by the year 2100 compared to 2005 levels. Observed precipitation changes in Canada include an increase of approximately 20% between 1948 and 2012. By the late 21st century, the projected increase could reach an additional 24%. During the summer months, some regions in Southern Canada are expected to experience periods of drought at a higher rate. Extreme weather events and climate conditions are more common across Canada. Recorded events include droughts, flooding, cold extremes, warm extremes, wildfires, and record minimum arctic sea ice extent.

The changing climate poses a significant risk to the Canadian economy, society, environment, and infrastructure. The impacts on infrastructure are often a result of climate-related extremes such as droughts, floods, higher frequency of freeze-thaw cycles, extended periods of high temperatures, high winds, and wildfires. Physical infrastructure is vulnerable to damage and increased wear when exposed to these extreme events and climate variabilities. Canadian Municipalities are faced with the responsibility to protect their local economy, citizens, environment, and physical assets.

1.4.1 Wellington North Climate Profile

The Township of Wellington North is expected to experience notable effects of climate change which include higher average annual temperatures, an increase in total annual precipitation, and an increase in the frequency and severity of extreme events. According to Climatedata.ca – a collaboration supported by Environment and Climate Change Canada (ECCC) – the Township of Wellington North may experience the following trends:

Higher Average Annual Temperature:

- Between the years 1971 and 2000 the annual average temperature was 5.7°C.
- Under a high emissions scenario, the annual average temperatures are projected to increase by 8.2°C by the year 2050 and over 12.1°C by the end of the century.

Increase in Total Annual Precipitation:

- Under a high emissions scenario, Wellington North is projected to experience a 12% increase in precipitation by the year 2050 and an 16% increase by the end of the century.

Increase in Frequency of Extreme Weather Events:

- It is expected that the frequency and severity of extreme weather events will change.
- In some areas, extreme weather events will occur with greater frequency and severity than others especially those on or near the many bodies of water in the area.

1.4.2 Integration Climate Change and Asset Management

Asset management practices aim to deliver sustainable service delivery - the delivery of services to residents today without compromising the services and well-being of future residents. Climate change threatens sustainable service delivery by reducing the useful life of an asset and increasing the risk of asset failure. Desired levels of service can be more difficult to achieve as a result of climate change impacts such as flooding, high heat, drought, and more frequent and intense storms.

In order to achieve the sustainable delivery of services, climate change considerations should be incorporated into asset management practices. The integration of asset management and climate change adaptation observes industry best practices and enables the development of a holistic approach to risk management.

1.5 Ontario Regulation 588/17

As part of the *Infrastructure for Jobs and Prosperity Act, 2015*, the Ontario government introduced Regulation 588/17 - Asset Management Planning for Municipal Infrastructure (O. Reg 588/17). Along with creating better performing organizations, more liveable and sustainable communities, the regulation is a key, mandated driver of asset management planning and reporting. It places substantial emphasis on current and proposed levels of service and the lifecycle costs incurred in delivering them.

The diagram below outlines key reporting requirements under O. Reg 588/17 and the associated timelines.

2019

Strategic Asset Management Policy

2022

Asset Management Plan for Core Assets with the following components:

- Current levels of service
- Inventory analysis
- Lifecycle activities to sustain LOS
- Cost of lifecycle activities
- Population and employment forecasts
- Discussion of growth impacts

2024

Asset Management Plan for Core and Non-Core Assets (same components as 2022)

2025

Asset Management Policy Update and Asset Management Plan for All Assets with the following additional components:

- Proposed levels of service for next 10 years
- Updated inventory analysis
- Lifecycle management strategy
- Financial strategy and addressing shortfalls
- Discussion of how growth assumptions impacted lifecycle and financial

1.5.1 O. Reg. 588/17 Compliance Review

The following table identifies the requirements outlined in Ontario Regulation 588/17 for municipalities to meet by July 1, 2024. Next to each requirement a page or section reference is included in addition to any necessary commentary.

Requirement	O. Reg. Section	AMP Section Reference	Status
Summary of assets in each category	S.5(2), 3(i)	4.1.1 - 5.2.1	Complete
Replacement cost of assets in each category	S.5(2), 3(ii)	4.1.1 - 5.2.1	Complete
Average age of assets in each category	S.5(2), 3(iii)	4.1.2 - 5.2.2	Complete
Condition of core assets in each category	S.5(2), 3(iv)	4.1.2 - 5.2.2	Complete
Description of municipality's approach to assessing the condition of assets in each category	S.5(2), 3(v)	4.1.2 - 5.2.2	Complete
Current levels of service in each category	S.5(2), 1(i-ii)	4.1.5 - 5.2.5	Complete
Current performance measures in each category	S.5(2), 2	4.1.5- 5.2.5	Complete
Lifecycle activities needed to maintain current levels of service for 10 years	S.5(2), 4	4.1.3 - 5.2.3	Complete
Costs of providing lifecycle activities for 10 years	S.5(2), 4	Appendix A	Complete
Growth assumptions	S.5(2), 5(i-ii) S.5(2), 6(i-vi)	6.1-6.2	Complete

2 Scope and Methodology

Key Insights

- This asset management plan includes 9 asset categories and is divided between tax-funded and rate-funded categories
- The source and recency of replacement costs impacts the accuracy and reliability of asset portfolio valuation
- Accurate and reliable condition data helps to prevent premature and costly rehabilitation or replacement and ensures that lifecycle activities occur at the right time to maximize asset value and useful life

2.1 Asset Categories Included in this AMP

This asset management plan for the Township of Wellington North is produced in compliance with Ontario Regulation 588/17. The July 2024 deadline under the regulation—the second of three AMPs—requires analysis of core and non-core assets.

The AMP summarizes the state of the infrastructure for the Township's **asset** portfolio, establishes current levels of service and the associated technical and customer oriented key performance indicators (KPIs), outlines lifecycle strategies for optimal asset management and performance, and provides financial strategies to reach sustainability for the asset categories listed below.

Asset Category	Source of Funding
Road Network	Tax Levy
Bridges & Culverts	Tax Levy
Storm System	Tax Levy
Buildings	Tax Levy
Vehicles	Tax Levy
Machinery & Equipment	Tax Levy
Land Improvements	Tax Levy
Water Network	User Rates
Sanitary System	User Rates

2.2 Deriving Replacement Costs

There are a range of methods to determine the replacement cost of an asset, and some are more accurate and reliable than others. This AMP relies on two methodologies:

- **User-Defined Cost and Cost/Unit:** Based on costs provided by municipal staff which could include average costs from recent contracts; data from engineering reports and assessments; staff estimates based on knowledge and experience
- **Cost Inflation/CPI Tables:** Historical cost of the asset is inflated based on Consumer Price Index or Non-Residential Building Construction Price Index

User-defined costs based on reliable sources are a reasonably accurate and reliable way to determine asset replacement costs. Cost inflation is typically used in the absence of reliable replacement cost data. It is a reliable method for recently purchased and/or constructed assets where the total cost is reflective of the actual costs that the Township incurred. As assets age, and new products and technologies become available, cost inflation becomes a less reliable method.

2.3 Estimated Useful Life and Service Life Remaining

The estimated useful life (EUL) of an asset is the period over which the Township expects the asset to be available for use and remain in service before requiring replacement or disposal. The EUL for each asset in this AMP was assigned according to the knowledge and expertise of municipal staff and supplemented by existing industry standards when necessary.

By using an asset's in-service data and its EUL, the Township can determine the service life remaining (SLR) for each asset. Using condition data and the asset's SLR, the Township can more accurately forecast when it will require replacement. The SLR is calculated as follows:

$$\text{Service Life Remaining (SLR)} = \text{In Service Date} + \text{Estimated Useful Life (EUL)} - \text{Current Year}$$

2.4 Reinvestment Rate

As assets age and deteriorate they require additional investment to maintain a state of good repair. The reinvestment of capital funds, through asset renewal or replacement, is necessary to sustain an adequate level of service. The reinvestment rate is a measurement of available or required funding relative to the total replacement cost.

By comparing the actual vs. target reinvestment rate the Township can determine the extent of any existing funding gap. The reinvestment rate is calculated as follows:

$$\text{Target Reinvestment Rate} = \frac{\text{Annual Capital Requirement}}{\text{Total Replacement Cost}}$$

$$\text{Actual Reinvestment Rate} = \frac{\text{Annual Capital Funding}}{\text{Total Replacement Cost}}$$

2.5 Deriving Asset Condition

An incomplete or limited understanding of asset condition can mislead long-term planning and decision-making. Accurate and reliable condition data helps to prevent premature and costly rehabilitation or replacement and ensures that lifecycle activities occur at the right time to maximize asset value and useful life.

A condition assessment rating system provides a standardized descriptive framework that allows comparative benchmarking across the Township's **asset** portfolio. The table below outlines the condition rating system used in this AMP to determine asset condition. This rating system is aligned with the Canadian Core Public Infrastructure Survey which is used to develop the Canadian Infrastructure Report Card. When assessed condition data is not available, service life remaining is used to approximate asset condition.

Condition	Description	Criteria	Service Life Remaining (%)
Very Good	Fit for the future	Well maintained, good condition, new or recently rehabilitated	80-100
Good	Adequate for now	Acceptable, generally approaching mid-stage of expected service life	60-80
Fair	Requires attention	Signs of deterioration, some elements exhibit significant deficiencies	40-60
Poor	Increasing potential of affecting service	Approaching end of service life, condition below standard, large portion of system exhibits significant deterioration	20-40
Very Poor	Unfit for sustained service	Near or beyond expected service life, widespread signs of advanced deterioration, some assets may be unusable	0-20

The analysis in this AMP is based on assessed condition data only as available. In the absence of assessed condition data, asset age is used as a proxy to determine asset condition. Appendix D includes additional information on the role of asset condition data and provides basic guidelines for the development of a condition assessment program.

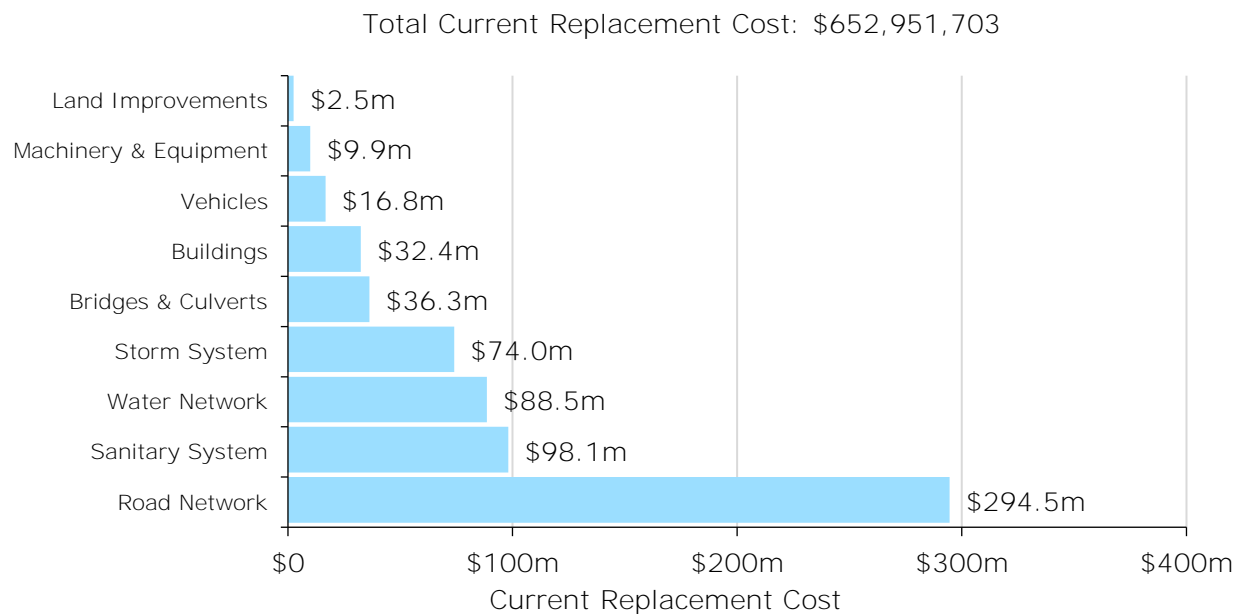
3 Portfolio Overview

Key Insights

- The total replacement cost of the Township's **asset portfolio** is \$653 million
- The Township's **target** re-investment rate is 2.9%, and the actual re-investment rate is 1.25%, contributing to an expanding infrastructure deficit
- 57% of all assets are in fair or better condition
- Average annual capital requirements total \$18.9 million per year across all assets

3.1 Total Replacement Cost of Asset Portfolio

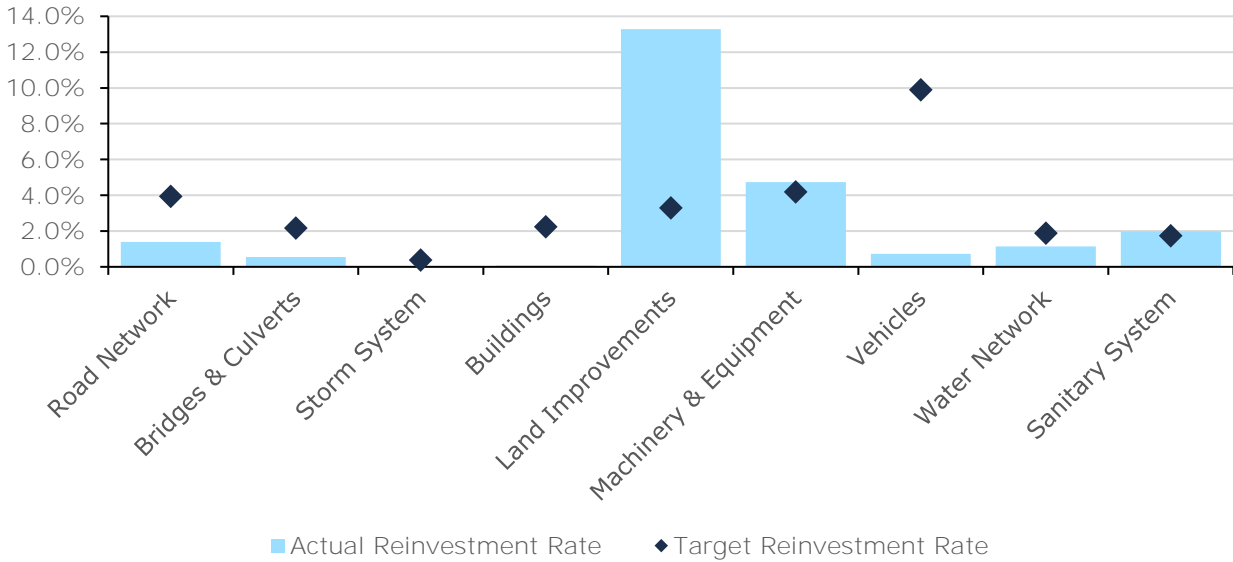
The asset categories analyzed in this AMP have a total replacement cost of \$653 million based on inventory data from 2022. This total was determined based on a combination of user-defined costs and historical cost inflation. This estimate reflects replacement of historical assets with similar, not necessarily identical, assets available for procurement today.



3.2 Target vs. Actual Reinvestment Rate

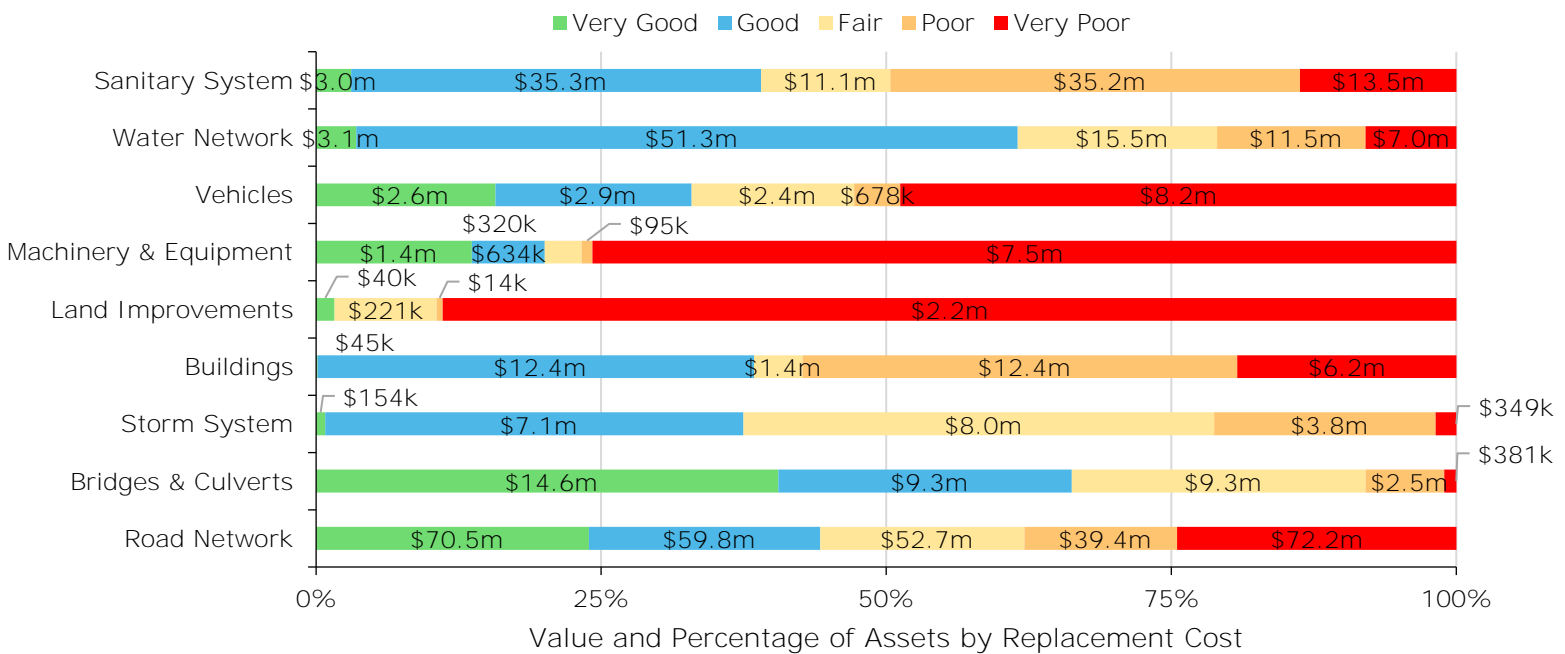
The graph below depicts funding gaps or surpluses by comparing target vs actual reinvestment rate. To meet the long-term replacement needs, the Township should be allocating approximately \$18.9 million annually, for a target reinvestment rate of 2.9%. Actual annual spending on infrastructure totals approximately \$8.2 million, for an actual reinvestment rate of 1.25%.

Target Reinvestment Rate & Actual Reinvestment Rate



3.3 Condition of Asset Portfolio

The current condition of the assets is central to all asset management planning. Collectively, 57% of assets in Wellington North are in fair or better condition. This estimate relies on both age-based and field condition data.

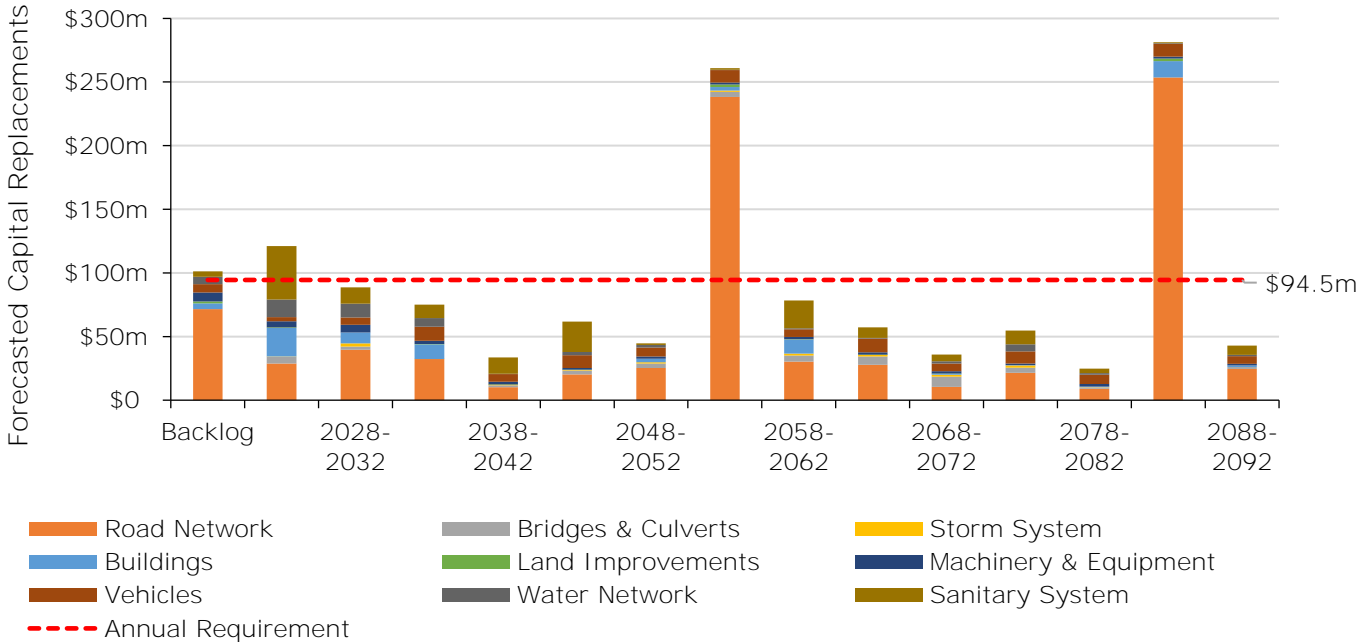


This AMP relies on assessed condition data for 32% of assets; for the remaining portfolio, age is used as an approximation of condition. Assessed condition data is invaluable in asset management planning as it reflects the true condition of the asset and its ability to perform its functions. The table below identifies the source of condition data used throughout this AMP.

Asset Category	Asset Segment	% of Assets with Assessed Condition	Source of Condition Data
Road Network	Paved Roads	100%	2023 Road Needs Study
Bridges & Culverts	Bridges	100%	2023 OSIM Report
	Culverts	100%	2023 OSIM Report
Storm System	All	0%	Age-Based
Buildings	All	0%	Age-Based
Machinery & Equipment	All	0%	Age-Based
Vehicles	All	0%	Age-Based
Land Improvements	All	0%	Age-Based
Water Network	All	0%	Age-Based
Sanitary System	All	0%	Age-Based

3.4 Forecasted Capital Requirements

The development of a long-term capital forecast should include both asset rehabilitation and replacement requirements. With the development of asset-specific lifecycle strategies that include the timing and cost of future capital events, the Township can produce an accurate long-term capital forecast. The following graph identifies capital requirements over the next 70 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average 5-year capital requirements.



4 Analysis of Tax-funded Assets

Key Insights

- Tax-funded assets are valued at \$466 million
- 39% of tax-funded assets are in fair or better condition
- The average annual capital requirement to sustain the current level of service for tax-funded assets is approximately \$15.5 million
- Critical assets should be evaluated to determine appropriate risk mitigation activities and treatment options

4.1 Road Network

The road network is a critical component of the provision of safe and efficient transportation services and represents the highest value asset category in the Township's **asset portfolio**. It includes all municipally owned and maintained roadways in addition to supporting roadside infrastructure including sidewalks, traffic lights and streetlights.

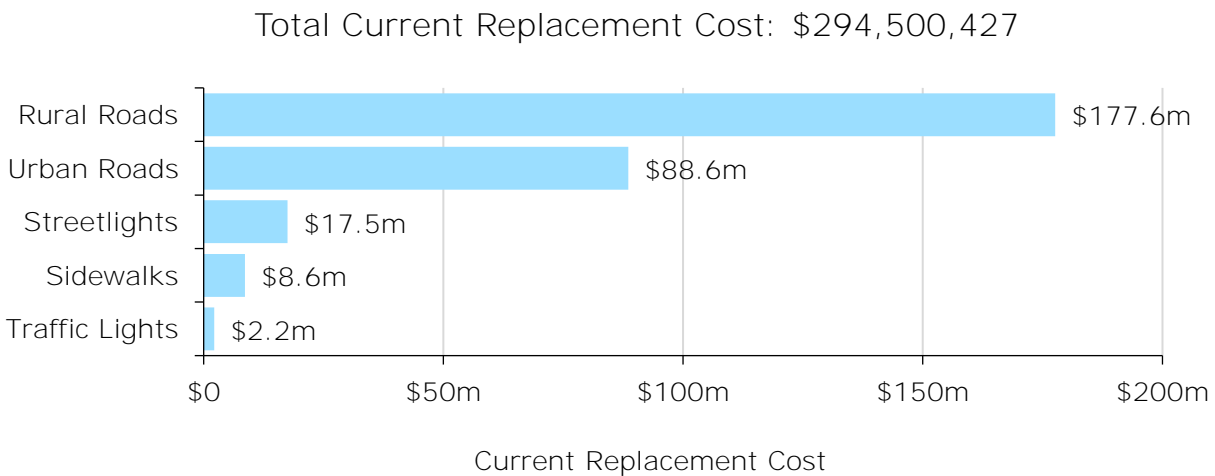
The state of the infrastructure for the road network is summarized in the following table.

Replacement Cost	Condition	Financial Capacity	
\$295 million	Very Poor (17%)	Annual Requirement:	\$11.6 million
		Funding Available:	\$4.1 million
		Annual Deficit:	\$7.5 million

4.1.1 Asset Inventory & Costs

The table below includes the quantity, total replacement cost and annual capital requirements of each asset segment in the Township's road network inventory.

Asset Segment	Quantity ¹	Replacement Cost	Annual Capital Requirement
Rural Roads	340,000 m	\$177,635,000	\$5,931,000
Sidewalks	37,000 m	\$8,588,000	\$239,000
Streetlights	1,923	\$17,511,000	\$2,189,000
Traffic Lights	6	\$2,200,000	\$245,000
Urban Roads	50,000 m	\$88,566,000	\$2,990,000
Total		\$294,500,000	\$11,593,000



Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

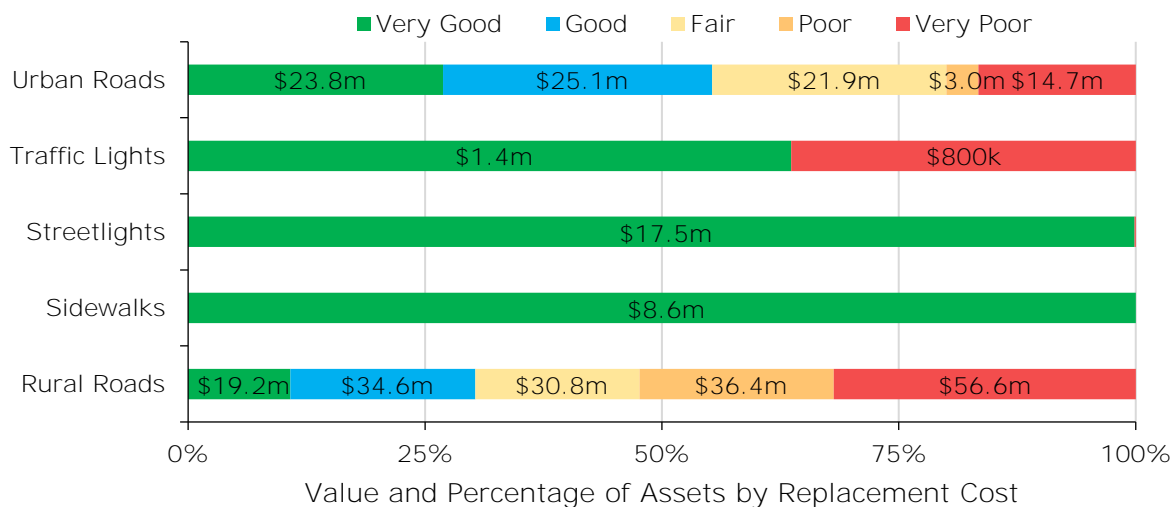
¹ Quantities listed for the Road Network are based on the 2023 Road Needs Study and may differ from the Citywide inventory. Staff are working towards aligning the Citywide inventory with the Road Needs Study.

4.1.2 Asset Condition & Age

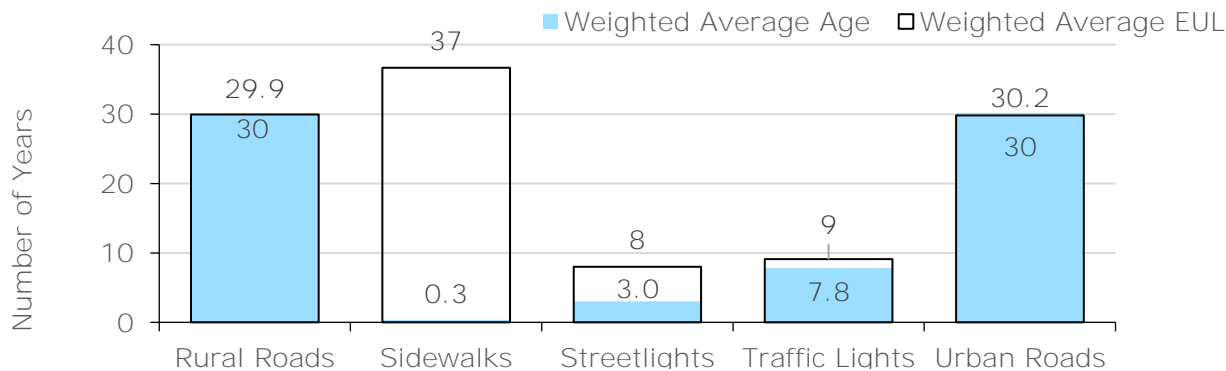
The table below identifies the current average condition and source of available condition data for each asset segment. The average condition (%) is a weighted value based on replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
Rural Roads	48%	Fair	100% Assessed
Sidewalks	99%	Very Good	Age-Based
Streetlights	61%	Good	Age-Based
Traffic Lights	31%	Poor	Age-Based
Urban Roads	83%	Very Good	100% Assessed
Average	69%	Good	100% Assessed

The graph below visually illustrates the average condition for each asset segment on a very good to very poor.



The graph below illustrates the weighted average age compared to the weighted average estimated useful life for each asset segment.



To ensure that the Municipality’s road network continues to provide an acceptable level of service, the Municipality should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation, and replacement activities is required to increase the overall condition of the roads.

Each asset’s estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to more confidently determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the Township’s **current approach**:

- Internal assessments are performed on road assets annually to ensure timely identification of maintenance needs.
- Road Needs Studies are completed every 5 years by external contractors. The latest Road Needs Study was completed in December 2023.

In this AMP the following rating criteria is used to determine the current condition of road segments and forecast future capital requirements:

Condition	Rating
Very Good	8-10
Good	7-8
Fair	6-7
Poor	5-6
Very Poor	0-5

4.1.3 Lifecycle Management Strategy

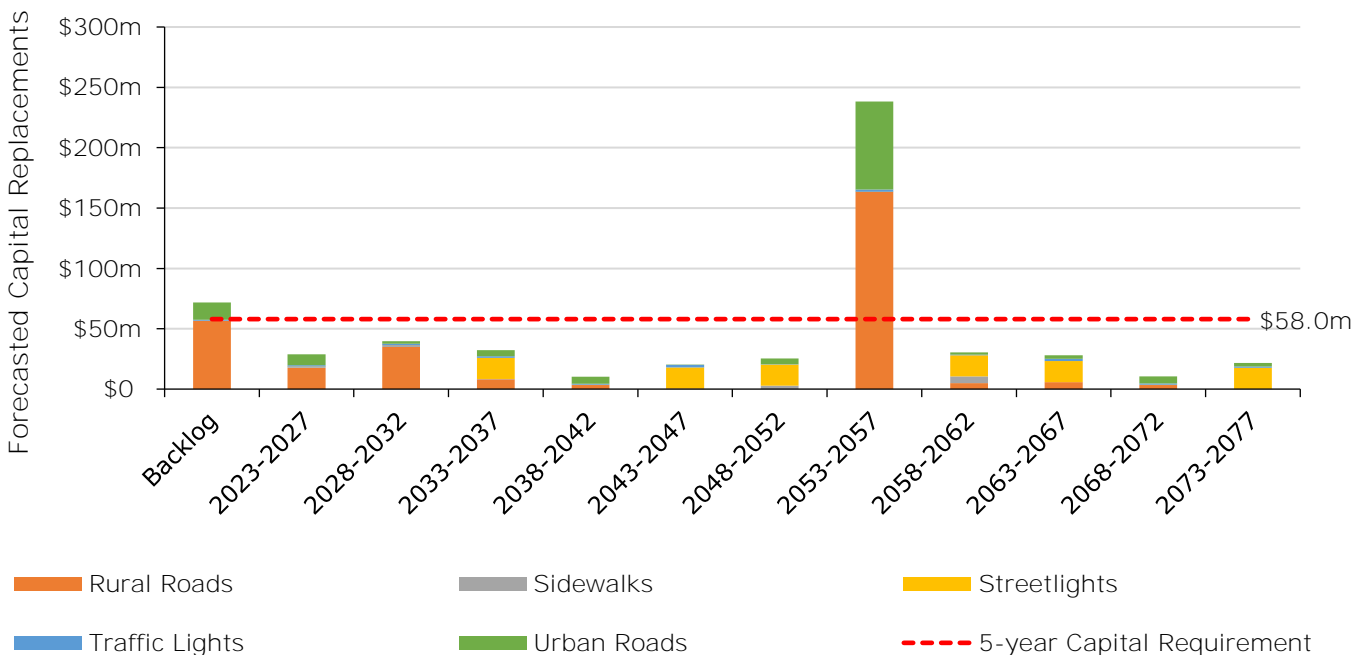
The condition or performance of most assets will deteriorate over time. This process is affected by a range of factors including an asset's characteristics, location, utilization, maintenance history and environment.

The following table outlines the Township's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Operations & Maintenance	Maintenance activities include inspections, cleaning, minor repairs and vegetation management
	Inspections are conducted monthly, while cleaning and minor repairs are performed bi-annually.
	Maintenance is triggered by visual inspections identifying issues such as cracks, potholes, or safety hazards.
Rehabilitation	<p>Rehabilitation activities include resurfacing, structural repairs, and upgrading outdated systems.</p> <p>Rehabilitation is triggered by a pavement condition index (PCI) below 5, or structural assessment indicating deterioration. Urban area rehabilitation is also coordinated with other infrastructure replacement (sewers and watermains).</p>
Replacement	Replacement is considered when an asset's condition has deteriorated significantly, and rehabilitation is no longer cost-effective.

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs. The following graph identifies capital requirements over the next 55 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average 5-year capital requirements.

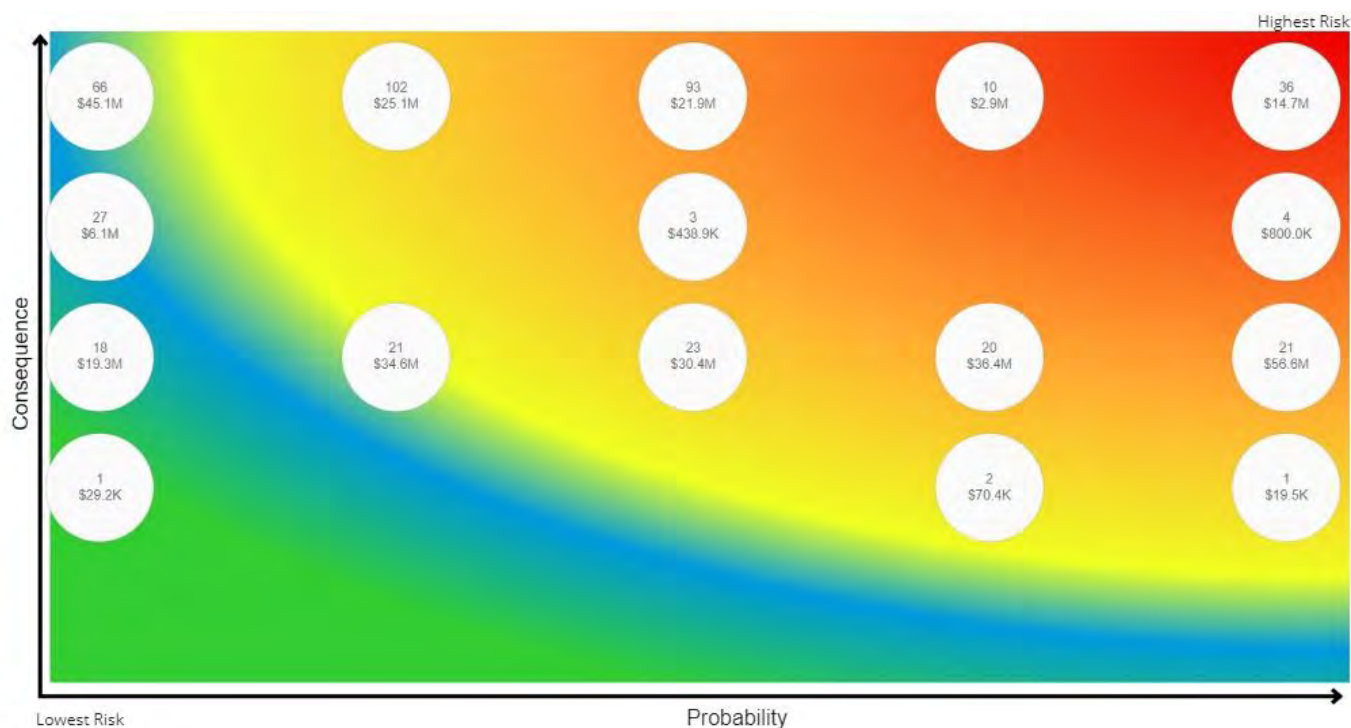


The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix A.

4.1.4 Risk & Criticality

Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2022 inventory data. See Appendix C for the criteria used to determine the risk rating of each asset.



This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of the road network are documented below:

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (Financial)

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

Risks to Current Asset Management Strategies

The following section summarizes key trends, challenges, and risks to service delivery that the Township is currently facing:



Organizational Capacity

Both short- and long-term planning requires the regular collection of infrastructure data to support asset management decision-making. Staff find it a continuous challenge to dedicate resources and time towards data collection and condition assessments to ensure that road condition and asset attribute data is regularly reviewed and updated.



Capital Funding Strategies

The current level of financial reinvestment does not sufficiently address maintenance and capital rehabilitation requirements to ensure roads remain in an adequate state of repair and achieve their intended service life. Major projects are grant dependant.

4.1.5 Levels of Service

The following tables identify the Township's **current level of service for the road network**. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Township has selected for this AMP.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by the road network.

Service Attribute	Qualitative Description	Current LOS (2022)
Scope	Description, which may include maps, of the road network in the municipality and its level of connectivity	See Appendix B
Quality	Description or images that illustrate the different levels of road class pavement condition	<p>The Township completed a Road Management Study in December 2023 in coordination with Triton Engineering Services Limited. Every road section received a surface condition rating (1-10).</p> <ul style="list-style-type: none"> 10 – New 9 – No distress 8 – Minor distress/joints opening 7 – Moderate distress/majority of centerline opening/misc. random cracking 6 – Moderate-severe distress/open joints/some wheel track issues 5 – Severe distress/wheel track failure/no area without distress 0-4 – Significant distress/deformation/edge damage

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the road network.

Service Attribute	Technical Metric	Current LOS (2022)
Scope	Lane-km of arterial roads (MMS classes 1 and 2) per land area (km/km ²)	0.027
	Lane-km of collector roads (MMS classes 3 and 4) per land area (km/km ²)	0.019
	Lane-km of local roads (MMS classes 5 and 6) per land area (km/km ²)	1.43
Quality	Average pavement condition index for paved roads in the municipality	11%
	Average surface condition for unpaved roads in the municipality (e.g. excellent, good, fair, poor)	Very Poor
Performance	Capital reinvestment rate	1.4%

4.1.6 Recommendations

Asset Inventory

- Review sidewalk inventory to determine whether all municipal assets within these asset segments have been accounted for.
- Review Road Network inventory to ensure that the asset inventory is reflective of what is included in the most recent 2023 Road Needs Study. Inventory consolidation between the two data sets will be required in order to ensure Citywide data is as accurate as possible.

Condition Assessment Strategies

- The last comprehensive assessment of the road network was completed in 2023. Continue completing updated assessment of all roads every 5 years and uploading condition information to Citywide.

Lifecycle Management Strategies

- Evaluate the efficacy of the Township's **lifecycle management strategies** at regular intervals to determine the impact cost, condition and risk.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Levels of Service

- Continue to measure current levels of service in accordance with the metrics identified in O. Reg. 588/17 and those metrics that the Township believes to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

4.2 Bridges & Culverts

Bridges and culverts represent a critical portion of the transportation services provided to the community. The Transportation Division is responsible for the maintenance of all bridges and culverts located across municipal roads with the goal of keeping structures in an adequate state of repair and minimizing service disruptions.

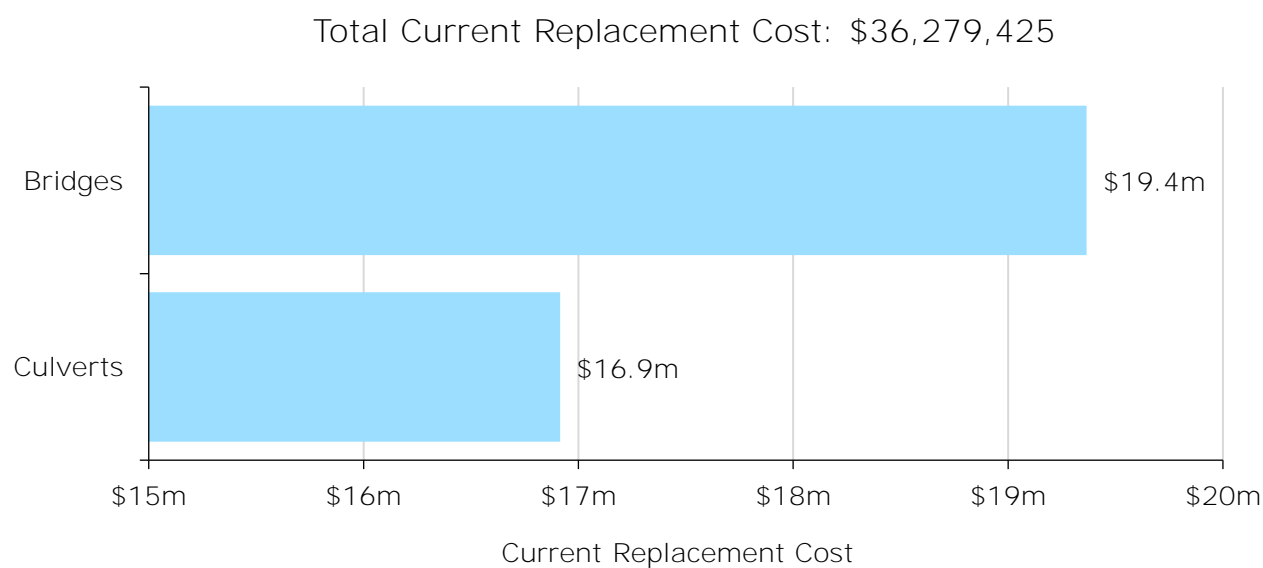
The state of the infrastructure for bridges and culverts is summarized in the following table.

Replacement Cost	Condition	Financial Capacity	
\$36.3 million	Good (72%)	Annual Requirement:	\$781,000
		Funding Available:	\$202,000
		Annual Deficit:	\$579,000

4.2.1 Asset Inventory & Costs

The table below includes the quantity, total replacement cost and annual capital requirements of each asset segment in the Township's **bridges and culverts** inventory.

Asset Segment	Quantity ²	Replacement Cost	Annual Capital Requirement
Bridges	27	\$19,365,000	\$426,000
Culverts	76	\$16,914,00	\$356,000
Total		\$36,279,000	\$781,000



Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

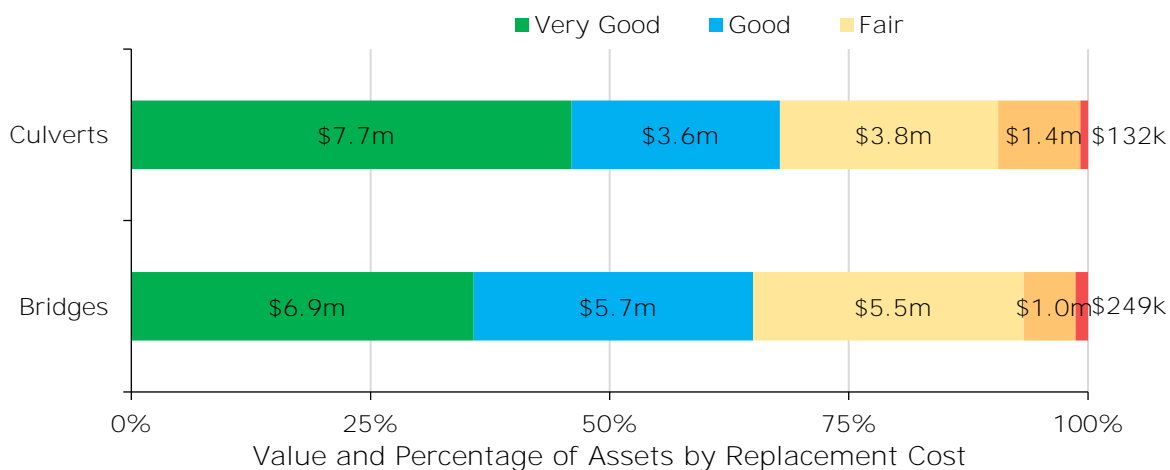
² Quantities for Bridges and Culverts are taken from the 2023 Bridge Inspection Report and may differ from the Citywide inventory. Staff are working towards aligning the Citywide inventory with the Bridge Inspection Report.

4.2.2 Asset Condition & Age

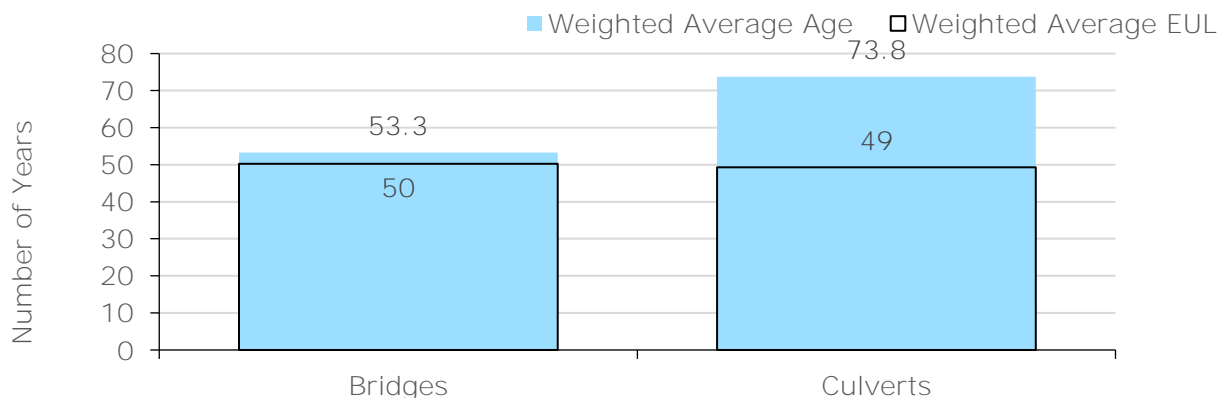
The table below identifies the current average condition and source of available condition data for each asset segment. The average condition (%) is a weighted value based on replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
Bridges	70%	Good	100% Assessed
Culverts	73%	Good	100% Assessed
Average	72%	Good	100% Assessed

The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale.



The graph below illustrates the weighted average age compared to the weighted average estimated useful life for each asset segment.



To ensure that the Municipality's Bridges & Culverts continue to provide an acceptable level of service, the Municipality should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation, and replacement activities is required to increase the overall condition of the bridges and culverts.

Each asset's estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to more confidently determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the Township's **current approach**:

- Condition assessments of all bridges and culverts are reviewed every 2 years, with a new report completed every 5 in accordance with the Ontario Structure Inspection Manual (OSIM).
- The latest OSIM inspection was completed in 2023.

In this AMP, the following rating criteria is used to determine the current condition of bridges and culverts and forecast future capital requirements:

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

4.2.3 Lifecycle Management Strategy

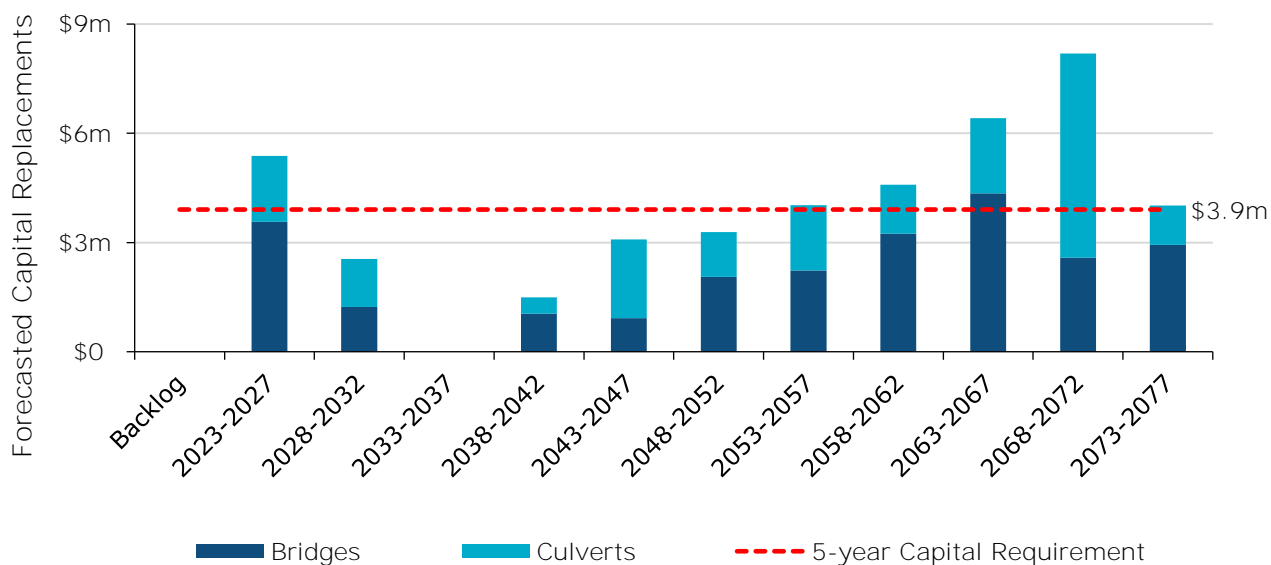
The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the Township's **current lifecycle management strategy**.

Activity Type	Description of Current Strategy
Maintenance, Rehabilitation and Replacement	All lifecycle activities are driven by the results of mandated structural inspections completed according to the Ontario Structure Inspection Manual (OSIM)
Inspection	The most recent OSIM inspection report was completed in 2023 by BM Ross. All bridges with spans greater than 3 meters are reviewed every 2 years, and the OSIM reported is updated every 5 years.

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs. The following graph identifies capital requirements over the next 55 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average 5-year capital requirements.

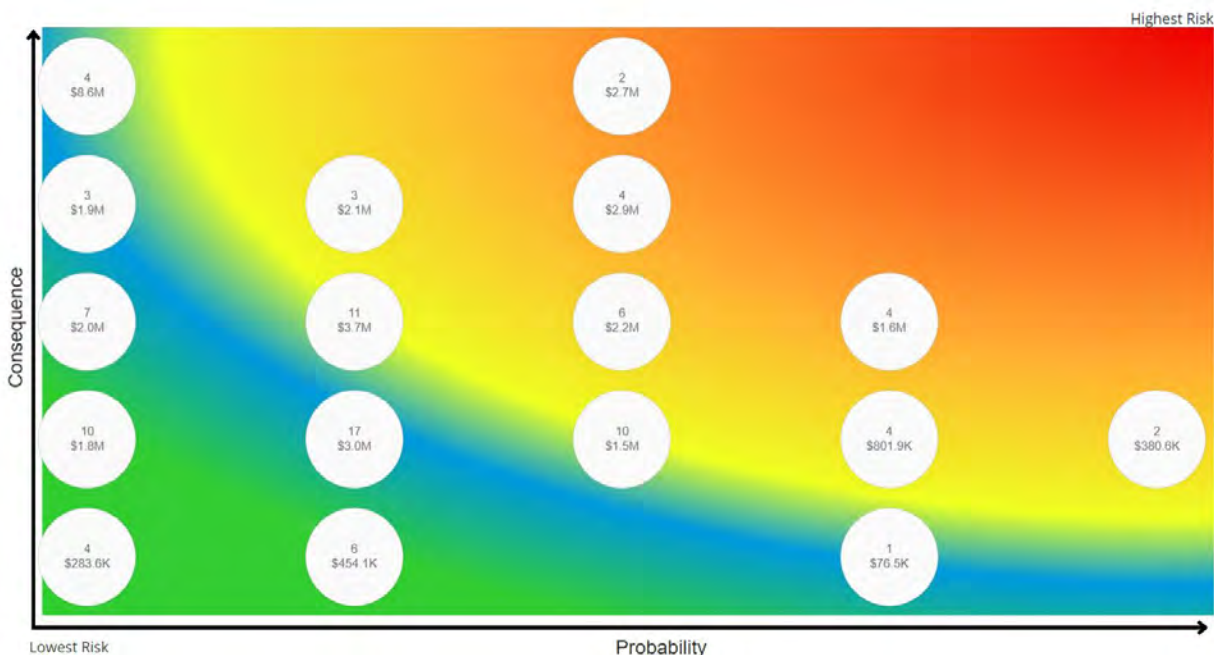


The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix A.

4.2.4 Risk & Criticality

Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2022 inventory data. See Appendix C for the criteria used to determine the risk rating of each asset.



This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of bridges and culverts are documented below:

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (Financial)

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

Risks to Current Asset Management Strategies

The following section summarizes key trends, challenges, and risks to service delivery that the Township is currently facing:



Climate Change & Extreme Events

Asset deterioration is accelerated due to extreme weather, which in some cases can cause unexpected failures. Large storm events result in aggressive wear on bridges and culverts.



Capital Funding Strategies

Municipal budget is limited. Major capital rehabilitation and replacement projects are often entirely dependant on the availability of grant funding opportunities. When grants are not available, rehabilitation and replacement projects may be deferred.

4.2.5 Levels of Service

The following tables identify the Township's **current level of service for bridges and culverts**. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Township has selected for this AMP.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by bridges and culverts.

Service Attribute	Qualitative Description	Current LOS (2022)
Scope	Description of the traffic that is supported by municipal bridges (e.g. heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists)	<p>The Township's bridges and culverts support motor vehicles, including heavy vehicles and emergency vehicles, apart from the following 3 structures which have load limits:</p> <p>Structure 9 (Sideroad 3 East) Structure 21 (Sideroad 8 East) Structure 38 (Sideroad 3)</p> <p>The Township has plans to replace structure 9 in 2024.</p> <p>Two bridges in Mount Forest have sidewalks integrated into their decks to accommodate pedestrians.</p>
Quality	Description or images of the condition of bridges and culverts and how this would affect use of the bridges and culverts	<p>Appendix B provides a breakdown of the Bridge Condition Index (BCI) range for the Township's bridges. The BCI value breakdown is as follows:</p> <p>90-100: Excellent 75-89: Good 40-74: Fair 0-39: Poor</p>

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by bridges and culverts.

Service Attribute	Technical Metric	Current LOS (2022)
Scope	% of bridges in the Township with loading or dimensional restrictions	3%
	% of single-lane bridges	13%
Quality	Average bridge condition index value for bridges in the Township	70%
	Average bridge condition index value for structural culverts in the Township	73%
Performance	% of bridges and culvert assets in state of good repair (fair or better)	91%

4.2.6 Recommendations

Data Review/Validation

- Continue to review and validate inventory data, assessed condition data and replacement costs for all bridges and structural culverts upon the completion of OSIM review every 2 years, and report every 5 years.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Lifecycle Management Strategies

- The Township should work towards identifying projected capital rehabilitation and renewal costs for bridges and culverts and integrating these costs into long-term planning.

Levels of Service

- Continue to measure current levels of service in accordance with the metrics identified in O. Reg. 588/17 and those metrics that the Township believe to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

4.3 Storm System

The Township is responsible for owning and maintaining a storm system of storm sewer mains, catch basins and manholes.

The Township also owns five Stormwater Management Facilities in Mount Forest, and one Stormwater Management Facility in Arthur, which are not presently in the Citywide system.

Staff are working towards improving the accuracy and reliability of their storm system inventory to assist with long-term asset management planning.

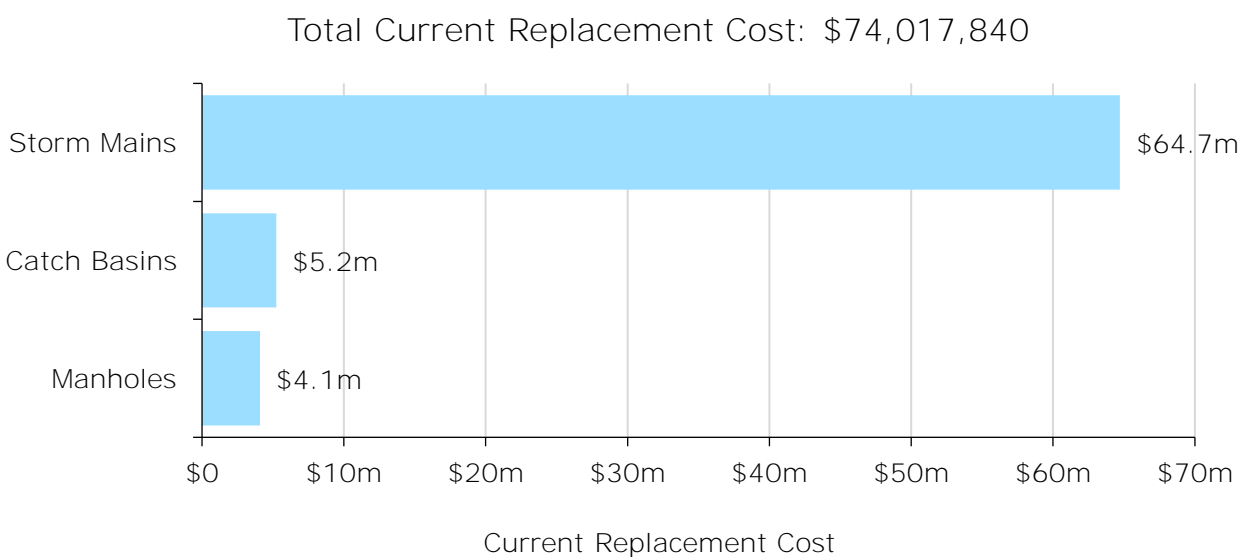
The state of the infrastructure for the storm system is summarized in the following table.

Replacement Cost	Condition	Financial Capacity	
\$74 million	Fair (53%)	Annual Requirement:	\$276,000
		Funding Available:	\$0
		Annual Deficit:	\$276,000

4.3.1 Asset Inventory & Costs

The table below includes the quantity, total replacement cost and annual capital requirements of each asset segment in the Township's **stormwater network** inventory.

Asset Segment	Quantity	Replacement Cost	Annual Capital Requirement
Catch Basins	1,091	\$5,237,000	\$75,000
Manholes	463	\$4,081,000	\$58,000
Storm Mains	51,700 m	\$64,700,000	\$143,000
Total		\$74,018,000	\$276,000



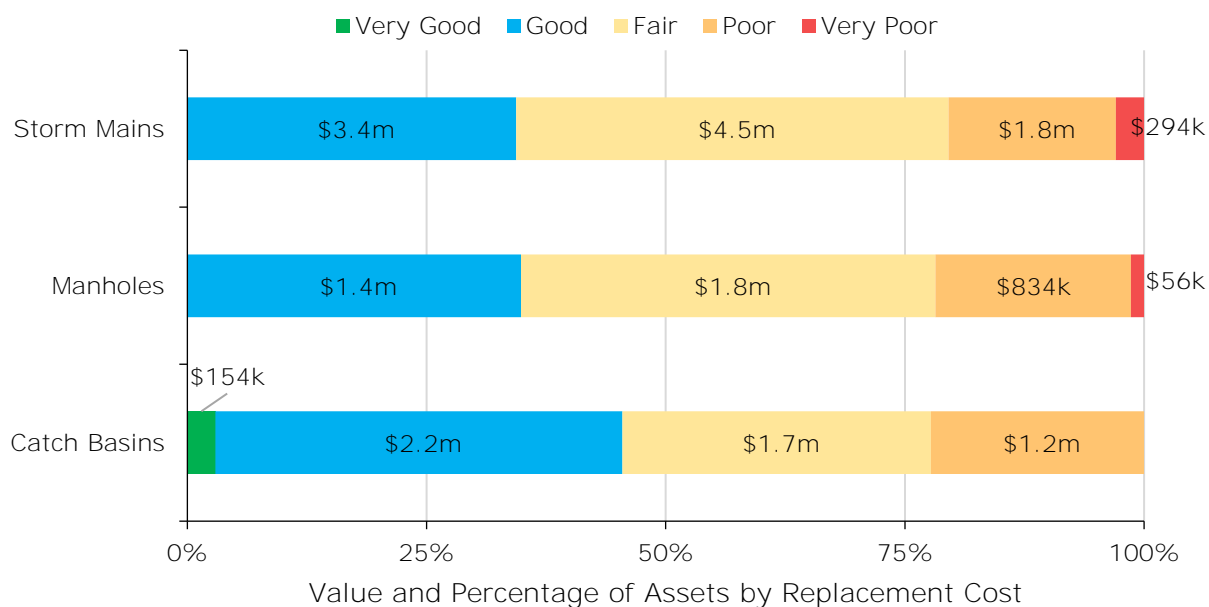
Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

4.3.2 Asset Condition & Age

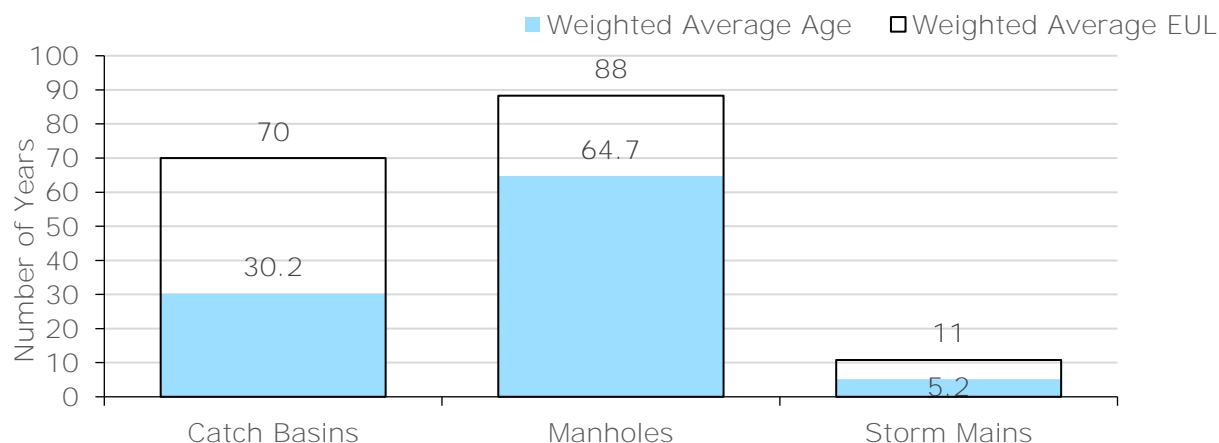
The table below identifies the current average condition and source of available condition data for each asset segment. The average condition (%) is a weighted value based on replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
Catch Basins	56%	Fair	Age-Based
Manholes	52%	Fair	Age-Based
Storm Mains	51%	Fair	Age-Based
Average	53%	Fair	Age-Based

The graph below visually illustrates the average condition for each asset segment on a very good to very poor.



The graph below illustrates the weighted average age compared to the weighted average estimated useful life for each asset segment.



To ensure that the Township's storm system continues to provide an acceptable level of service, the Township should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the storm system.

Each asset's estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to more confidently determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the Township's **current approach**:

- Stormwater mains are assessed by external contractors when investigation work is being completed for a reconstruction project.
- Stormwater management ponds are inspected twice a year. For the remainder of the storm system assets, there is no formal inspection process or condition rating in place.

In this AMP the following rating criteria is used to determine the current condition of the storm system and forecast future capital requirements:

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

4.3.3 Lifecycle Management Strategy

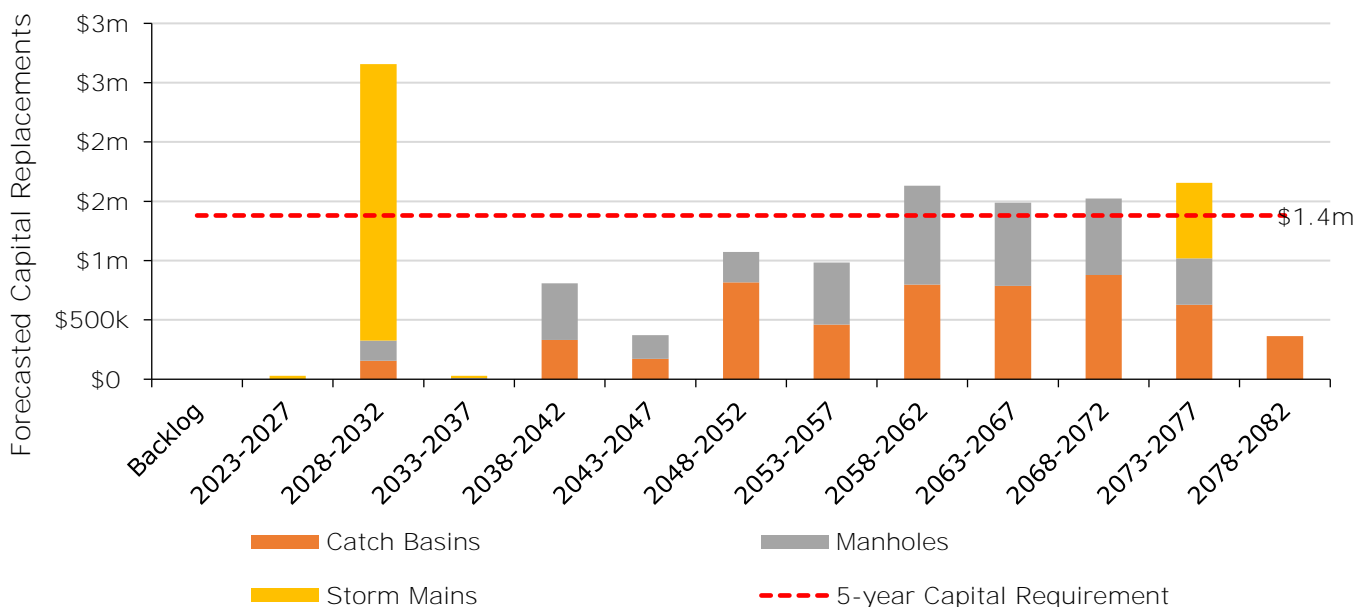
The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the Township's **current lifecycle management strategy**.

Activity Type	Description of Current Strategy
Maintenance	Maintenance includes inspections, cleaning, minor repairs, and vegetation management
	Storm structures are cleaned annually in the spring
	Storm Water Management ponds are inspected twice a year
Rehabilitation	Rehabilitation activities include trenchless re-lining, structural repairs, and upgrading outdated systems
Replacement	Rehabilitation programs are initiated when defects are observed by structural assessments, or during full reconstruction projects
	Replacement is considered when an asset's condition has deteriorated significantly, or the asset has failed. Assets nearing their end of life, or incurring frequent and costly repairs are prioritized for replacement

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs. The following graph identifies capital requirements over the next 60 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average 5-year capital requirements.

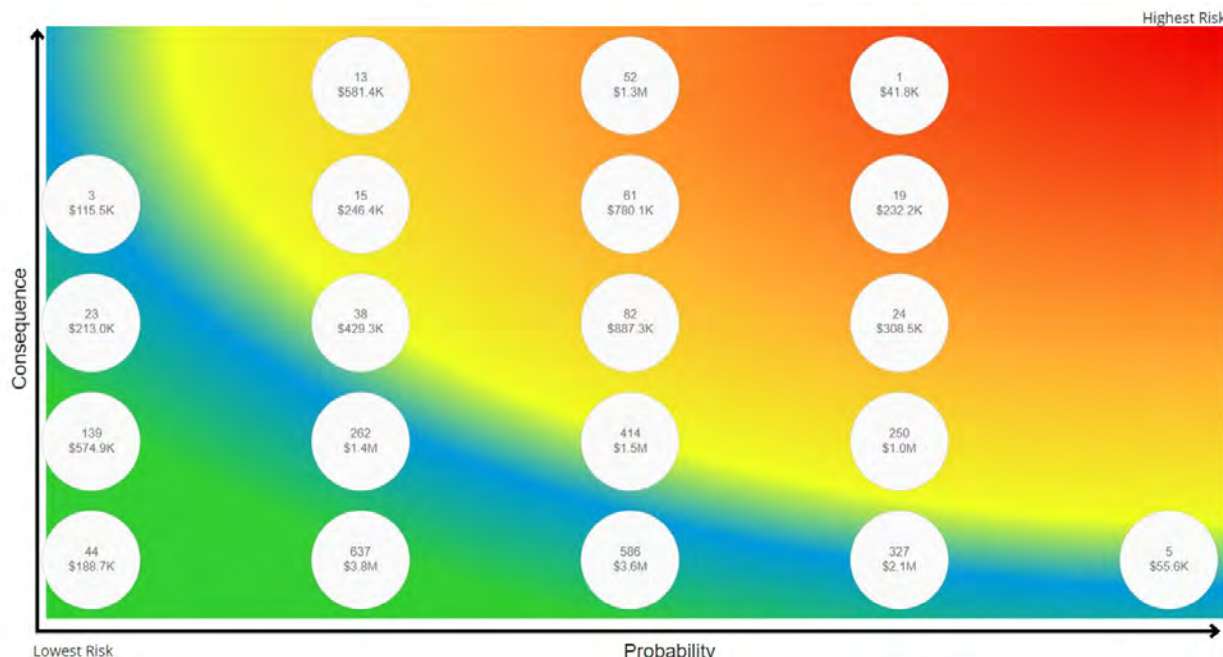


The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix A.

4.3.4 Risk & Criticality

Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2022 inventory data. See Appendix C for the criteria used to determine the risk rating of each asset.



This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of the stormwater network are documented below:

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (Financial)
Pipe Material	Pipe Diameter (Operational)

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

Risks to Current Asset Management Strategies

The following section summarizes key trends, challenges, and risks to service delivery that the Township is currently facing:



Aging Infrastructure

A significant portion of the storm system has reached the end of its useful life or is exceeding its useful life. As assets age, they will not perform as efficiently and may lead to increased maintenance costs.



Capital Funding Strategies

Major capital rehabilitation and replacement projects are often entirely dependant on the availability of grant funding opportunities as municipal funding is limited. When grants are not available, rehabilitation and replacement projects may be deferred. The cost of construction has also increased significantly, causing further strain to capital funding strategies.



Climate Change & Extreme Events

Climate change and extreme weather events have resulted in a change in 100-year storm data, requiring different design thresholds for storm systems. Some of the older portions of the storm system are not designed to meet these new thresholds.

4.3.5 Levels of Service

The following tables identify the Township's **current level of service for the storm** system. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Township has selected for this AMP.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by the storm system.

Service Attribute	Qualitative Description	Current LOS (2022)
Scope	Description, which may include map, of the user groups or areas of the municipality that are protected from flooding, including the extent of protection provided by the municipal stormwater system	See Appendix B

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the storm system.

Service Attribute	Technical Metric	Current LOS (2022)
Scope	% of properties in municipality resilient to a 100-year storm	TBD ³
	% of the municipal stormwater management system resilient to a 5-year storm	TBD ³
Performance	% of the storm system that is in good or very good condition	10%
	% of the storm system that is in poor or very poor condition	6% ⁴

³ The Township does not currently have data available to determine this technical metric.

⁴ Storm system condition ratings are based on Citywide inventory and largely use age-based condition.

4.3.6 Recommendations

Asset Inventory

- The Township's **stormwater network** inventory remains at a basic level of maturity and staff do not have a high level of confidence in its accuracy or reliability. The development of a comprehensive inventory of the stormwater network should be priority.

Condition Assessment Strategies

- The development of a comprehensive inventory should be accompanied by a system-wide assessment of the condition of all assets in the stormwater network through CCTV inspections.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Lifecycle Management Strategies

- Document and review lifecycle management strategies for the stormwater network on a regular basis to achieve the lowest total cost of ownership while maintaining adequate service levels.

Levels of Service

- Continue to measure current levels of service in accordance with the metrics that the Township has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

4.4 Buildings

The Township of Wellington North owns and maintains several facilities and recreation centres that provide key services to the community. These include:

- Fire halls
- Pools and aquatics centers
- Public works garages and storage sheds
- Arenas and community centres

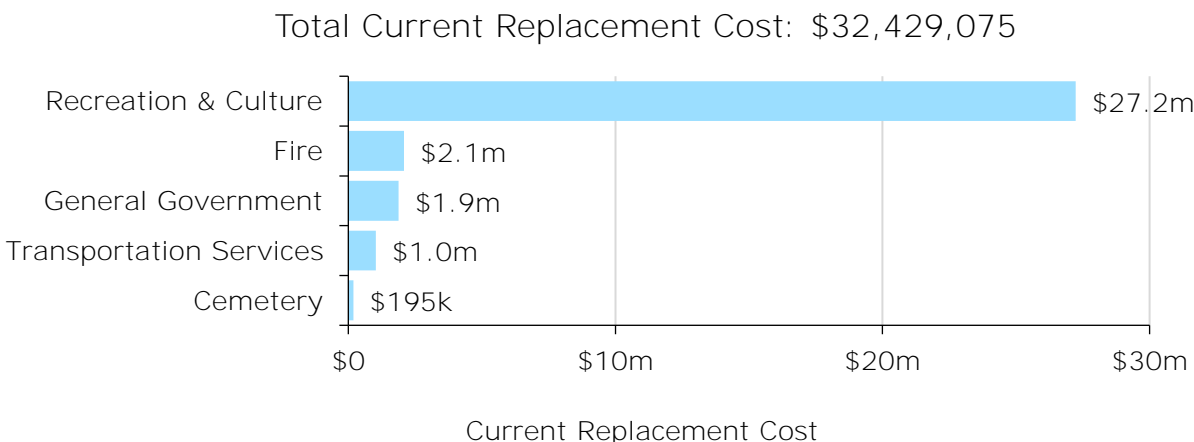
The state of the infrastructure for the buildings is summarized in the following table.

Replacement Cost	Condition	Financial Capacity	
\$32 million	Fair (40%)	Annual Requirement:	\$723,000
		Funding Available:	\$21,000
		Annual Deficit:	\$702,000

4.4.1 Asset Inventory & Costs

The table below includes the quantity, total replacement cost and annual capital requirements of each asset segment in the Township's **buildings inventory**.

Asset Segment	Quantity	Replacement Cost	Annual Capital Requirement
Cemetery	2	\$195,000	\$4,000
Fire	2	\$2,090,000	\$42,000
General Government	10	\$1,881,000	\$63,000
Recreation & Culture	22	\$27,230,000	\$594,000
Transportation Services	4	\$1,032,000	\$21,000
Total		\$32,429,000	\$723,000



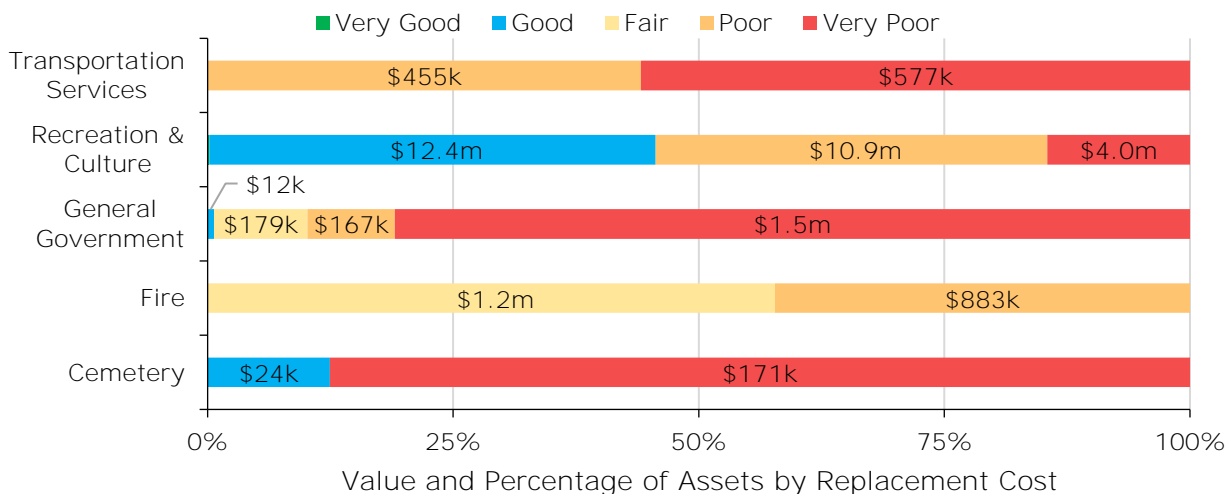
Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

4.4.2 Asset Condition & Age

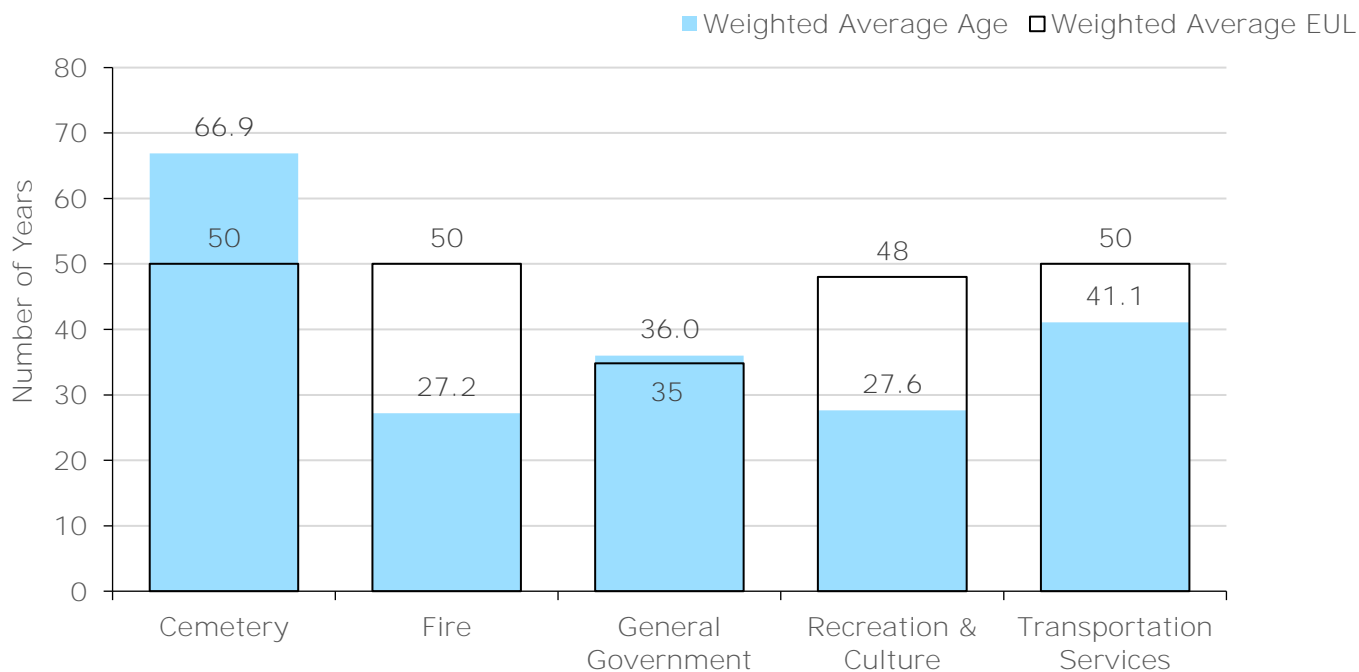
The table below identifies the current average condition and source of available condition data for each asset segment. The average condition (%) is a weighted value based on replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
Cemetery	10%	Very Poor	Age-Based
Fire	45%	Fair	Age-Based
General Government	13%	Very Poor	Age-Based
Recreation & Culture	43%	Fair	Age-Based
Transportation Services	17%	Very Poor	Age-Based
Average	40%	Fair	Age-Based

The graph below visually illustrates the average condition for each asset segment on a very good to very poor.



The graph below illustrates the weighted average age compared to the weighted average estimated useful life for each asset segment.



To ensure that the Township’s buildings continues to provide an acceptable level of service, the Township should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the buildings and facilities.

Each asset's estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to more confidently determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the Township's **current approach**:

- Detailed structural assessments are completed every 5 years on the **Township's Arenas by external contractors**. This includes an assessment of **each facility's general condition, required repairs and recommended upgrades**

In this AMP the following rating criteria is used to determine the current condition of buildings and forecast future capital requirements:

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

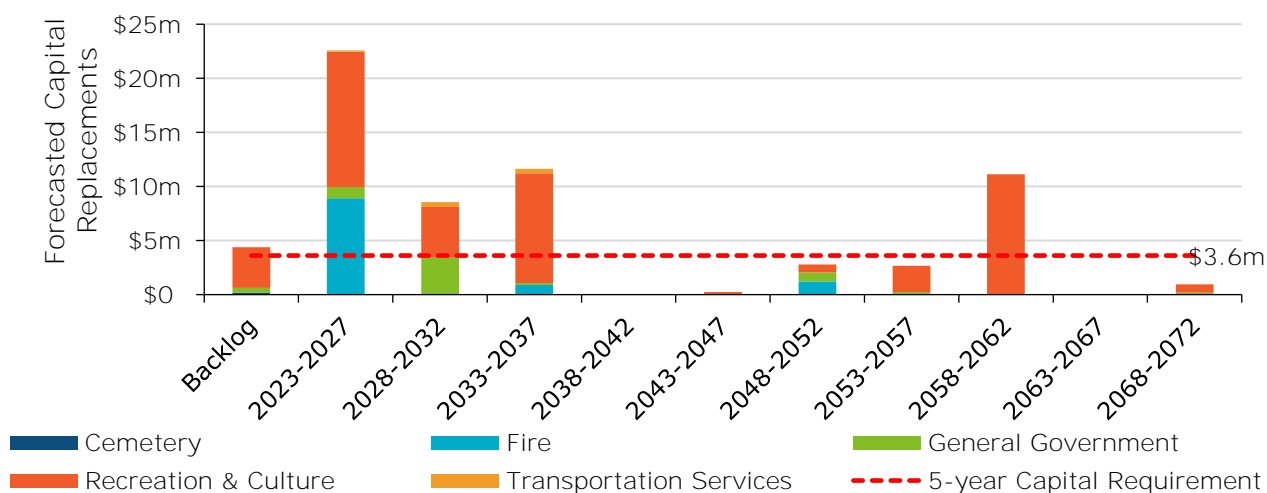
4.4.3 Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration. The following table outlines the Township’s current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance / Rehabilitation	Municipal buildings are subject to regular inspections to identify health & safety requirements as well as structural deficiencies that require additional attention
Replacement	As a supplement to the knowledge and expertise of municipal staff the Township regularly works with contractors to complete Facility Needs Assessment Studies on the Township’s Arena’s Assessments and maintenance costs are used to determine whether replacement or rehabilitation is appropriate

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs. The following graph identifies capital requirements over the next 50 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average 5-year capital requirements.

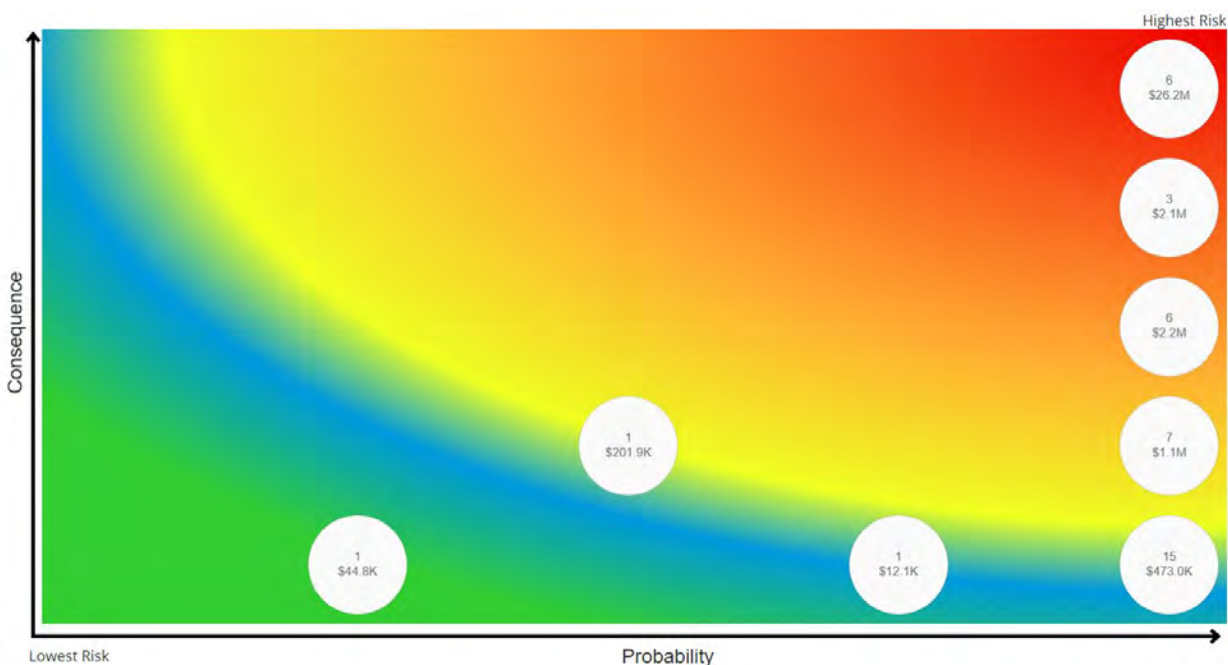


The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix A.

4.4.4 Risk & Criticality

Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2022 inventory data. See Appendix C for the criteria used to determine the risk rating of each asset.



This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of buildings and facilities are documented below:

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (Financial)

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

Risks to Current Asset Management Strategies

The following section summarizes key trends, challenges, and risks to service delivery that the Township is currently facing:



Climate Change & Extreme Events

Asset deterioration is accelerated due to extreme temperature changes, which in some cases can cause unexpected failures. These events make long-term planning difficult and can result in a lower level of service

Capital Funding Strategies



Major capital rehabilitation and replacement projects are often entirely dependant on the availability of grant funding opportunities. When grants are not available, rehabilitation and replacement projects may be deferred. An annual capital funding strategy could reduce dependency on grant funding and help prevent deferral of capital works.

4.4.5 Levels of Service

The following tables identify the Township's current level of service for the buildings assets. These metrics include the technical and community level of service metrics performance measures that the Township has selected for this AMP.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by the buildings assets.

Service Attribute	Qualitative Description	Current LOS (2022)
Accessibility & Reliability	List of facilities that meet accessibilities standards and any work that has been undertaken to achieve alignment	100% of Wellington North's buildings and facilities meet accessibility standards.
Performance	Description of monthly and annual facilities inspection process	Facility assets are inspected for public health and safety monthly. Fire and Pest Control Inspections are completed in a regular monthly cycle.

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the buildings assets.

Service Attribute	Technical Metric	Current LOS (2022)
Scope	Annual operations & maintenance cost / # of municipal facilities	\$5,357
	Annual capital reinvestment rate	0.06%
Performance	% of facilities that are in good or very good condition	38%
	% of facilities that are in poor or very poor condition	57%

4.4.6 Recommendations

Asset Inventory

- Staff should work towards a component-based inventory of all facilities to allow for component-based lifecycle planning.

Replacement Costs

- Gather accurate replacement costs and update on a regular basis to ensure the accuracy of capital projections.

Condition Assessment Strategies

- The Township should implement regular condition assessments for all facilities to better inform short- and long-term capital requirements.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Levels of Service

- Continue measuring current levels of service in accordance with the metrics that the Township has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

4.5 Vehicles

Vehicles allow staff to efficiently deliver municipal services and personnel. Municipal vehicles are used to support several service areas, including:

- plow trucks for winter control activities
- fire rescue vehicles to provide emergency services
- pick-up trucks to support the maintenance of the transportation network and recreation department

The state of the infrastructure for the vehicles is summarized in the following table.

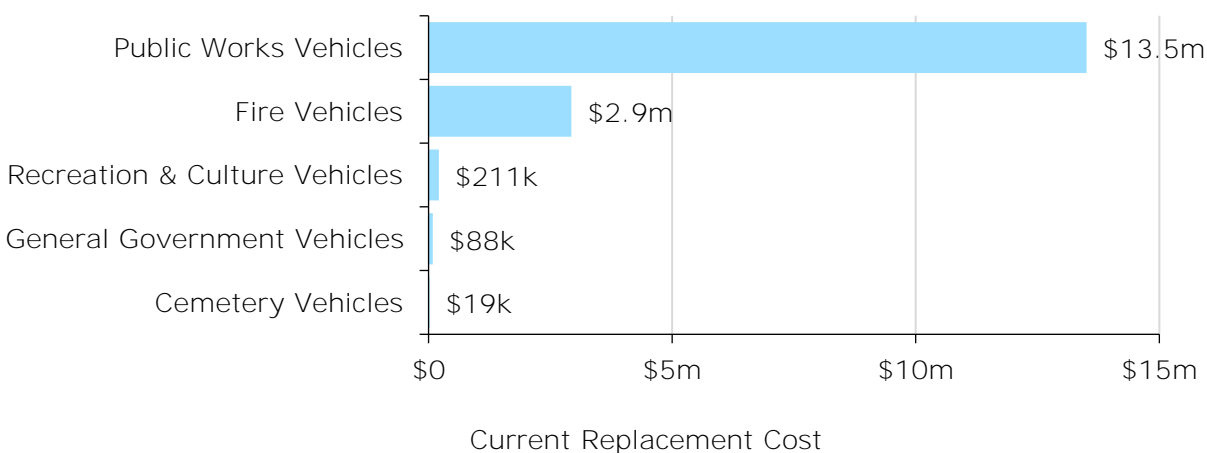
Replacement Cost	Condition	Financial Capacity	
\$16 million	Fair (40%)	Annual Requirement:	\$1.7 million
		Funding Available:	\$122,000
		Annual Deficit:	\$1.5 million

4.5.1 Asset Inventory & Costs

The table below includes the quantity, replacement cost method and total replacement cost of each asset segment in the Township's vehicles.

Asset Segment	Quantity	Replacement Cost	Annual Capital Requirement
Cemetery Vehicles	2	\$19,000	\$2,000
Fire Vehicles	12	\$2,932,000	\$293,000
General Government Vehicles	2	\$88,000	\$9,000
Public Works Vehicles	45	\$13,506,000	\$1,330,000
Recreation & Culture Vehicles	8	\$211,000	\$21,000
		\$16,756,000	\$1,655,000

Total Current Replacement Cost: \$16,755,750



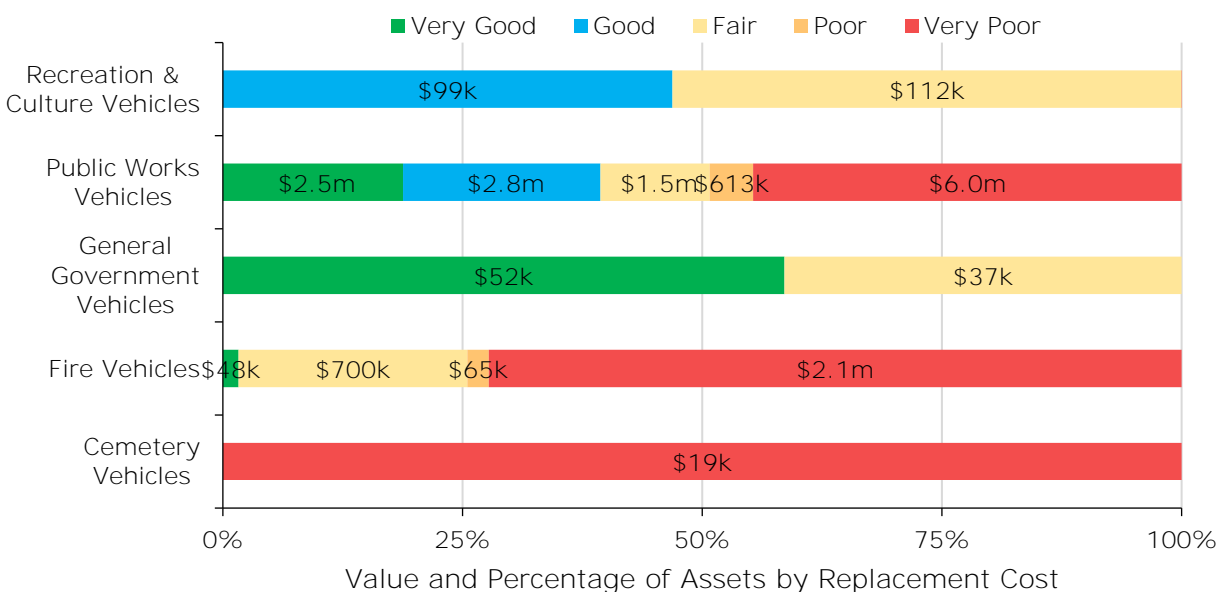
Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

4.5.2 Asset Condition & Age

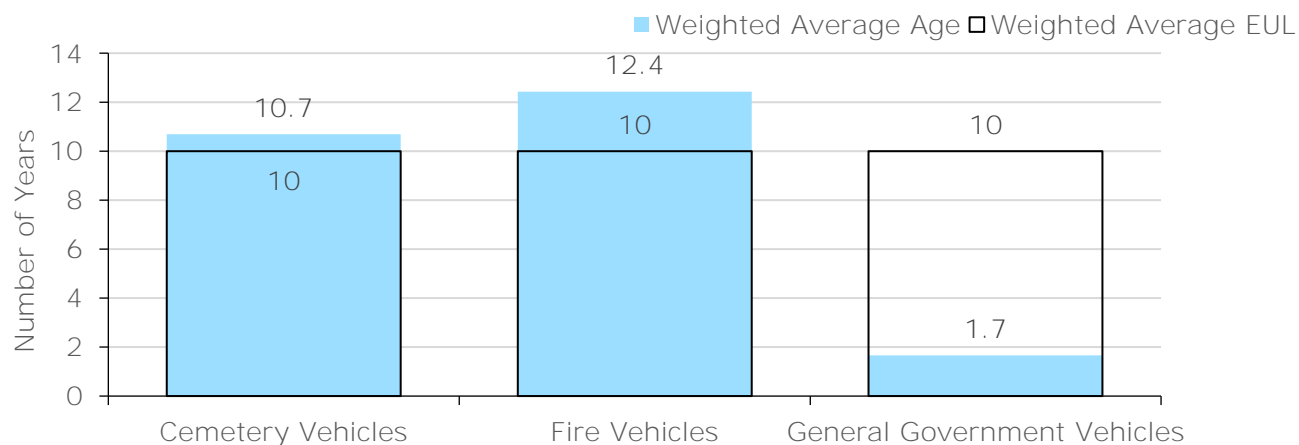
The table below identifies the current average condition and source of available condition data for each asset segment. The average condition (%) is a weighted value based on replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
Cemetery Vehicles	15%	Very Poor	Age-Based
Fire Vehicles	17%	Very Poor	Age-Based
General Government Vehicles	83%	Very Good	Age-Based
Public Works Vehicles	44%	Fair	Age-Based
Recreation & Culture Vehicles	60%	Good	Age-Based
	40%	Fair	Age-Based

The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale.



The graph below illustrates the weighted average age compared to the weighted average estimated useful life for each asset segment.



To ensure that the Township's vehicles continue to provide an acceptable level of service, the Township should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the vehicles.

Each asset's estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to more confidently determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the Township's **current approach**:

- Staff complete regular visual inspections of vehicles to ensure they are in state of adequate repair prior to operation
- Yearly safety inspections are completed on heavy-duty vehicles by external contractors

In this AMP the following rating criteria is used to determine the current condition of vehicles and forecast future capital requirements:

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

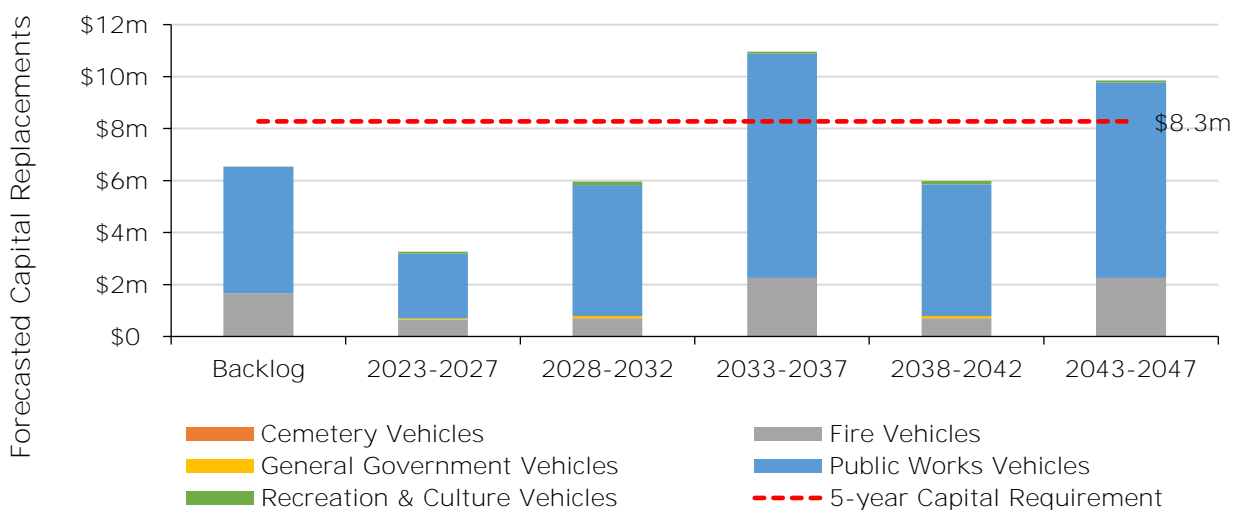
4.5.3 Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration. The following table outlines the Township's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance / Rehabilitation	Visual inspections and routine maintenance are completed daily
	Heavy-Duty vehicles undergo a yearly detailed safety inspection
	Rehabilitation activities include oil changes, routine sand blasting and painting, and washing
Replacement	Vehicle replacements are based on the Township's 10-Year Capital Expenditure Project and recommendations from Road Needs Study
	Vehicle age, kilometres and annual repair costs are taken into consideration when determining appropriate treatment options

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs. The following graph identifies capital requirements over the next 25 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average 5-year capital requirements.

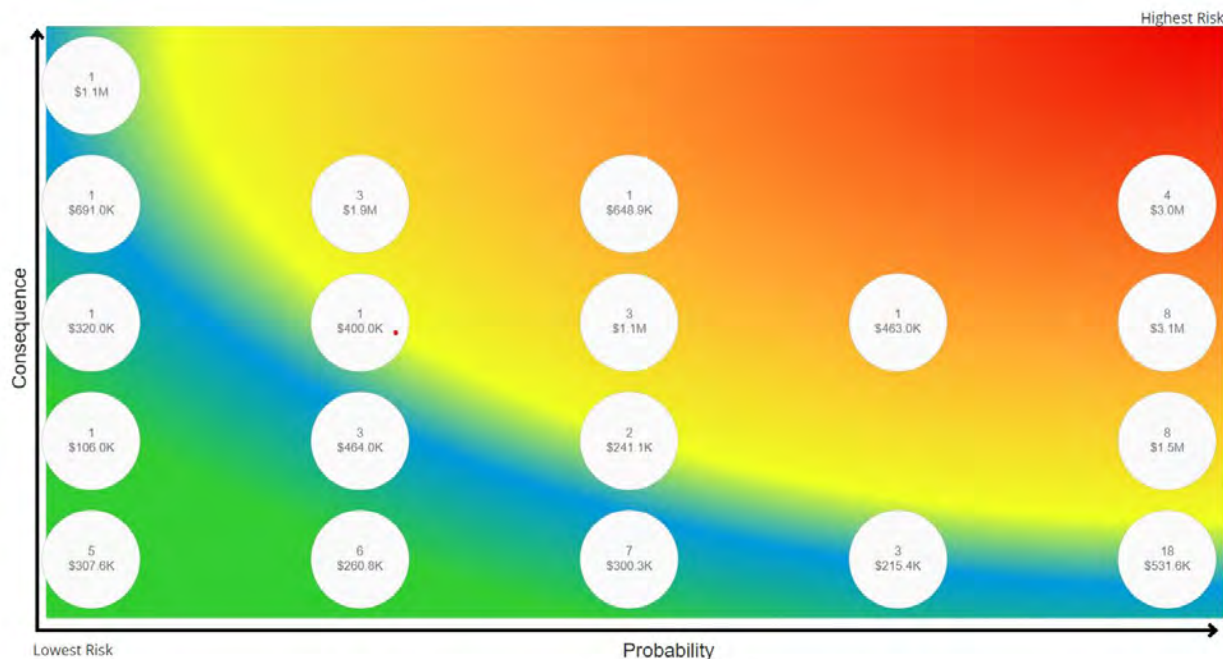


The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix A.

4.5.4 Risk & Criticality

Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2022 inventory data. See Appendix C for the criteria used to determine the risk rating of each asset.



This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of vehicles are documented below:

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (Financial)

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

Risks to Current Asset Management Strategies

The following section summarizes key trends, challenges, and risks to service delivery that the Township is currently facing:



Climate Change & Extreme Events

Asset deterioration is accelerated due to extreme weather, which in some cases can cause unexpected failures. Freeze-thaw cycles, ice jams, and surface flooding from extreme rainfall have been experienced by the Township **in recent years. These events lead to more wear and tear on the Township's vehicles and can result in a lower level of service.**

4.5.5 Levels of Service

The following tables identify the Township's current level of service for the vehicles. These metrics include the technical and community level of service metrics performance measures that the Township has selected for this AMP.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by the vehicles.

Service Attribute	Qualitative Description	Current LOS (2022)
Performance	Description of the Fleet Management and Safety Program	Routine visual inspections and maintenance is completed daily on vehicles prior to use including checking lights, wipers, tire pressure and oil levels.
		Heavy-duty vehicles are inspected annually for safety by external contractors. If any deficiencies are noted during regular daily inspections, a safety inspection is initiated.

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the vehicles.

Service Attribute	Technical Metric	Current LOS (2022)
Scope	% of heavy-duty vehicles inspected annually	100%
	Annual capital reinvestment rate	0.73%
Performance	% of fire vehicles that are in good or very good condition	16%
	% of fire vehicles that are in poor or very poor condition	74%
	% of other vehicles that are in good or very good condition	40%
	% of other vehicles that are in poor or very poor condition	48%

4.5.6 Recommendations

Replacement Costs

- Gather accurate replacement costs and update on a regular basis to ensure the accuracy of capital projections.

Condition Assessment Strategies

- Identify condition assessment strategies for high value and high-risk equipment.
- Review assets that have surpassed their estimated useful life to determine if immediate replacement is required or whether these assets are expected to remain in-service. Adjust the service life and/or condition ratings for these assets accordingly.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Levels of Service

- Continue measuring current levels of service in accordance with the metrics that the Township has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

4.6 Machinery & Equipment

In order to maintain the high quality of public infrastructure and support the delivery of core services, Township staff own and employ various types of machinery and equipment. This includes:

- Fire equipment to support the delivery of emergency services
- Snow blades to provide winter control activities
- Office furniture and equipment to support general government activities

Keeping machinery and equipment in an adequate state of repair is important to maintain a high level of service.

The state of the infrastructure for the machinery and equipment is summarized in the following table.

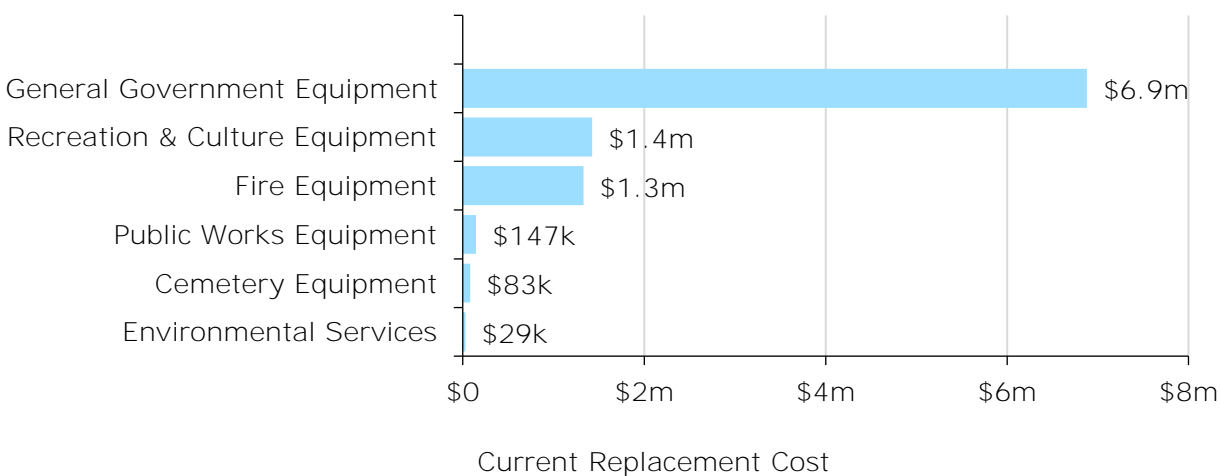
Replacement Cost	Condition	Financial Capacity	
\$9.9 million	Poor (21%)	Annual Requirement:	\$414,000
		Funding Available:	\$469,000
		Annual Deficit:	-\$55,190

4.6.1 Asset Inventory & Costs

The table below includes the quantity, total replacement cost and annual capital requirements of each asset segment in the Township's **machinery and equipment** inventory.

Asset Segment	Quantity	Replacement Cost	Annual Capital Requirement
Cemetery Equipment	4	\$83,000	\$1,000
Environmental Services	1	\$29,000	\$6,000
Fire Equipment	195	\$1,332,000	\$125,000
General Government Equipment	29	\$6,881,000	\$173,000
Public Works Equipment	9	\$147,000	\$16,000
Recreation & Culture Equipment	29	\$1,426,000	\$94,000
Total	267	\$9,899,000	\$414,000

Total Current Replacement Cost: \$9,899,156



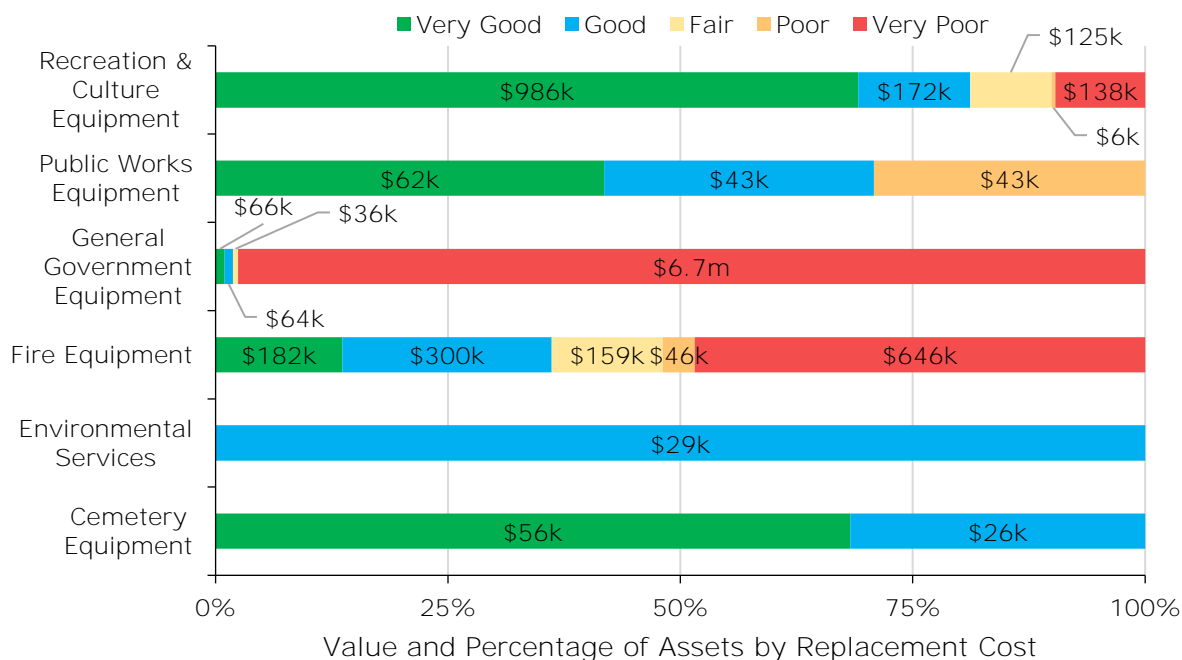
Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

4.6.2 Asset Condition & Age

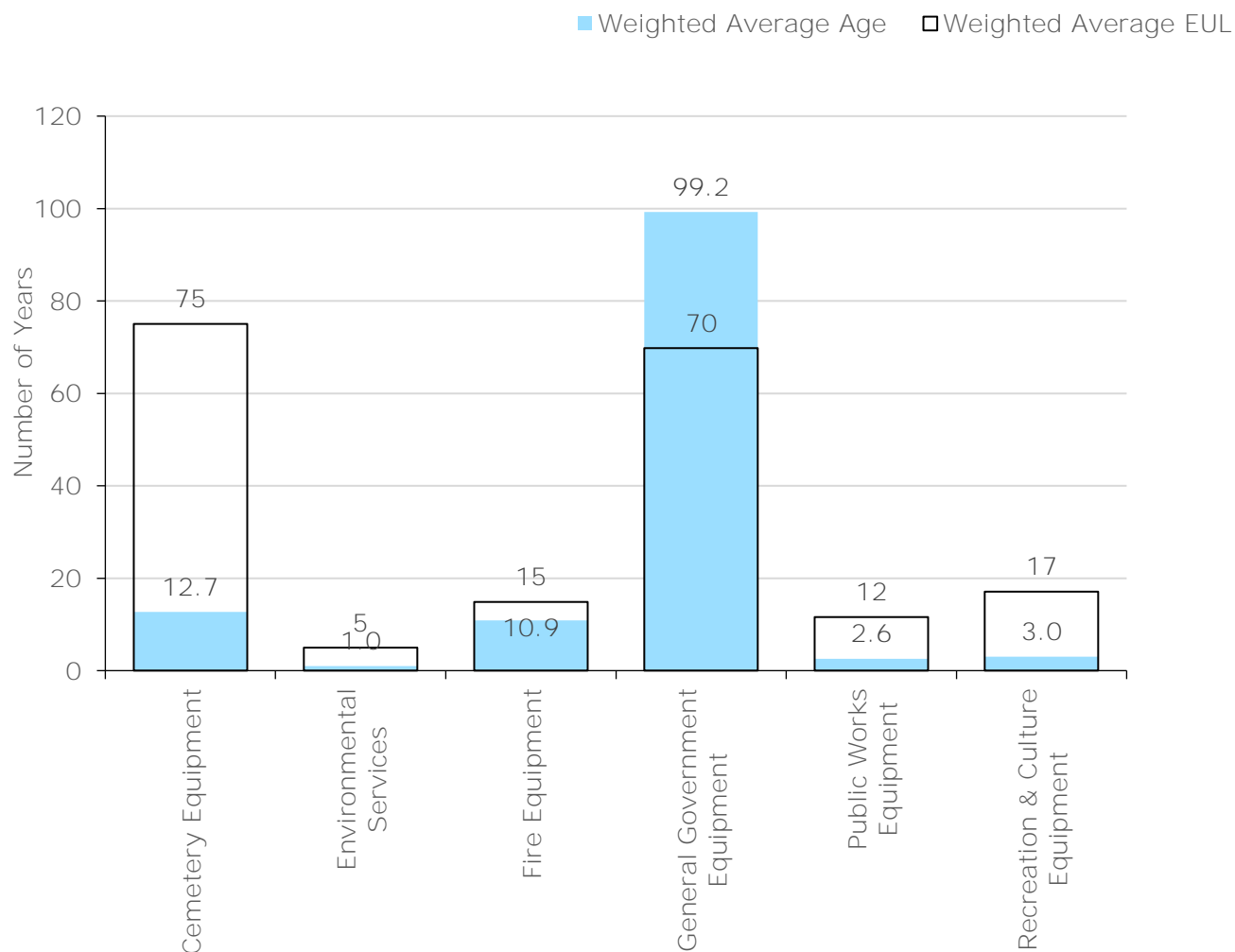
The table below identifies the current average condition and source of available condition data for each asset segment. The average condition (%) is a weighted value based on replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
Cemetery Equipment	83%	Very Good	Age-Based
Environmental Services	78%	Good	Age-Based
Fire Equipment	40%	Fair	Age-Based
General Government Equipment	2%	Very Poor	Age-Based
Public Works Equipment	71%	Good	Age-Based
Recreation & Culture Equipment	81%	Very Good	Age-Based
Average	21%	Poor	Age-Based

The graph below visually illustrates the average condition for each asset segment on a very good to very poor.



The graph below illustrates the weighted average age compared to the weighted average estimated useful life for each asset segment.



To ensure that the Township’s **machinery and equipment continues to provide an acceptable level of service**, the Township should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the machinery and equipment.

Each asset’s estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to more confidently determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the Township's **current approach**:

- Staff complete regular visual inspections of machinery and equipment to ensure they are in state of adequate repair
- Parks and recreation equipment is inspected monthly by Township staff for safety

In this AMP the following rating criteria is used to determine the current condition of machinery and equipment and forecast future capital requirements:

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

4.6.3 Lifecycle Management Strategy

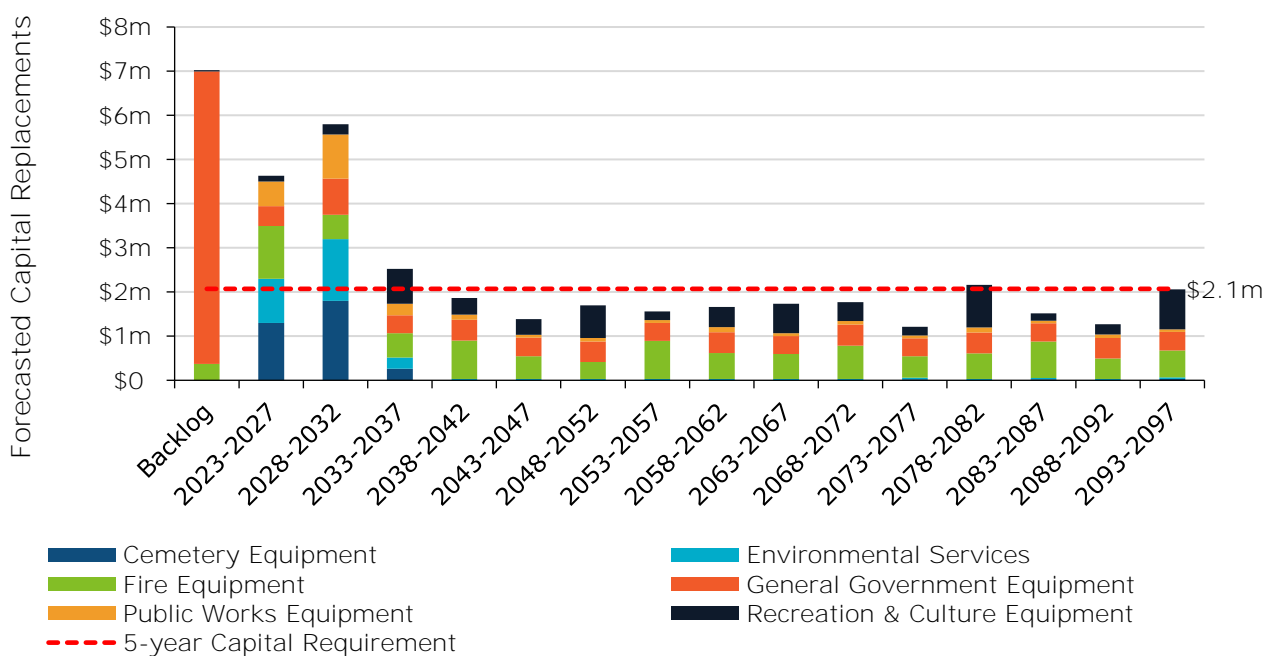
The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the Township's **current lifecycle management strategy**.

Activity Type	Description of Current Strategy
	Maintenance program varies by department
Maintenance/ Rehabilitation	Fire Protection Services equipment is subject to a much more rigorous inspection and maintenance program compared to most other departments
	Rehabilitation activities include minor repairs and servicing requirements
Replacement	Assets nearing failure or incurring costly repairs are prioritized for replacement

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs. The following graph identifies capital requirements over the next 75 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average 5-year capital requirements.

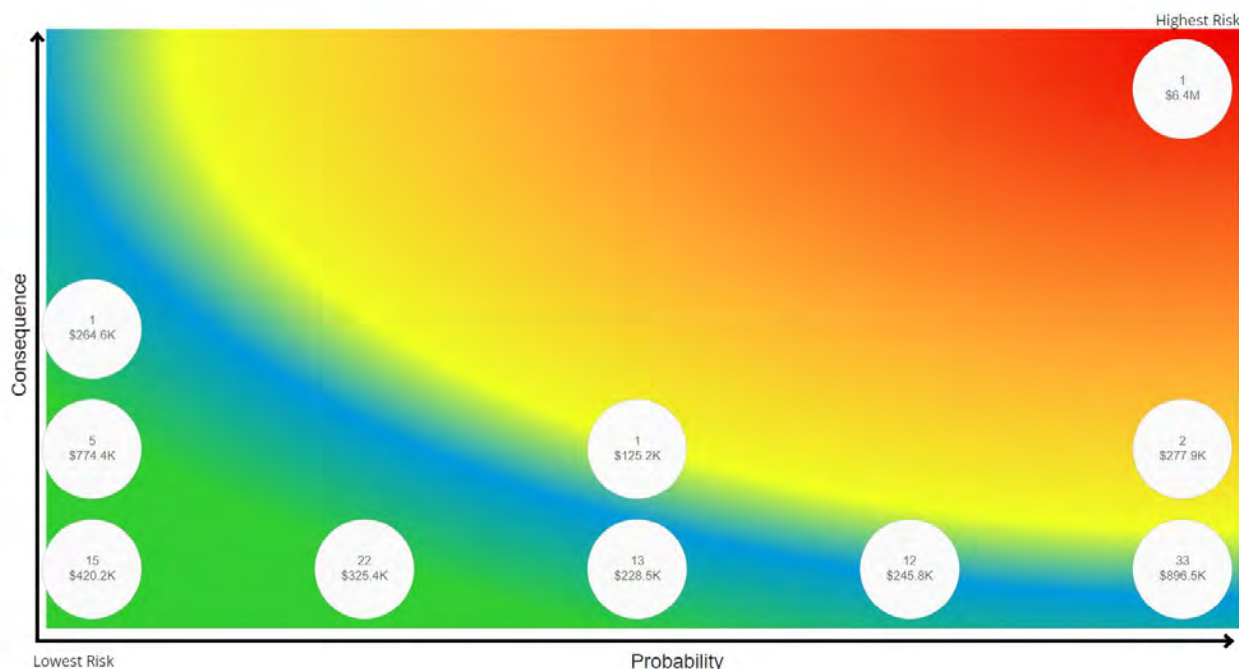


The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix A.

4.6.4 Risk & Criticality

Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2022 inventory data. See Appendix C for the criteria used to determine the risk rating of each asset.



This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of machinery and equipment are documented below:

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (Financial)

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

Risks to Current Asset Management Strategies

The following section summarizes key trends, challenges, and risks to service delivery that the Township is currently facing:



Growth

Population and employment growth will increase the demand on municipal services and potentially decrease the lifecycle of certain assets. As the population continues to grow, the Township must continue to evaluate growth needs.

4.6.5 Levels of Service

The following tables identify the **Township's current level of service for machinery & equipment**. These metrics include the technical and community level of service metrics performance measures that the Township has selected for this AMP.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by machinery & equipment.

Service Attribute	Qualitative Description	Current LOS (2022)
Performance	Description of licencing requirements for operators	Equipment operators are required to have a valid DZ licence. Training on the use of specialized equipment is provided on an as-needed basis.

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the machinery & equipment.

Service Attribute	Technical Metric	Current LOS (2022)
Scope	Annual capital reinvestment rate	4.7%
Performance	% of fire equipment that is in good or very good condition	36%
	% of fire equipment that is in poor or very poor condition	52%
	% of other machinery & equipment that is in good or very good condition	18%
	% of other machinery & equipment that is in poor or very poor condition	81%

4.6.6 Recommendations

Replacement Costs

- All replacement costs used in this AMP were based on the inflation of historical costs. These costs should be evaluated to determine their accuracy and reliability. Replacement costs should be updated according to the best **available information on the cost to replace the asset in today's value.**

Condition Assessment Strategies

- Identify condition assessment strategies for high value and high-risk equipment.
- Review assets that have surpassed their estimated useful life to determine if immediate replacement is required or whether these assets are expected to remain in-service. Adjust the service life and/or condition ratings for these assets accordingly.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Levels of Service

- Continue measuring current levels of service in accordance with the metrics that the Township has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

4.7 Land Improvements

The Township of Wellington North owns a small number of assets that are considered land improvements. This category includes:

- Ball diamonds and soccer pitches
- Parks and playgrounds
- Miscellaneous landscaping and other assets

The state of the infrastructure for the land improvements is summarized in the following table.

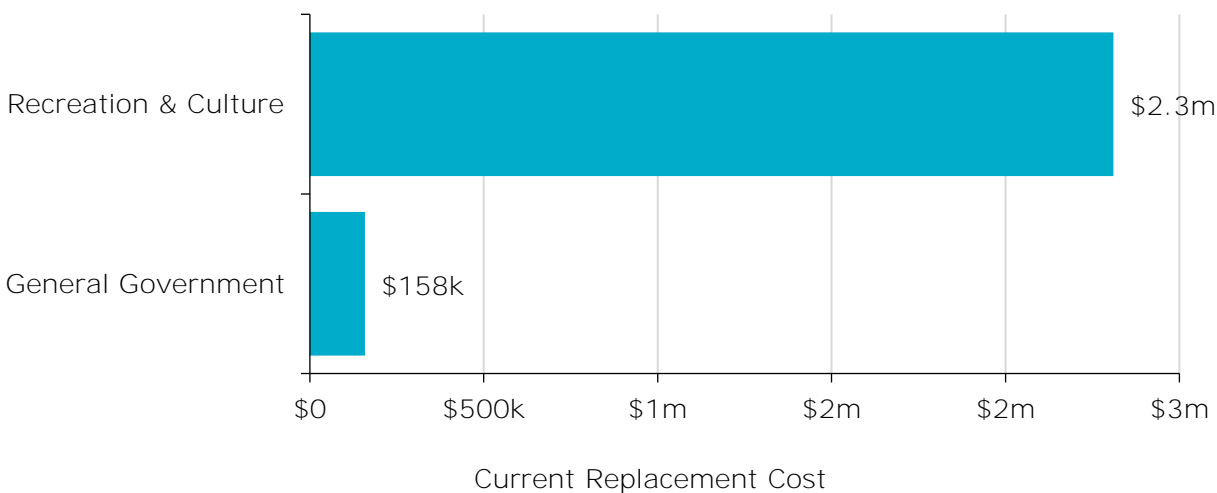
Replacement Cost	Condition	Financial Capacity	
\$2.5 million	Very Poor (10%)	Annual Requirement:	\$81,000
		Funding Available:	\$328,000
		Annual Deficit:	-\$247,000

4.7.1 Asset Inventory & Costs

The table below includes the quantity, total replacement cost and annual capital requirements of each asset segment in the Township's land improvements inventory.

Asset Segment	Quantity	Replacement Cost	Annual Capital Requirement
General Government	2	\$158,000	\$2,000
Recreation & Culture	15	\$2,311,000	\$78,000
Total		\$2,469,000	\$81,000

Total Current Replacement Cost: \$2,469,028



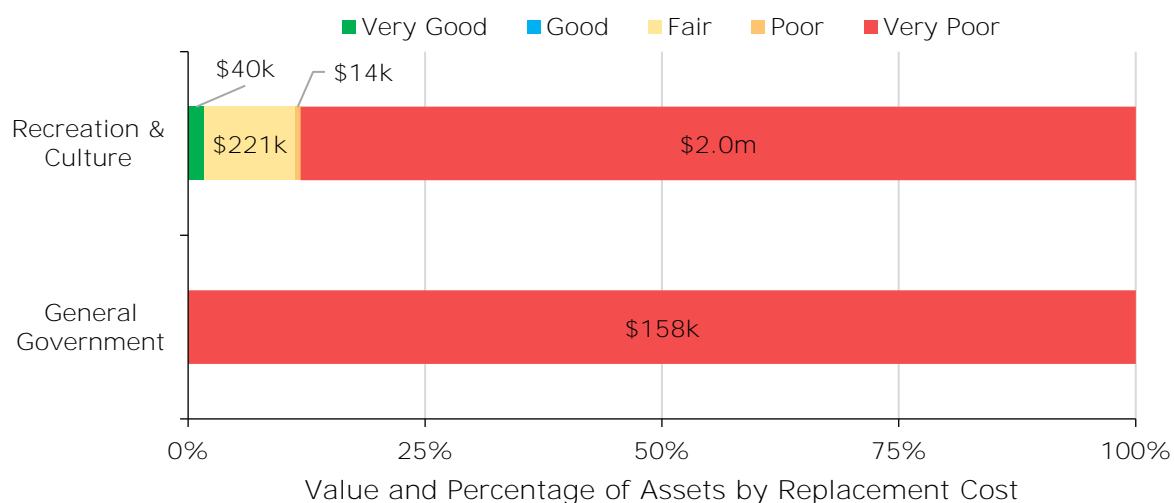
Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

4.7.2 Asset Condition & Age

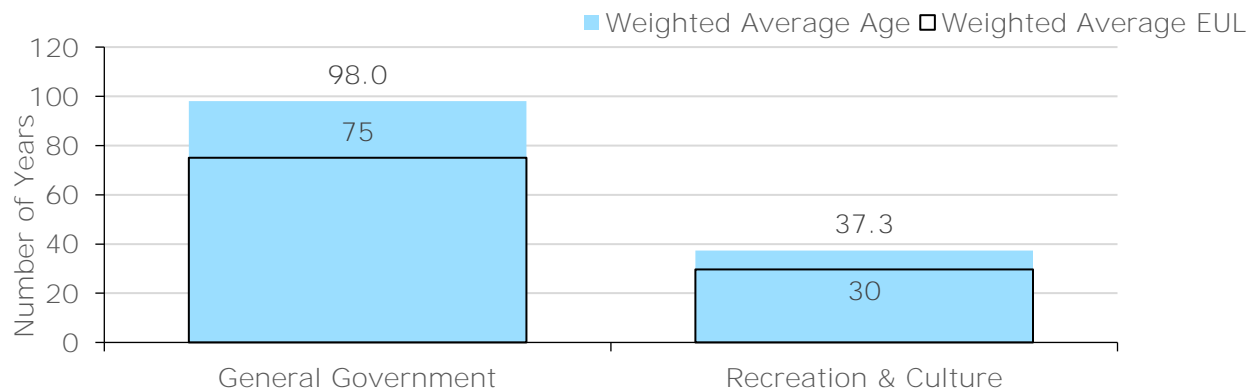
The table below identifies the current average condition and source of available condition data for each asset segment. The average condition (%) is a weighted value based on replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
General Government	0%	Very Poor	Age-Based
Recreation & Culture	10%	Very Poor	Age-Based
Average	10%	Very Poor	Age-Based

The graph below visually illustrates the average condition for each asset segment on a very good to very poor.



The graph below illustrates the weighted average age compared to the weighted average estimated useful life for each asset segment.



To ensure that the Township's land improvements continues to provide an acceptable level of service, the Township should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the land improvements.

Each asset's estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to more confidently determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the Township's current approach:

- Staff complete regular visual inspections of land improvements assets to ensure they are in state of adequate repair
- Parks are inspected monthly during their peak season, May-September, by internal staff to identify safety concerns and deficiencies

In this AMP the following rating criteria is used to determine the current condition of land improvements and forecast future capital requirements:

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

4.7.3 Lifecycle Management Strategy

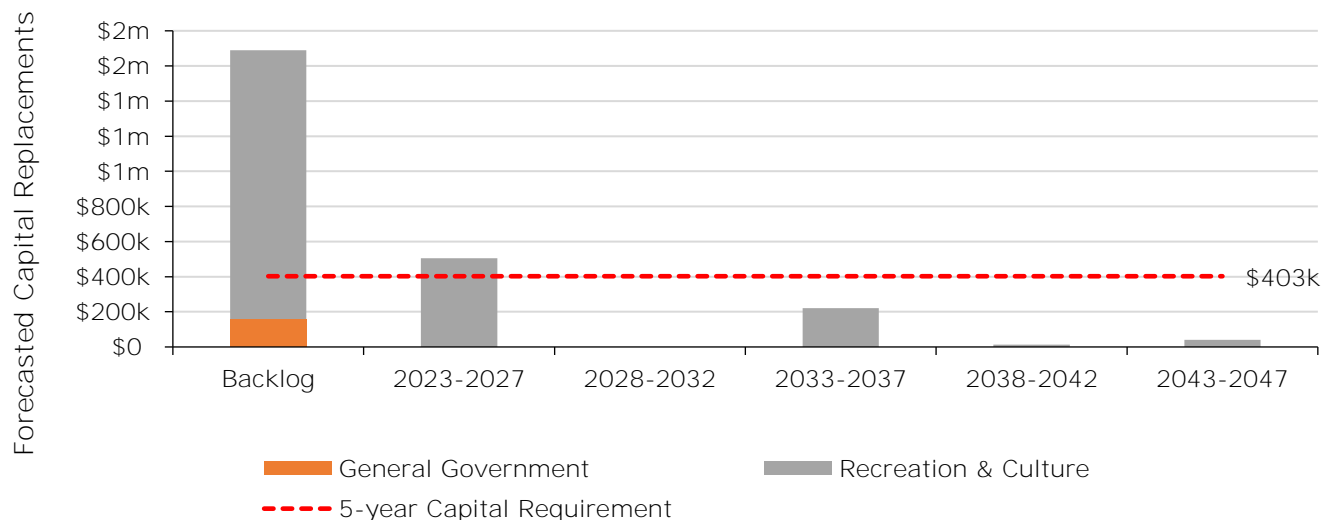
The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the Township’s current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance & Rehabilitation	The Land improvements asset category includes several unique asset types and lifecycle requirements are dealt with on a case-by-case basis
Replacement	Assets with an expected service life nearing its end or those incurring frequent and costly repairs are prioritized for replacement.

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs. The following graph identifies capital requirements over the next 25 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average 5-year capital requirements.

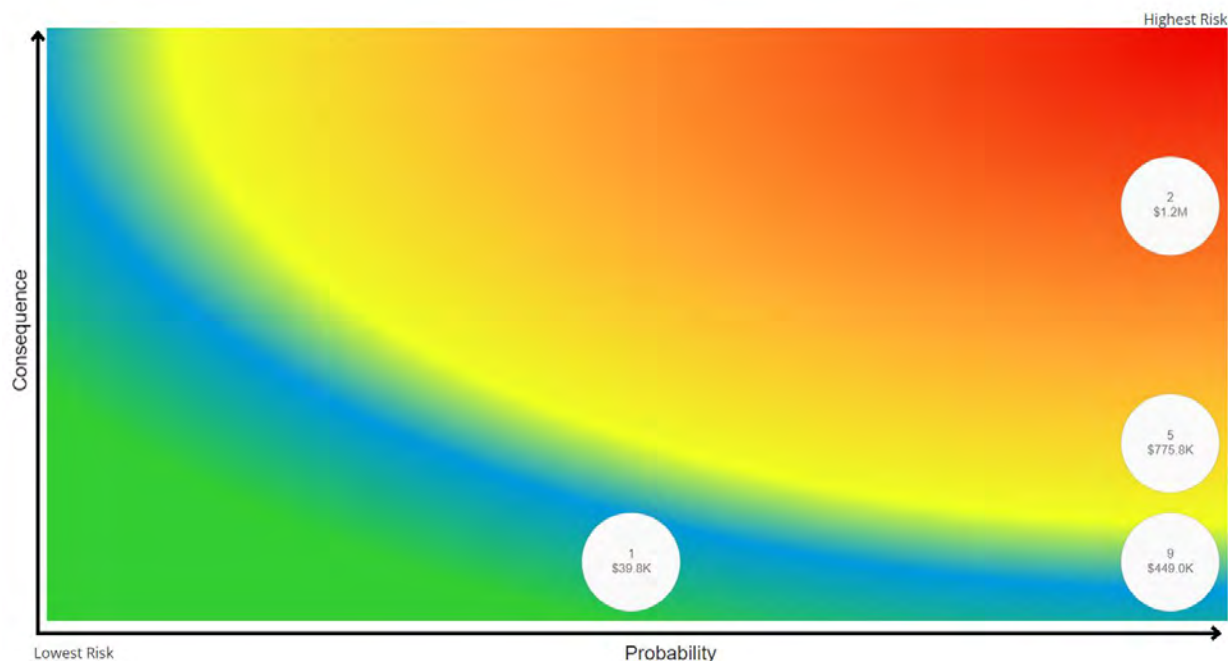


The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix A.

4.7.4 Risk & Criticality

Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2022 inventory data. See Appendix C for the criteria used to determine the risk rating of each asset.



This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of land improvements are documented below:

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (Financial)

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

Risks to Current Asset Management Strategies

The following section summarizes key trends, challenges, and risks to service delivery that the Township is currently facing:



Asset Data & Information

There is a lack of confidence in the available inventory data and condition data. Staff should prioritize data refinement efforts to increase the accuracy and reliability of asset data and information. Once completed staff can confidently develop data-driven strategies to address infrastructure needs.



Lifecycle Management Strategies

The current lifecycle management strategy for Land Improvements is considered more reactive than proactive. It is a challenge to find the right balance between maintenance, capital rehabilitation, and the replacement of assets.

4.7.5 Levels of Service

The following tables identify the Township's current level of service for the land improvements. These metrics include the technical and community level of service metrics performance measures that the Township has selected for this AMP.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by the land improvements.

Service Attribute	Qualitative Description	Current LOS (2022)
Scope	Description, which may include maps, of municipal parks and their proximity to the surrounding community	Appendix B
Performance	Description of the parks inspection process and timelines for inspections	Parks are inspected monthly during the summer months, from May to September, by internal staff to identify any safety concerns or deficiencies

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the land improvements.

Service Attribute	Technical Metric	Current LOS (2022)
Scope	Square meters of outdoor recreation facility space	209,262 m ²
	# of safety concerns reported	1 ⁵
	Annual capital reinvestment rate	13%
Performance	% of land improvements that are in good or very good condition	11%
	% of land improvements that are in poor or very poor condition	89%

⁵ The large play structure at Hutchinsonson Park has been identified as in need of replacement. Frost has lifted the structure and paint is peeling from it, the structure is between 30 and 40 years old. Township staff have identified this in their capital project forecast for replacement.

4.7.6 Recommendations

Replacement Costs

- All replacement costs used in this AMP were based on the inflation of historical costs. These costs should be evaluated to determine their accuracy and reliability. Replacement costs should be updated according to the best **available information on the cost to replace the asset in today's value.**

Condition Assessment Strategies

- Identify condition assessment strategies for high value and high-risk assets.
- Review assets that have surpassed their estimated useful life to determine if immediate replacement is required or whether these assets are expected to remain in-service. Adjust the service life and/or condition ratings for these assets accordingly.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Levels of Service

- Continue measuring current levels of service in accordance with the metrics that the Township has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

5 Analysis of Rate-funded Assets

Key Insights

- Rate-funded assets are valued at \$187 million
- 64% of rate-funded assets are in fair or better condition
- The average annual capital requirement to sustain the current level of service for rate-funded assets is approximately \$3.4 million
- Critical assets should be evaluated to determine appropriate risk mitigation activities and treatment options

5.1 Water Network

The water services provided by the Township includes assets such as the following:

- Water Distribution System
- Hydrants, valves, and other various water system equipment

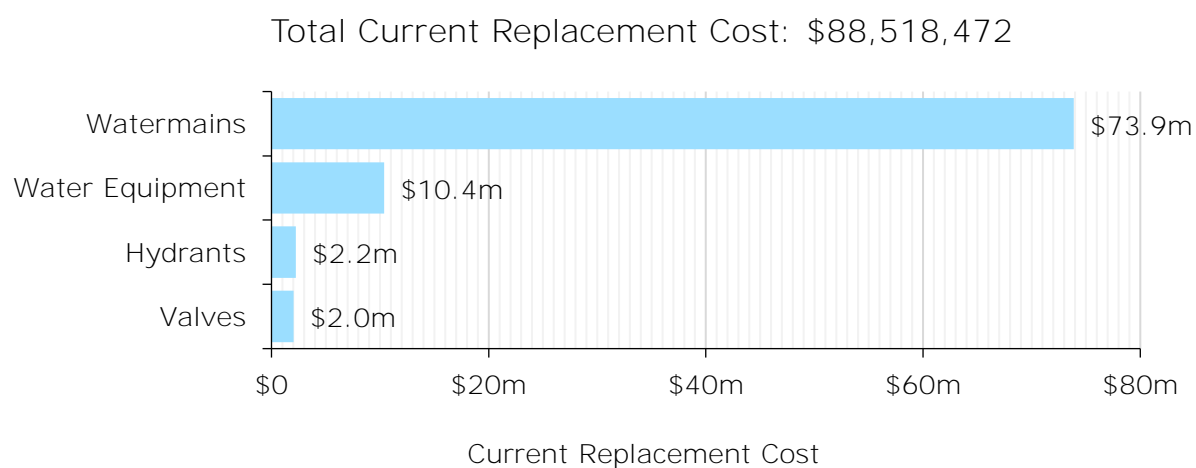
The state of the infrastructure for the water network is summarized in the following table:

Replacement Cost	Condition	Financial Capacity	
\$88.5 million	Fair (56%)	Annual Requirement:	\$1.7 million
		Funding Available:	\$1.0 million
		Annual Deficit:	\$661,000

5.1.1 Asset Inventory & Costs

The table below includes the quantity, replacement cost method, and annual capital requirements of each asset segment in the Township's **water network inventory**.

Asset Segment	Quantity	Replacement Cost	Annual Capital Requirement
Hydrants	333	\$2,231,000	\$30,000
Valves	584	\$2,042,000	\$27,000
Water Equipment	26	\$10,382,000	\$549,000
Watermains	59,000 m	\$73,864,000	\$1,060,000
Total		\$88,518,000	\$1,666,000



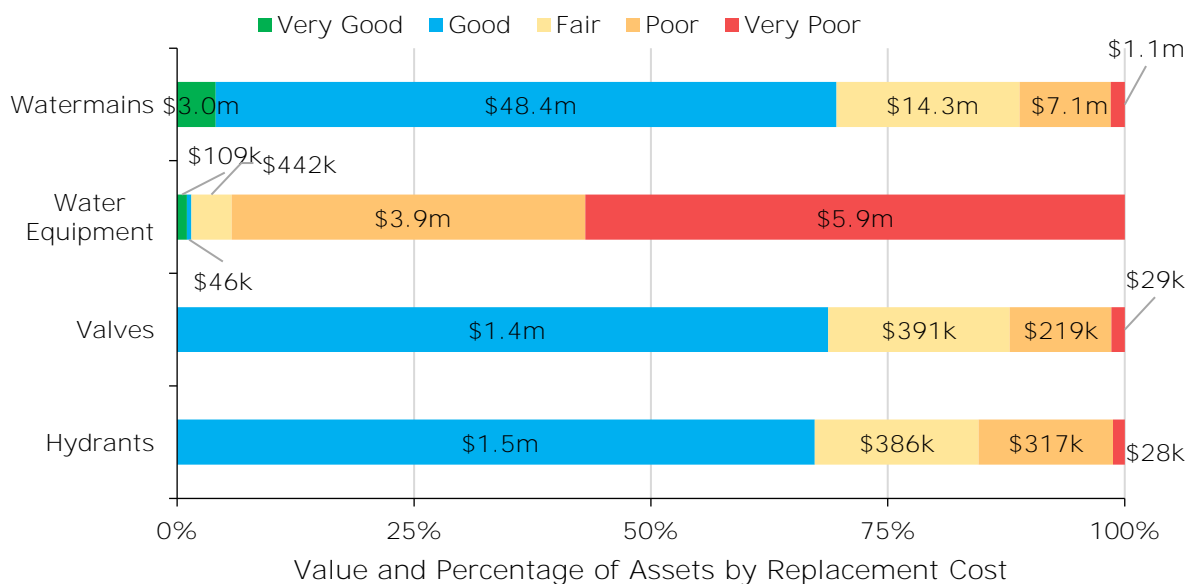
Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

5.1.2 Asset Condition & Age

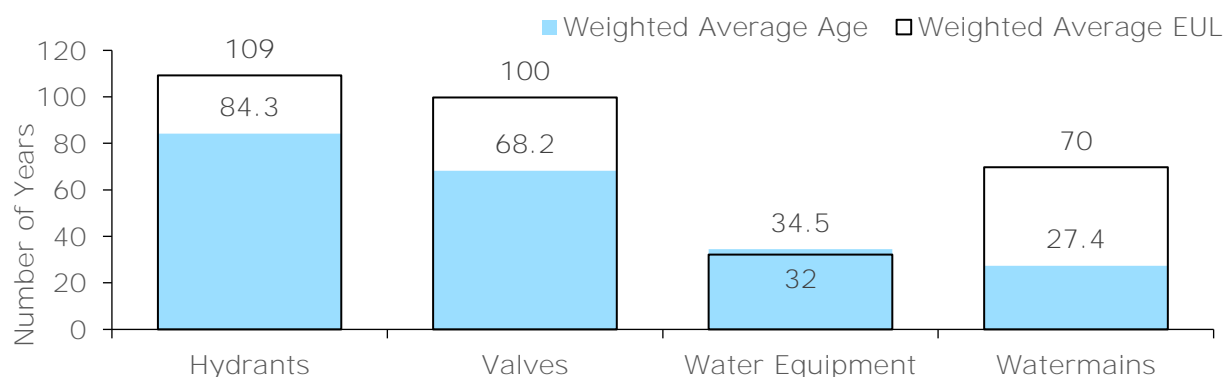
The table below identifies the current average condition and source of available condition data for each asset segment. The average condition (%) is a weighted value based on replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
Hydrants	61%	Good	Age-Based
Valves	62%	Good	Age-Based
Water Equipment	13%	Very Poor	Age-Based
Watermains	60%	Fair	Age-Based
Average	55%	Fair	Age-Based

The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale.



The graph below illustrates the weighted average age compared to the weighted average estimated useful life for each asset segment.



To ensure that the Township's **water network continues to provide an acceptable** level of service, the Township should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the water network.

Each asset's estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to more confidently determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the Township's **current approach**:

- Staff primarily rely on the age, material, size and failure history of water mains to determine the projected condition of water mains. Watermain condition is assessed whenever uncovered.
- Leak detection is completed annually by external contractors, with each area surveyed every 3 years.

In this AMP the following rating criteria is used to determine the current condition of water network assets and forecast future capital requirements:

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

5.1.3 Lifecycle Management Strategy

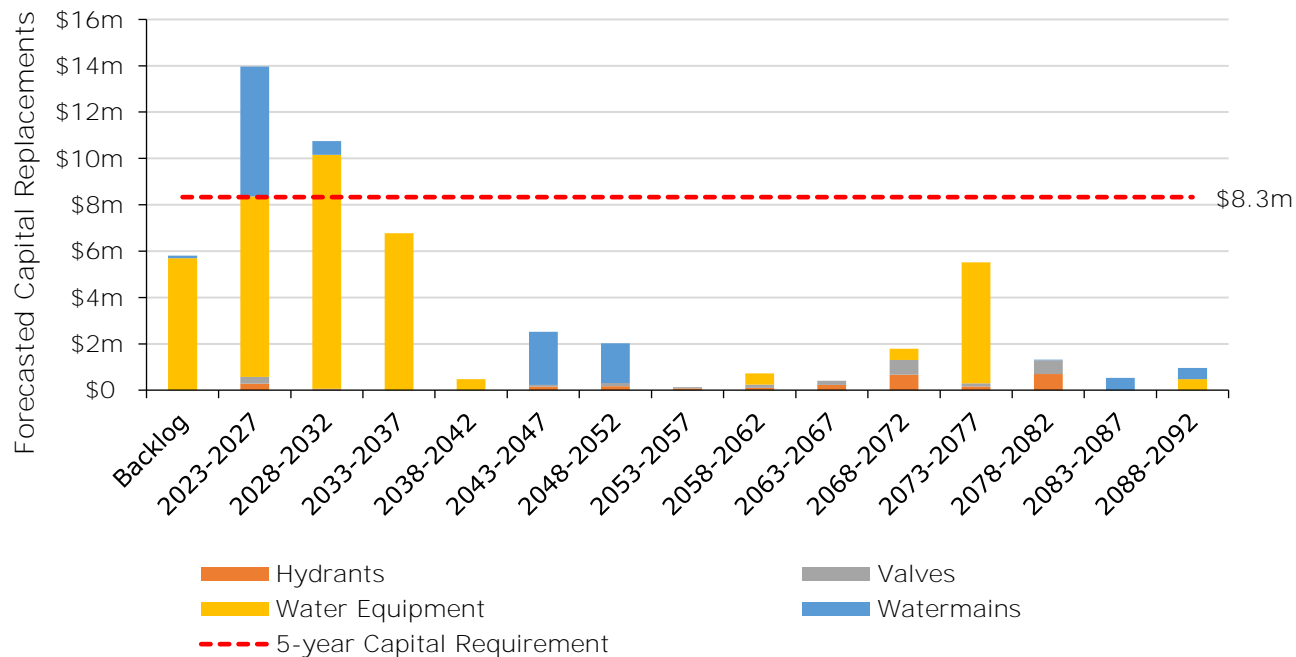
The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the Township's **current lifecycle management strategy**.

Activity Type	Description of Current Strategy
Maintenance	Hydrant inspections are completed annually, and water tower inspections are completed every 3 years
	Main valve turning and leak detection is completed every 3 years
Rehabilitation	Trenchless re-lining of water mains presents significant challenges and is not always a viable option
Replacement	In the absence of mid-lifecycle rehabilitative events, most mains are simply maintained with the goal of full replacement once it reaches its end-of-life
	Replacement activities are considered when an asset's condition has deteriorated significantly, and rehabilitation is no longer cost-effective

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs. The following graph identifies capital requirements over the next 70 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average 5-year capital requirements.

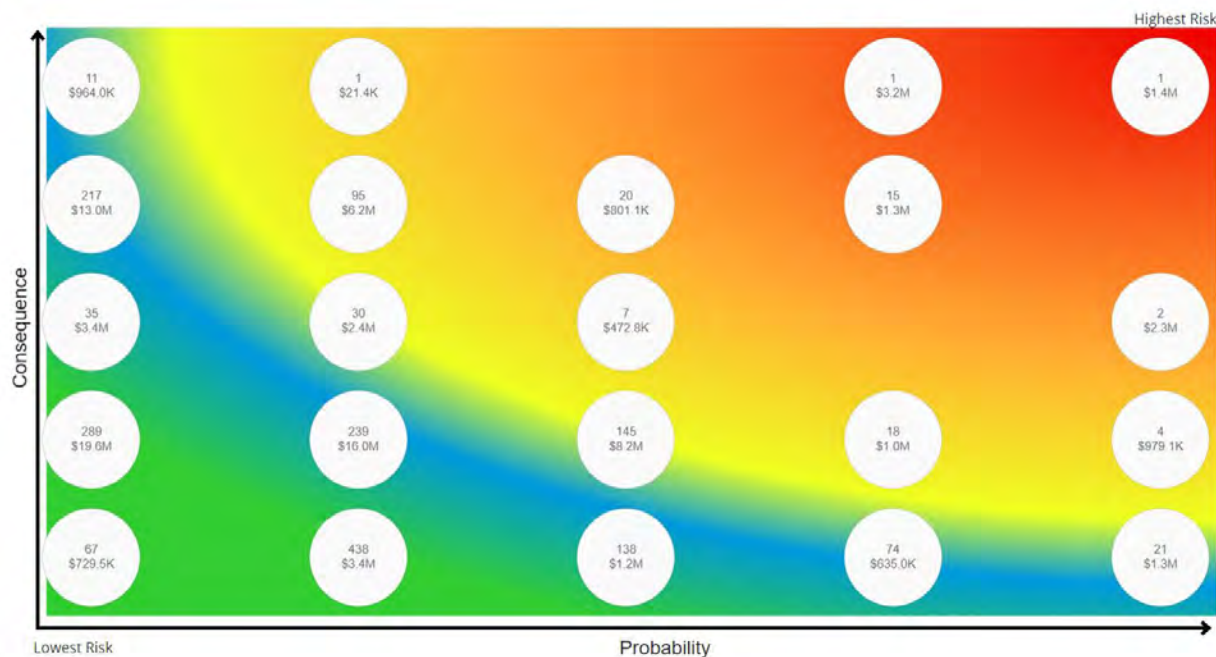


The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix A.

5.1.4 Risk & Criticality

Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2022 inventory data. See Appendix C for the criteria used to determine the risk rating of each asset.



This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of the water network are documented below:

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (Financial)
Pipe Material	Pipe Diameter (Operational)

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

Risks to Current Asset Management Strategies

The following section summarizes key trends, challenges, and risks to service delivery that the Township is currently facing:



Climate Change & Extreme Events

Heat waves, dry conditions and lack of precipitation can cause an increase in water usage which can impact the life expectancy of infrastructure. Extreme cold events can negatively impact water assets such as watermains and services by way of watermain breaks and frozen services as a result of deep frost. The Township may also become more reliant on generator power if extreme storms and winds cause power outages.



Capital Funding Strategies

The Township has a Water and Sewer Financial Plan which is completed every 5 years however, the rapid current and projected growth in the community will expedite the need for upgraded and new infrastructure. This will cause the Township to rely on grants or other sources of funding for completion.



Growth

The water System can not accommodate the projected growth in the community. To support the anticipated growth, the water storage and supply will have to increase. The Township is in the process of completing an Environmental Assessment for water supply and storage in Arthur.

5.1.5 Levels of Service

The following tables identify the Township's **current level of service for water** network. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Township has selected for this AMP.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by water network.

Service Attribute	Qualitative Description	Current LOS (2022)
Scope	Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal water system	See Appendix B
	Description, which may include maps, of the user groups or areas of the municipality that have fire flow	See Appendix B
Reliability	Description of boil water advisories and service interruptions	No Boil Water Advisories were issued for 2022
	Description of unplanned service interruptions due to watermain breaks	A total of 5 watermain breaks occurred in Arthur and Mount Forest in 2022. 4/5 of these breaks were due to reconstruction activities, and all were repaired within the same day. A very brief service interruption of no more than one hour occurred due to each these breaks.

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the water network.

Service Attribute	Technical Metric	Current LOS (2022)
Scope	% of properties connected to the municipal water system	66%
	% of properties where fire flow is available	66%
Reliability	# of connection-days per year where a boil water advisory notice is in place compared to the total number of properties connected to the municipal water system	0
	# of connection-days per year where water is not available due to water main breaks compared to the total number of properties connected to the municipal water system	0
Performance	% of the water system that is in good or very good condition	62%
	% of the water system that is in poor or very poor condition	21%

5.1.6 Recommendations

Replacement Costs

- Gather accurate replacement costs and update on a regular basis to ensure the accuracy of capital projections.

Condition Assessment Strategies

- Identify condition assessment strategies for high value and high-risk water network assets.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Levels of Service

- Continue to measure current levels of service in accordance with the metrics that the Township has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

5.2 Sanitary System

The sanitary system owned and operated by the town includes assets such as:

- The Arthur Wastewater Treatment Plant and Pumping Station
- The Mount Forest Wastewater Treatment Plant
- The sanitary collection system
- Manholes and various sanitary equipment

The state of the infrastructure for the sanitary system is summarized in the following table.

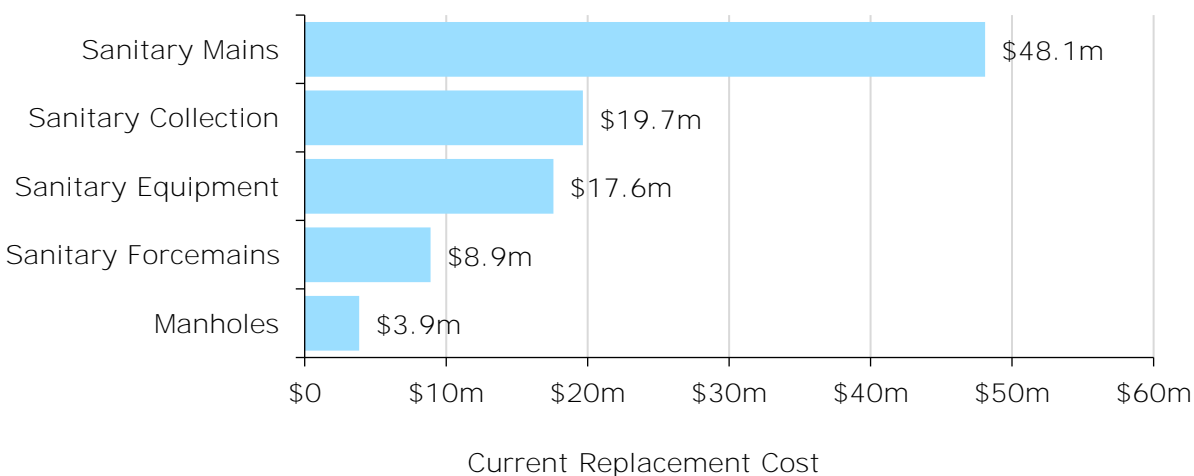
Replacement Cost	Condition	Financial Capacity	
\$98 million	Fair (46%)	Annual Requirement:	\$1.7 million
		Funding Available:	\$1.9 million
		Annual Deficit:	-\$243,000

5.2.1 Asset Inventory & Costs

The table below includes the quantity, replacement cost method and total replacement cost of each asset segment in the Township's **sanitary** system inventory.

Asset Segment	Quantity	Replacement Cost	Annual Capital Requirement
Manholes	666	\$3,859,000	\$51,000
Sanitary Collection	22	\$19,657,000	\$421,000
Sanitary Equipment	13	\$17,580,000	\$416,000
Sanitary Forcemains	6,746 m	\$8,904,000	\$127,000
Sanitary Mains	49,320 m	\$48,083,000	\$691,000
Total		\$98,083,000	\$1,706,000

Total Current Replacement Cost: \$98,082,529



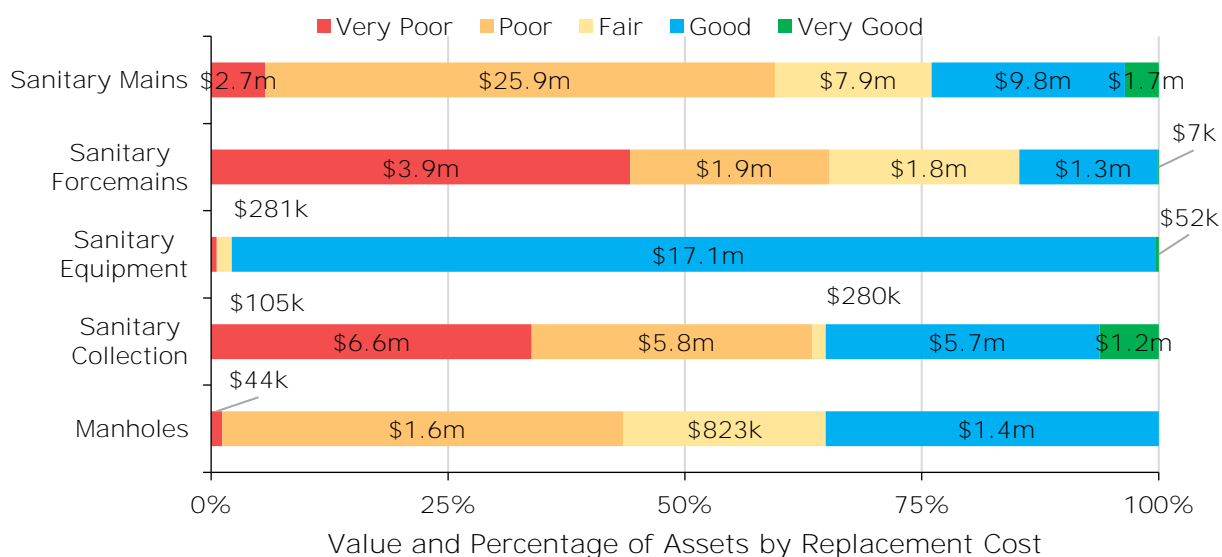
Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

5.2.2 Asset Condition & Age

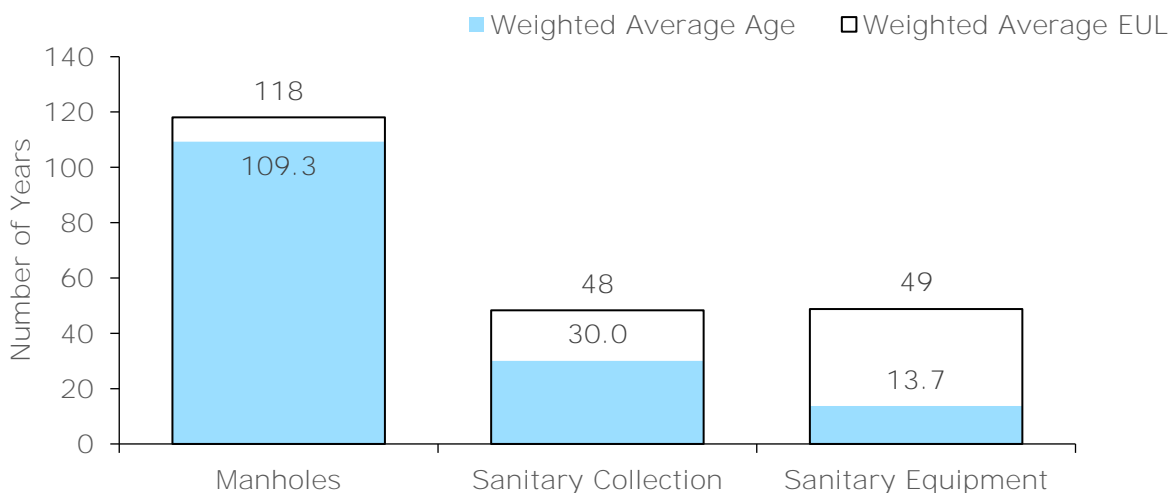
The table below identifies the current average condition and source of available condition data for each asset segment. The average condition (%) is a weighted value based on replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
Manholes	47%	Fair	Age-Based
Sanitary Collection	38%	Fair	Age-Based
Sanitary Equipment	71%	Good	Age-Based
Sanitary Forcemains	33%	Poor	Age-Based
Sanitary Mains	43%	Fair	Age-Based
Average	46%	Fair	Age-Based

The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale.



The graph below illustrates the weighted average age compared to the weighted average estimated useful life for each asset segment.



To ensure that the Township’s **sanitary network continues to provide an acceptable** level of service, the Township should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the sanitary network.

Each asset’s estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to more confidently determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The following describes the Township’s **current approach**:

- CCTV inspections are completed for sanitary mains on an as needed basis
- Sanitary sewer manhole inspections take place annually, with each manhole being assessed every 3 years

In this AMP the following rating criteria is used to determine the current condition of sanitary system assets and forecast future capital requirements:

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

5.2.3 Lifecycle Management Strategy

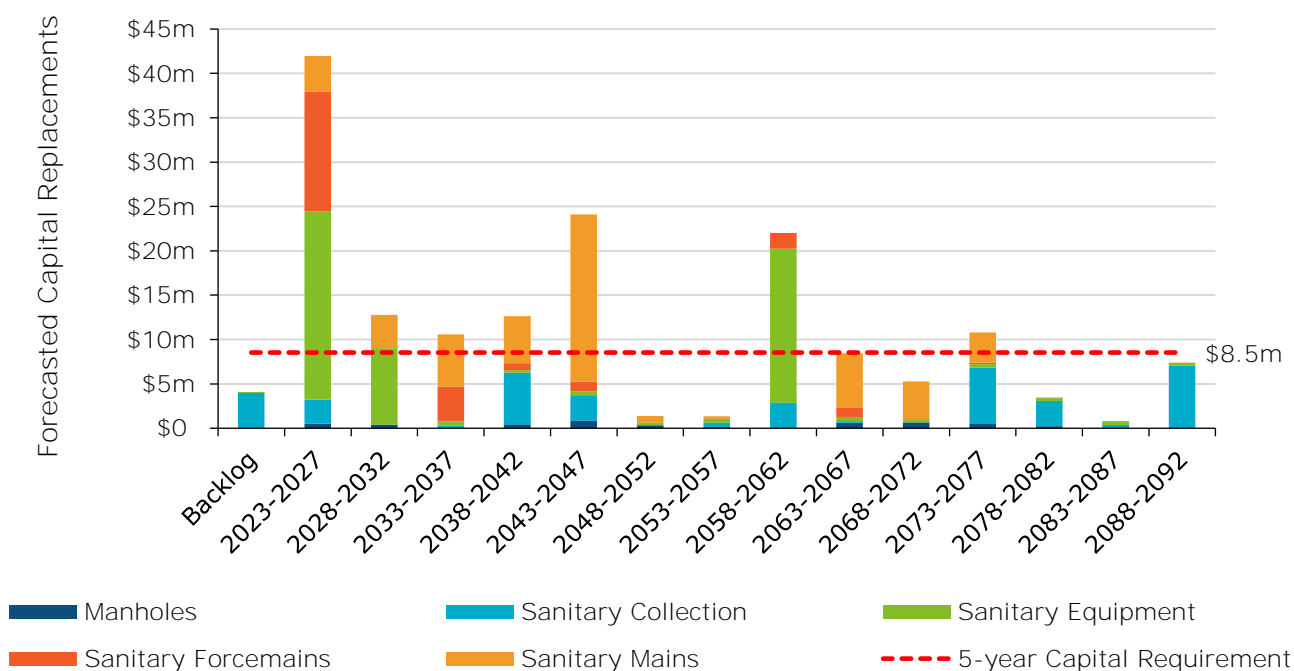
The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the Township's **current lifecycle management strategy**.

Activity Type	Description of Current Strategy
Maintenance	Main flushing is completed annually with 100% of the network flushed every 3 years.
	Manholes are inspected annually with 100% of the manholes being inspected every 3 years.
Rehabilitation	Rehabilitation programs are initiated as required when defects are observed during inspections.
Replacement	Replacement is considered when as asset's condition has deteriorated significantly, and rehabilitation is no longer cost-effective, or in coordination with full road reconstruction projects.
	Assets nearing the end of their service life and those incurring frequent and costly repairs are prioritized for replacement.

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs. The following graph identifies capital requirements over the next 70 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average 5-year capital requirements.

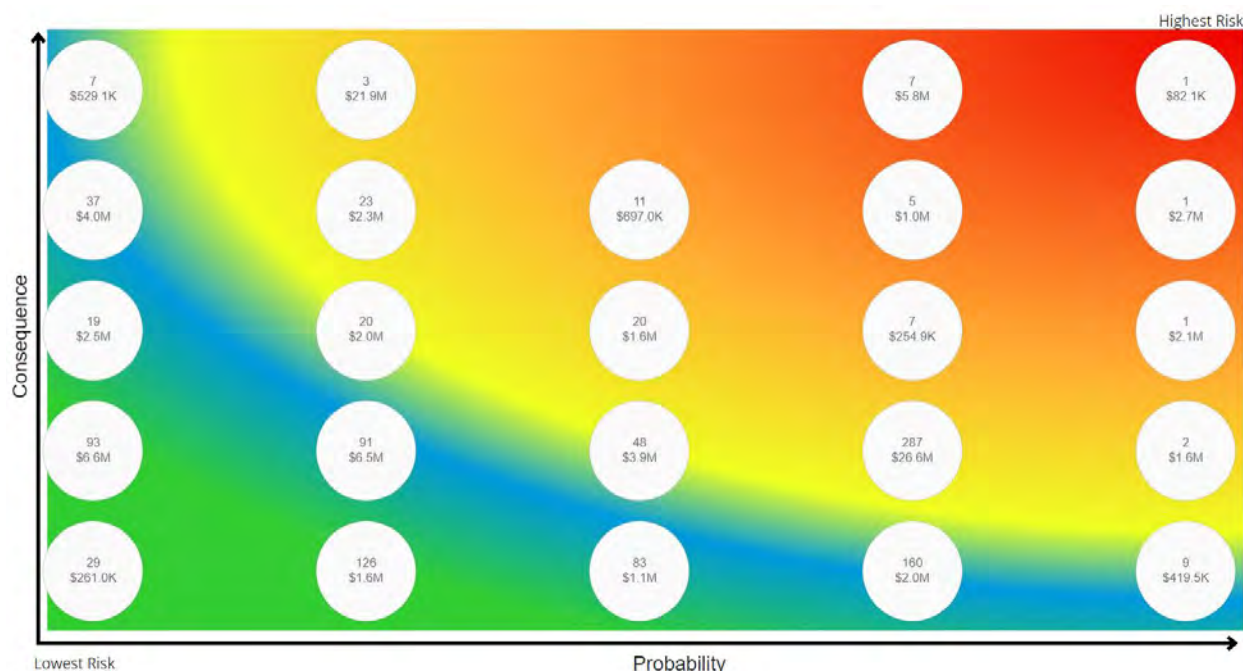


The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix A.

5.2.4 Risk & Criticality

Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2022 inventory data. See Appendix C for the criteria used to determine the risk rating of each asset.



This is a high-level model developed for the purposes of this AMP and Township staff should review and adjust the risk model to reflect an evolving understanding of both the probability and consequences of asset failure.

The asset-specific attributes that municipal staff utilize to define and prioritize the criticality of the sanitary network are documented below:

Probability of Failure (POF)	Consequence of Failure (COF)
Condition	Replacement Cost (Financial)
Pipe Material	Pipe Diameter (Operational)

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

Risks to Current Asset Management Strategies

The following section summarizes key trends, challenges, and risks to service delivery that the Township is currently facing:



Climate Change & Extreme Events

Extreme rainfall and flooding can result in storm water entering the sanitary sewer system by way of inflow and infiltration. This puts excess stress on equipment such as pumps and treatment equipment in the Sanitary System.



Growth

The Sanitary system is not designed to withstand the expected growth in the community. Wastewater capacity will need to increase in order to support projected growth. The Township has designed phase two of the expansion of the Arthur Wastewater Treatment Plant to increase system capacity.



Capital Funding Strategies

The Township has a Water and Sewer Financial Plan that is completed every 5 years however, the rapid current and projected growth will expedite the need for upgraded and new infrastructure and will rely on grants and other sources of funding for completion.

5.2.5 Levels of Service

The following tables identify the Township's **current level of service for sanitary** network. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Township has selected for this AMP.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by sanitary system.

Service Attribute	Qualitative Description	Current LOS (2022)
Scope	Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal wastewater system	See Appendix B
	Description of how combined sewers in the municipal wastewater system are designed with overflow structures in place which allow overflow during storm events to prevent backups into homes	The Township does not own any combined sewers
Reliability	Description of the frequency and volume of overflows in combined sewers in the municipal wastewater system that occur in habitable areas or beaches	The Township does not own any combined sewers
	Description of how stormwater can get into sanitary sewers in the municipal wastewater system, causing sewage to overflow into streets or backup into homes	Stormwater can enter into sanitary sewers due to inflow through manhole covers, and infiltration through sanitary pipe joints and crack permitting ground water into the system.

Service Attribute	Qualitative Description	Current LOS (2022)
	Description of how sanitary sewers in the municipal wastewater system are designed to be resilient to stormwater infiltration	The Township has new sanitary sewer services designed and engineered according to the Municipal Servicing Standard.
	Description of the effluent that is discharged from sewage treatment plants in the municipal wastewater system	The Mount Forest and Arthur Wastewater Treatment Plants (WWTP) both use sand filtration, UV treatment, chemical phosphorous removal, and extended aeration. Treated effluent from the Arthur WWTP discharges to the Conestogo River, and Mount Forest WWTP discharges to the Saugeen River.

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the sanitary network.

Service Attribute	Technical Metric	Current LOS (2022)
Scope	% of properties connected to the municipal wastewater system	64%
Reliability	# of events per year where combined sewer flow in the municipal wastewater system exceeds system capacity compared to the total number of properties connected to the municipal wastewater system	N/A
	# of connection-days per year having wastewater backups compared to the total number of properties connected to the municipal wastewater system	0
	# of effluent violations per year due to wastewater discharge compared to the total number of properties connected to the municipal wastewater system	0
Performance	% of the wastewater system that is in good or very good condition	39%
	% of the wastewater system that is in poor or very poor condition	50%

5.2.6 Recommendations

Condition Assessment Strategies

- Identify condition assessment strategies for high value and high-risk sanitary system network assets.

Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

Lifecycle Management Strategies

- A trenchless re-lining strategy is expected to extend the service life of sanitary mains at a lower total cost of ownership and should be implemented to extend the life of infrastructure at the lowest total cost of ownership.
- Evaluate the efficacy of the Township's **lifecycle management strategies** at regular intervals to determine the impact cost, condition and risk.

Levels of Service

- Continue to measure current levels of service in accordance with the metrics that the Township has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

6

Impacts of Growth

Key Insights

- Understanding the key drivers of growth and demand will allow the Township to more effectively plan for new infrastructure, and the upgrade or disposal of existing infrastructure
- Moderate population and employment growth is expected
- The costs of growth should be considered in long-term funding strategies that are designed to maintain the current level of service

6.1 Description of Growth Assumptions

The demand for infrastructure and services will change over time based on a combination of internal and external factors. Understanding the key drivers of growth and demand will allow the Township to more effectively plan for new infrastructure, and the upgrade or disposal of existing infrastructure. Increases or decreases in demand can affect what assets are needed and what level of service meets the needs of the community.

6.1.1 Growth Management Action Plan Background Report (WSP 2024)

The Growth Management Action Plan for the Township of Wellington North aims to **strategically address the increasing demands of the Township's population and economy**. The plan involves various components and initiatives to ensure sustainable development. The report has indicated the following items of note:

- Population growth in the Township of Wellington North has been driven primarily by net migration, with the population increasing from 11,600 in 2001 to 13,900 in 2024. The Township's population has grown at an annual rate of 1.5% since 2016, compared to 0.4% between 2001 and 2016, and this growth has been accompanied by significant housing development, averaging 194 new units annually from 2021 to 2023. Additionally, demographic trends indicate an aging population, with the share of residents aged 75 and older increasing from 8% in 2001 to 10% in 2021.
- The County of Wellington's Municipal Comprehensive Review (M.C.R.) documents, concluded that Mount Forest and Arthur have sufficient urban land for housing and employment growth until 2051, but there is an identified need to re-designate 81 hectares of future development lands for residential use in Wellington North and acknowledged a surplus of 40 hectares of Employment Area lands.
- Based on the Urban Land Needs Municipal Comprehensive Review Municipal Servicing Analysis, Wellington North has sufficient water and wastewater servicing capacity to accommodate near-term growth, with plans to expand the wastewater treatment plant capacity in Arthur within the next two to four years. While Mount Forest is projected to have adequate water capacity over the long term, it will need additional wastewater capacity to support future growth.

The following table outlines the projected population growth expected for the Township:

Year	2021	2024	2026	2031
Total Population	12,800	13,800	14,700	16,200
Urban Area	8,000	9,100	10,200	11,500
Rural Area	4,800	4,700	4,500	4,700

The population of Wellington North is expected to reach 16,200 by 2031. This growth correlates to a 26.5% increase from 2021 to 2031, representing a large increase on service and asset demands.

6.2 Impact of Growth on Lifecycle Activities

As per O.Reg 588/17, prior to July 1, 2025, the Township's asset management plan must include a discussion of how the assumptions regarding future changes in population and economic activity informed the preparation of the lifecycle management and financial strategy. The official plan for Wellington North has indicated the vision statement as fostering healthy change and growth. The Township will ensure the sewage treatment, waste disposal services, water supply services, stormwater management, transport pathways, utilities and emergency services are planned and developed to provide for the growth targets outlined in the Official Plan. The commitment to growth in these areas will be completed in a matter that maintains or enhances the natural environment and assets of the Township.

As growth-related assets are constructed or acquired, they should be integrated **into the Township's AMP. While the addition of residential units will add to the** existing assessment base and offset some of the costs associated with growth, the Township will need to review the lifecycle costs of growth-related infrastructure. These costs should be considered in long-term funding strategies that are designed to, at a minimum, maintain the current level of service.

7 Financial Strategy

Key Insights

- The Township is committing approximately \$8,189,000 towards capital projects per year from sustainable revenue sources
- Given the annual capital requirement of \$18,896,000, there is currently a funding gap of \$10,707,000 annually
- For tax-funded assets, we recommend increasing tax revenues by 3.9% each year for the next 20 years to achieve a sustainable level of funding
- For the sanitary system, we recommend increasing rate revenues by 0% annually for the next 20 years to achieve a sustainable level of funding
- For the water network, we recommend increasing rate revenues by 1.3% annually for the next 20 years to achieve a sustainable level of funding

7.1 Financial Strategy Overview

For an asset management plan to be effective and meaningful, it must be integrated with financial planning and long-term budgeting. The development of a comprehensive financial plan will allow the Township of Wellington North to identify the financial resources required for sustainable asset management based on existing asset inventories, desired levels of service, and projected growth requirements.

This report develops such a financial plan by presenting several scenarios for consideration and culminating with final recommendations. As outlined below, the scenarios presented model different combinations of the following components:

1. The financial requirements for:
 - a. Existing assets
 - b. Existing service levels
 - c. Requirements of contemplated changes in service levels (none identified for this plan)
 - d. Requirements of anticipated growth (none identified for this plan)
2. Use of traditional sources of municipal funds:
 - a. Tax levies
 - b. User fees
 - c. Reserves
 - d. Debt
3. Use of non-traditional sources of municipal funds:
 - a. Reallocated budgets
 - b. Partnerships
 - c. Procurement methods
4. Use of Senior Government Funds:
 - a. Gas tax
 - b. Annual grants

Note: Periodic grants are normally not included due to Provincial requirements for firm commitments. However, if moving a specific project forward is wholly dependent on receiving a one-time grant, the replacement cost included in the financial strategy is the net of such grant being received.

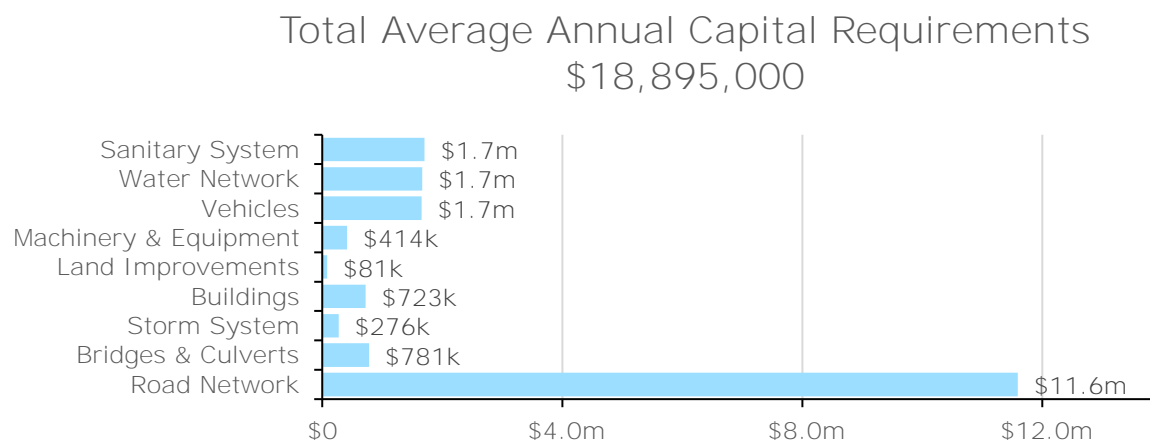
If the financial plan component results in a funding shortfall, the Province requires the inclusion of a specific plan as to how the impact of the shortfall will be managed. In determining the legitimacy of a funding shortfall, the Province may evaluate a Township's **approach to the following:**

1. In order to reduce financial requirements, consideration has been given to revising service levels downward.
2. All asset management and financial strategies have been considered. For example:
 - a. If a zero-debt policy is in place, is it warranted? If not, the use of debt should be considered.
 - b. Do user fees reflect the cost of the applicable service? If not, increased user fees should be considered.

7.1.1 Annual Requirements & Capital Funding

Annual Requirements

The annual requirements represent the amount the Township should allocate annually to each asset category to meet replacement needs as they arise, prevent infrastructure backlogs and achieve long-term sustainability. In total, the Township must allocate approximately \$18.9 million annually to address capital requirements for the assets included in this AMP.



For most asset categories the annual requirement has been calculated based on a **“replacement only” scenario, in which capital costs are only incurred at the construction and replacement of each asset.**

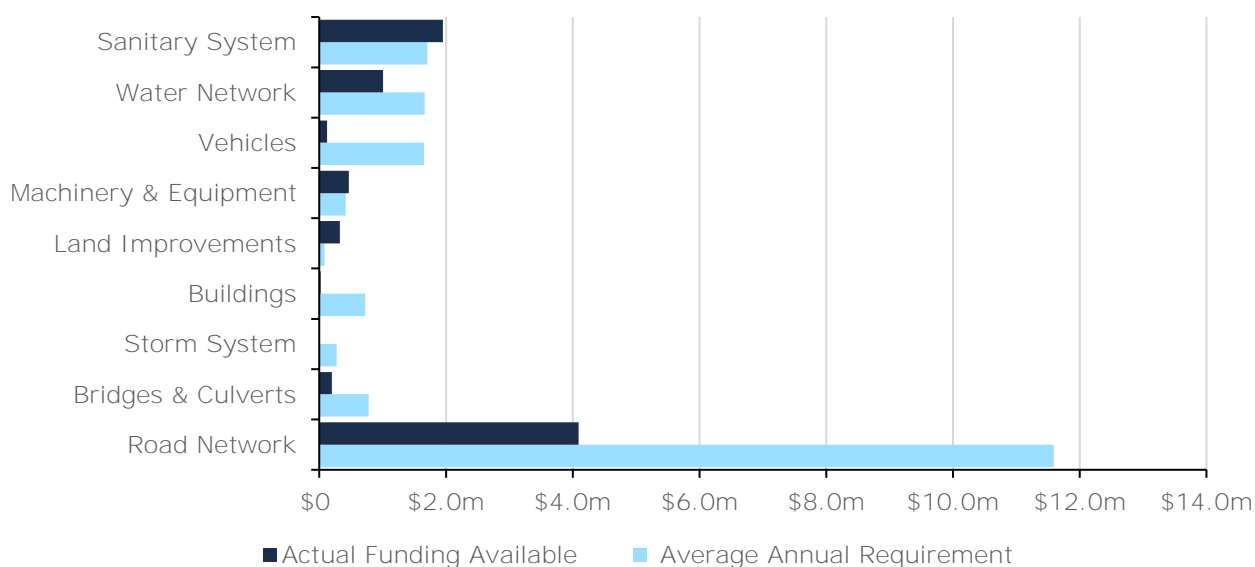
However, for the road network and bridges and culverts, lifecycle management strategies have been developed to identify capital costs that are realized through strategic rehabilitation and renewal of the Township’s **roads and bridges and culverts** respectively.

1. Replacement Only Scenario: Based on the assumption that assets deteriorate and – without regularly scheduled maintenance and rehabilitation – are replaced at the end of their service life.
2. Lifecycle Strategy Scenario: Based on the assumption that lifecycle activities are performed at strategic intervals to extend the service life of assets until replacement is required.

Annual Funding Available

Based on a historical analysis of sustainable capital funding sources, the Township is committing approximately \$8,189,000 towards capital projects per year from sustainable revenue sources. Given the annual capital requirement of \$18,895,000, there is currently a funding gap of \$10,706,000 annually.

Annual Requirements & Capital Funding Available



7.2 Funding Objective

We have developed a scenario that would enable Wellington North to achieve full funding within 20 years for the following assets:

1. Tax Funded Assets: Road Network, Storm System, Bridges & Culverts, Buildings, Machinery & Equipment, Land Improvements, Vehicles
2. Rate-Funded Assets: Water Network, Sanitary System

Note: For the purposes of this AMP, we have excluded gravel roads since they are a perpetual maintenance asset and end of life replacement calculations do not

normally apply. If gravel roads are maintained properly, they can theoretically have a limitless service life.

For each scenario developed we have included strategies, where applicable, regarding the use of cost containment and funding opportunities.

7.3 Financial Profile: Tax Funded Assets

7.3.1 Current Funding Position

The following tables show, by asset category, **Wellington North's** average annual asset investment requirements, current funding positions, and funding increases required to achieve full funding on assets funded by taxes.

Asset Category	Avg. Annual Requirement	Annual Funding Available			Total Available	Annual Deficit
		Taxes	Gas Tax	OCIF		
Road Network	\$11,593,000	\$1,773,625	\$340,000	\$1,979,171	\$4,092,796	\$7,500,204
Storm System	\$276,000	-	-	-	\$0	\$276,000
Bridges & Culverts	\$781,000	\$201,583	-	-	\$201,583	\$579,417
Buildings	\$723,000	\$21,331	-	-	\$21,331	\$701,669
Machinery & Equipment	\$414,000	\$469,190	-	-	\$469,190	-\$55,190
Land Improvements	\$81,000	\$327,932	-	-	\$327,932	-\$246,932
Vehicles	\$1,655,000	\$121,653	-	-	\$121,653	\$1,533,347
	\$15,523,000	\$2,915,296	\$340,000	\$1,979,171	\$5,234,484	\$10,288,516

The average annual investment requirement for the above categories is \$15,523,000. Annual revenue currently allocated to these assets for capital purposes is \$5,234,484 leaving an annual deficit of \$10,288,516. Put differently, these infrastructure categories are currently funded at 33.7% of their long-term requirements.

7.3.2 Full Funding Requirements

In 2023, Township of Wellington North has annual tax revenues of \$9,011,968. As illustrated in the following table, without consideration of any other sources of revenue or cost containment strategies, full funding would require the following tax change over time:

Asset Category	Tax Change Required for Full Funding
Road Network	83.2%
Storm System	3.1%
Bridges & Culverts	6.4%
Buildings & Facilities	7.8%
Machinery & Equipment	-0.6%
Land Improvements	-2.7%
Vehicles	17.0%
	114.2%

Our recommendations include capturing the above changes and allocating them to the infrastructure deficit outlined above. The table below outlines this concept and presents several options:

	5 Years	10 Years	15 Years	20 Years
Infrastructure Deficit	10,289,000	10,289,000	10,289,000	10,289,000
Change in Debt Costs	N/A	N/A	N/A	N/A
Change in OCIF Grants	N/A	N/A	N/A	N/A
Resulting Infrastructure Deficit	10,289,000	10,289,000	10,289,000	10,289,000
Tax Increase Required	114.2%	114.2%	114.2%	114.2%
Annually	16.5%	8.0%	5.3%	3.9%

7.3.3 Financial Strategy Recommendations

Considering all the above information, we recommend the 20-year option. This involves full funding being achieved over 20 years by:

- a) increasing tax revenues by 3.9% each year for the next 20 years solely for the purpose of phasing in full funding to the asset categories covered in this section of the AMP.
- b) allocating the current gas tax and OCIF revenue as outlined previously.
- c) Should the scheduled OCIF grant increase, the Township should reduce the annual tax increase by an amount equal to the grant increase as it occurs.
- d) Reallocating appropriate revenue from categories in a surplus position to those in a deficit position
- e) increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

Notes:

1. As in the past, periodic senior government infrastructure funding will most likely be available during the phase-in period. By Provincial AMP rules, this periodic funding cannot be incorporated into an AMP unless there are firm commitments in place. We have included OCIF formula-based funding, if applicable, since this funding is a multi-year commitment⁶.
2. We realize that raising tax revenues by the amounts recommended above for infrastructure purposes will be very difficult to do. However, considering a longer phase-in window may have even greater consequences in terms of infrastructure failure.

Although this option achieves full funding on an annual basis in 20 years and provides financial sustainability over the period modeled, the recommendations do require prioritizing capital projects to fit the resulting annual funding available. Current data shows a pent-up investment demand of \$71.7 million for the Road network, \$4.4 million for the Buildings, \$1.7 million for Land Improvements, \$7 million for Machinery & Equipment, and \$6.5 million for Vehicles.

⁶ The Township should take advantage of all available grant funding programs and transfers from other levels of government. While OCIF has historically been considered a sustainable source of funding, the program is currently undergoing review by the provincial government. Depending on the outcome of this review, there may be changes that impact its availability.

Prioritizing future projects will require the current data to be replaced by condition-based data. Although our recommendations include no further use of debt, the results of the condition-based analysis may require otherwise.

7.4 Financial Profile: Rate Funded Assets

7.4.1 Current Funding Position

The following tables show, by asset category, **Wellington North's** average annual asset investment requirements, current funding positions, and funding increases required to achieve full funding on assets funded by rates.

Asset Category	Avg. Annual Requirement	Annual Funding Available			Annual Deficit	
		Rates	To Operations	OCI F		Total Available
Water Network	\$1,666,000	\$2,351,869	-\$1,346,633	0	\$1,005,236	\$660,764
Sanitary System	\$1,706,000	\$3,443,802	-\$1,494,644	0	\$1,949,158	-\$243,158
	\$3,372,000	\$5,795,671	-\$2,841,277	0	\$2,954,394	\$417,606

The average annual investment requirement for the above categories is \$3,372,000. Annual revenue currently allocated to these assets for capital purposes is \$2,954,000 leaving an annual deficit of \$418,000. Put differently, these infrastructure categories are currently funded at 88% of their long-term requirements.

7.4.2 Full Funding Requirements

In 2023, Wellington North had annual sanitary revenues of \$3,444,000 and annual water revenues of \$2,352,000. As illustrated in the table below, without consideration of any other sources of revenue, full funding would require the following changes over time:

Asset Category	Tax Change Required for Full Funding
Water Network	28.1%
Sanitary Network	-7.1%

In the following tables, we have expanded the above scenario to present multiple options. Due to the significant increases required, we have provided phase-in options of up to 20 years:

	Water Network				Sanitary Network			
	5 Years	10 Years	15 Years	20 Years	5 Years	10 Years	15 Years	20 Years
Infrastructure Deficit	\$660,764	\$660,764	\$660,764	\$660,764	-\$243,158	-\$243,158	-\$243,158	-\$243,158
Rate Increase Required	28.1%	28.1%	28.1%	28.1%	-7.1%	-7.1%	-7.1%	-7.1%
Annually:	5.1%	2.6%	1.7%	1.3%	-1.5%	-0.8%	-0.5%	-0.4%

7.4.3 Financial Strategy Recommendations

Considering all of the above information, we recommend the 20-year option that includes debt cost reallocations. This involves full funding being achieved over 20 years by:

- increasing rate revenues by 0% for the sanitary system and 1.3% for the water network each year for the next 20 years.
- These rate revenue increase are solely for the purpose of phasing in full funding to the asset categories covered in this section of the AMP.
- increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

Notes:

- As in the past, periodic senior government infrastructure funding will most likely be available during the phase-in period. This periodic funding should not be incorporated into an AMP unless there are firm commitments in place.
- We realize that raising rate revenues for infrastructure purposes will be very difficult to do. However, considering a longer phase-in window may have even greater consequences in terms of infrastructure failure.
- Any increase in rates required for operations would be in addition to the above recommendations.

Although this option achieves full funding on an annual basis in 20 years and provides financial sustainability over the period modeled, the recommendations do require prioritizing capital projects to fit the resulting annual funding available. Current data shows a pent-up investment demand of \$5.8 million for the water network and \$4.1 million for the sanitary system.

Prioritizing future projects will require the current data to be replaced by condition-based data. Although our recommendations include no further use of debt, the results of the condition-based analysis may require otherwise.

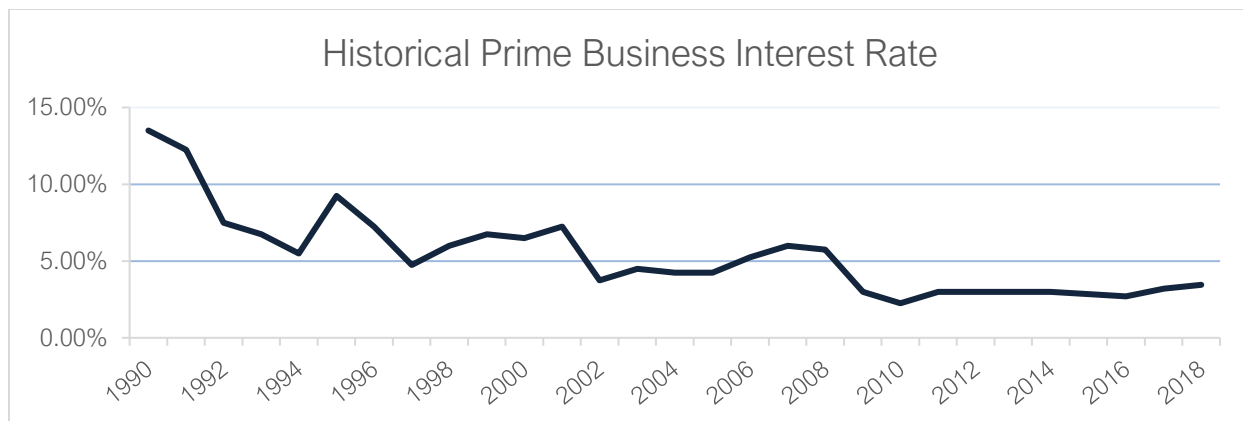
7.5 Use of Debt

For reference purposes, the following table outlines the premium paid on a project if financed by debt. For example, a \$1M project financed at 3.0%⁷ over 15 years would result in a 26% premium or \$260,000 of increased costs due to interest payments. For simplicity, the table does not consider the time value of money or the effect of inflation on delayed projects.

Interest Rate	Number of Years Financed					
	5	10	15	20	25	30
7.0%	22%	42%	65%	89%	115%	142%
6.5%	20%	39%	60%	82%	105%	130%
6.0%	19%	36%	54%	74%	96%	118%
5.5%	17%	33%	49%	67%	86%	106%
5.0%	15%	30%	45%	60%	77%	95%
4.5%	14%	26%	40%	54%	69%	84%
4.0%	12%	23%	35%	47%	60%	73%
3.5%	11%	20%	30%	41%	52%	63%
3.0%	9%	17%	26%	34%	44%	53%
2.5%	8%	14%	21%	28%	36%	43%
2.0%	6%	11%	17%	22%	28%	34%
1.5%	5%	8%	12%	16%	21%	25%
1.0%	3%	6%	8%	11%	14%	16%
0.5%	2%	3%	4%	5%	7%	8%
0.0%	0%	0%	0%	0%	0%	0%

It should be noted that current interest rates are near all-time lows. Sustainable funding models that include debt need to incorporate the risk of rising interest rates. The following graph shows where historical lending rates have been:

⁷ Current municipal Infrastructure Ontario rates for 15-year money is 3.2%.



A change in 15-year rates from 3% to 6% would change the premium from 26% to 54%. Such a change would have a significant impact on a financial plan.

The following tables outline how Wellington North has historically used debt for investing in the asset categories as listed. There is currently no outstanding debt for the assets covered by this AMP.

Asset Category	Current Debt Outstanding	Use of Debt in the Last Five Years				
		2018	2019	2020	2021	2022
Road Network	0	0	0	0	0	0
Stormwater Network	0	0	0	0	0	0
Bridges & Culverts	0	0	0	0	0	0
Buildings & Facilities	0	300	200	100	0	0
Machinery & Equipment	0	0	0	0	0	0
Land Improvements	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0
Total Tax Funded:	0	300	200	100	0	0
Water Network	0	0	0	0	0	0
Sanitary Network	0	0	0	0	0	0
Total Rate Funded:	0	0	0	0	0	0

The revenue options outlined in this plan allow Wellington North to fully fund its long-term infrastructure requirements without further use of debt.

7.6 Use of Reserves

7.6.1 Available Reserves

Reserves play a critical role in long-term financial planning. The benefits of having reserves available for infrastructure planning include:

- a) the ability to stabilize tax rates when dealing with variable and sometimes uncontrollable factors
- b) financing one-time or short-term investments
- c) accumulating the funding for significant future infrastructure investments
- d) managing the use of debt
- e) normalizing infrastructure funding requirement

By asset category, the table below outlines the details of the reserves currently available to Wellington North.

Asset Category	Balance on December 31, 2022
Road Network	688,125
Storm System	60,105
Bridges & Culverts	122,627
Buildings & Facilities	638,202
Machinery & Equipment	561,923
Land Improvements	72,834
Vehicles	27,760
Total Tax Funded:	2,171,577
Water Network	5,464,400
Sanitary System	2,065,296
Total Rate Funded:	7,539,696

There is considerable debate in the municipal sector as to the appropriate level of reserves that a Township should have on hand. There is no clear guideline that has gained wide acceptance. Factors that municipalities should take into account when determining their capital reserve requirements include:

- a) breadth of services provided
- b) age and condition of infrastructure
- c) use and level of debt
- d) economic conditions and outlook
- e) internal reserve and debt policies.

These reserves are available for use by applicable asset categories during the phase-in period to full funding. This coupled with Wellington North's **judicious use of** debt in the past, allows the scenarios to assume that, if required, available reserves and debt capacity can be used for high priority and emergency infrastructure investments in the short- to medium-term.

7.6.2 Recommendation

In 2025, Ontario Regulation 588/17 will require Wellington North to integrate proposed levels of service for all asset categories in its asset management plan update. We recommend that future planning should reflect adjustments to service levels and their impacts on reserve balances.

8

Appendices

Key Insights

- Appendix A identifies projected 10-year capital requirements for each asset category
- Appendix B includes several maps that have been used to visualize the current level of service
- Appendix C identifies the criteria used to calculate risk for each asset category
- Appendix D provides additional guidance on the development of a condition assessment program
- Appendix E provides a list of all assets with a risk rating of very high

Appendix A: 10-Year Capital Requirements

The following tables identify the capital cost requirements for each of the next 10 years in order to meet projected capital requirements and maintain the current level of service.

Road Network											
Asset Segment	Backlog	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Rural Roads	\$56.6m	\$2.3m	\$1.7m	\$2.2m	\$5.8m	\$5.8m	\$6.3m	\$6.7m	\$7.0m	\$7.3m	\$7.7m
Sidewalks	\$0	\$210k	\$210k	\$221k	\$351k	\$0	\$243k	\$255k	\$281k	\$295k	\$310k
Streetlights	\$0	\$6k	\$6k	\$6k	\$6k	\$26k	\$6k	\$6k	\$6k	\$26k	\$0
Traffic Lights	\$800k	\$0	\$0	\$400k	\$600k	\$0	\$0	\$200k	\$200k	\$800k	\$0
Urban Roads	\$14.2m	\$2.3m	\$3.5m	\$3.2m	\$0	\$0	\$885k	\$0	\$273k	\$0	\$763k
	\$71.7m	\$4.8m	\$5.4m	\$6.0m	\$6.8m	\$5.8m	\$7.4m	\$7.2m	\$7.8m	\$8.4m	\$8.8m

Bridges & Culverts											
Asset Segment	Backlog	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Bridges	\$0	\$682k	\$373k	\$448k	\$554k	\$312k	\$762k	\$966k	\$352k	\$990k	\$580k
Culverts	\$0	\$105k	\$414k	\$379k	\$314k	\$599k	\$243k	\$34k	\$648k	\$110k	\$580k
	\$0	\$787k	\$787k	\$827k	\$868k	\$911k	\$1.0m	\$1.0m	\$1.0m	\$1.1m	\$1.2m

Storm System

Asset Segment	Backlog	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Catch Basins	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$155k	\$0	\$0
Manholes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$127k	\$0	\$44k
Storm Mains	\$0	\$29k	\$0	\$0	\$0	\$0	\$0	\$0	\$2.3m	\$0	\$0
	\$0	\$29k	\$0	\$0	\$0	\$0	\$0	\$0	\$2.6m	\$0	\$44k

Buildings

Asset Segment	Backlog	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Cemetery	\$171k	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fire	\$0	\$0	\$0	\$0	\$8.9m	\$0	\$0	\$0	\$0	\$0	\$0
General Government	\$465k	\$0	\$1.1m	\$0	\$0	\$0	\$3.3m	\$0	\$167k	\$0	\$0
Recreation & Culture	\$3.7m	\$0	\$167k	\$5.7m	\$54k	\$6.6m	\$0	\$20k	\$708k	\$3.8m	\$202k
Transportation Services	\$0	\$0	\$0	\$1.8m	\$0	\$0	\$453k	\$0	\$0	\$0	\$0
	\$4.4m	\$0	\$1.2m	\$7.5m	\$9.0m	\$6.6m	\$3.7m	\$20k	\$875k	\$3.8m	\$202k

Vehicles											
Asset Segment	Backlog	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Cemetery Vehicles	\$4k	\$0	\$14k	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fire Vehicles	\$1.7m	\$456k	\$52k	\$65k	\$0	\$51k	\$649k	\$0	\$0	\$0	\$48k
General Government Vehicles	\$0	\$0	\$52k	\$0	\$0	\$0	\$37k	\$0	\$0	\$0	\$52k
Public Works Vehicles	\$4.9m	\$420k	\$759k	\$613k	\$64k	\$641k	\$972k	\$380k	\$2.6m	\$16k	\$1.1m
Recreation & Culture Vehicles	\$2	\$0	\$52k	\$0	\$0	\$74k	\$38k	\$99k	\$0	\$0	\$0
	\$6.5m	\$876k	\$929k	\$678k	\$64k	\$765k	\$1.7m	\$479k	\$2.6m	\$16k	\$1.2m

Machinery & Equipment											
Asset Segment	Backlog	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Cemetery Equipment	\$0	\$50k	\$20k	\$240k	\$656k	\$307k	\$166k	\$500k	\$400k	\$359k	\$350k
Environmental Services	\$0	\$419k	\$0	\$240k	\$29k	\$307k	\$166k	\$500k	\$400k	\$29k	\$350k
Fire Equipment	\$368k	\$0	\$930k	\$41k	\$185k	\$30k	\$174k	\$18k	\$13k	\$303k	\$41k
General Government Equipment	\$6.6m	\$93k	\$0	\$36k	\$10k	\$307k	\$312k	\$46k	\$44k	\$65k	\$350k
Public Works Equipment	\$0	\$259k	\$16k	\$240k	\$26k	\$20k	\$166k	\$59k	\$400k	\$359k	\$20k
Recreation & Culture Equipment	\$35k	\$19k	\$6k	\$84k	\$20k	\$0	\$33k	\$6k	\$22k	\$85k	\$89k
	\$7.0m	\$840k	\$972k	\$881k	\$926k	\$971k	\$1.0m	\$1.1m	\$1.3m	\$1.2m	\$1.2m

Land Improvements											
Asset Segment	Backlog	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
General Government	\$158k	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Recreation & Culture	\$1.5m	\$0	\$395k	\$0	\$0	\$111k	\$0	\$0	\$0	\$0	\$0
	\$1.7m	\$0	\$395k	\$0	\$0	\$111k	\$0	\$0	\$0	\$0	\$0

Water Network											
Asset Segment	Backlog	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Hydrants	\$0	\$198k	\$85k	\$0	\$0	\$0	\$28k	\$0	\$0	\$0	\$0
Valves	\$0	\$198k	\$85k	\$0	\$0	\$0	\$29k	\$0	\$0	\$0	\$0
Water Equipment	\$5.7m	\$209k	\$229k	\$6.2m	\$209k	\$928k	\$6.9m	\$2.3m	\$479k	\$406k	\$0
Watermains	\$107k	\$382k	\$85k	\$5.1m	\$0	\$0	\$0	\$0	\$595k	\$0	\$0
	\$5.8m	\$987k	\$484k	\$11.3m	\$209k	\$928k	\$7.0m	\$2.3m	\$1.1m	\$406k	\$0

Sanitary System											
Asset Segment	Backlog	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Manholes	\$0	\$104k	\$104k	\$104k	\$104k	\$115k	\$104k	\$104k	\$104k	\$104k	\$0
Sanitary Collection	\$4.0m	\$0	\$0	\$2.7m	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sanitary Equipment	\$105k	\$0	\$0	\$5.2m	\$16.0m	\$45k	\$0	\$52k	\$980k	\$7.6m	\$0
Sanitary Forcemains	\$0	\$0	\$13.5m	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sanitary Mains	\$0	\$805k	\$805k	\$805k	\$805k	\$805k	\$805k	\$805k	\$805k	\$805k	\$532k
	\$4.1m	\$909k	\$14.4m	\$8.8m	\$16.9m	\$965k	\$909k	\$961k	\$1.9m	\$8.5m	\$532k

Appendix B: Level of Service Maps

Road Network Map – Rural Roads

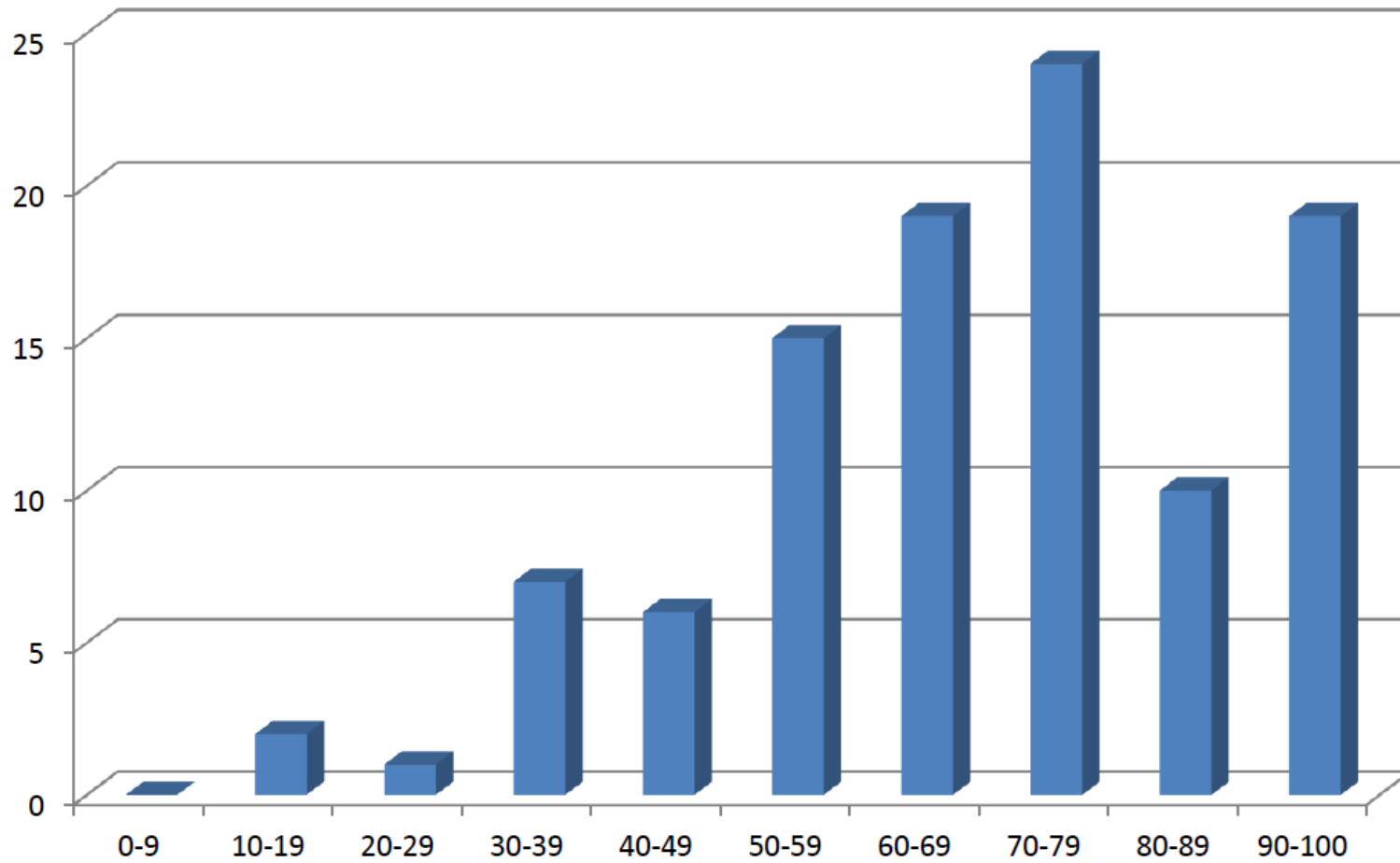


Road Network Map – Arthur

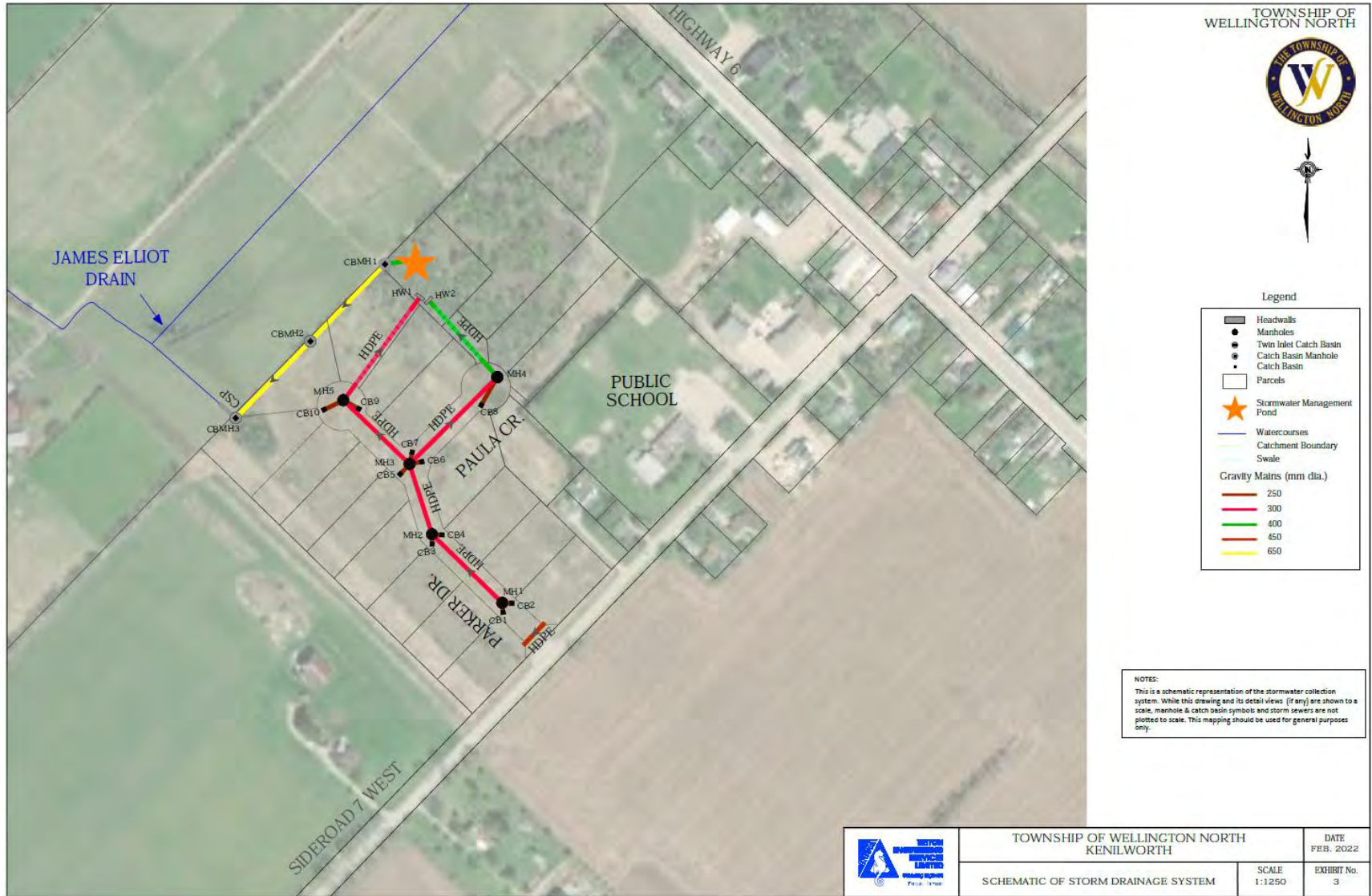


Bridge Condition Index (BCI) Distribution of Township Bridges

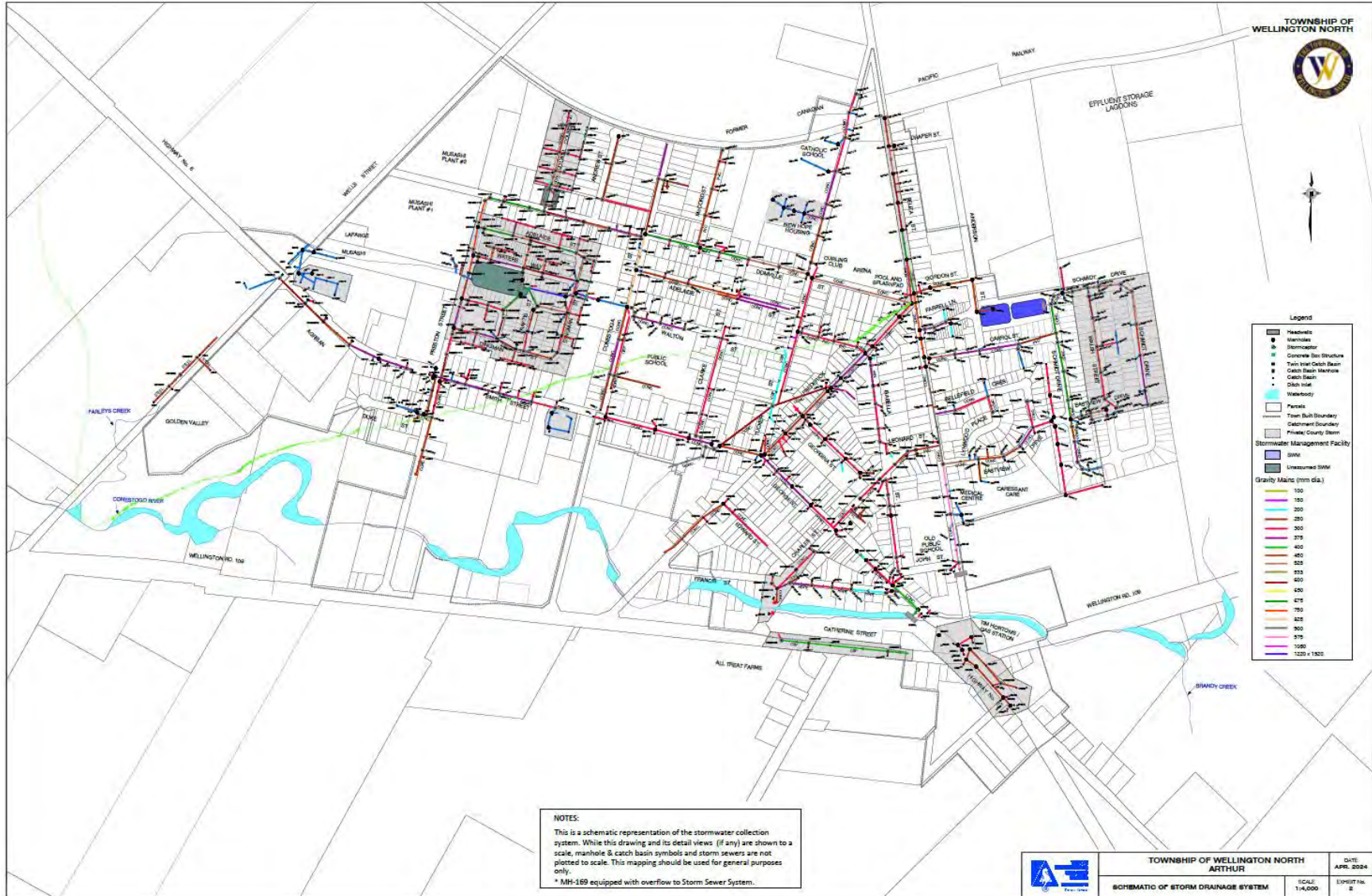
**BCI Distribution of Township Bridges
(Number of Structures in BCI Range)**



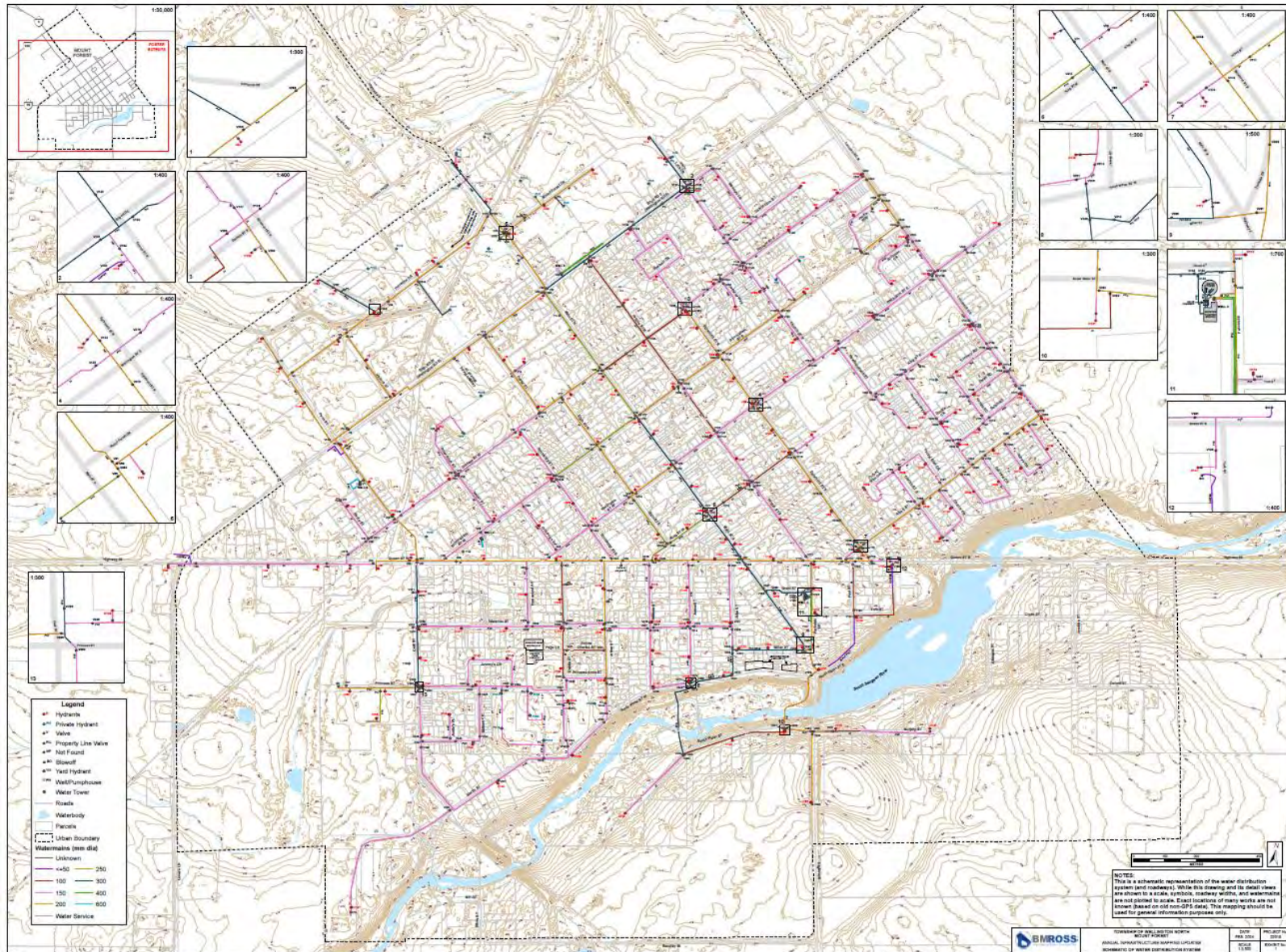
Stormwater Network Map - Kenilworth



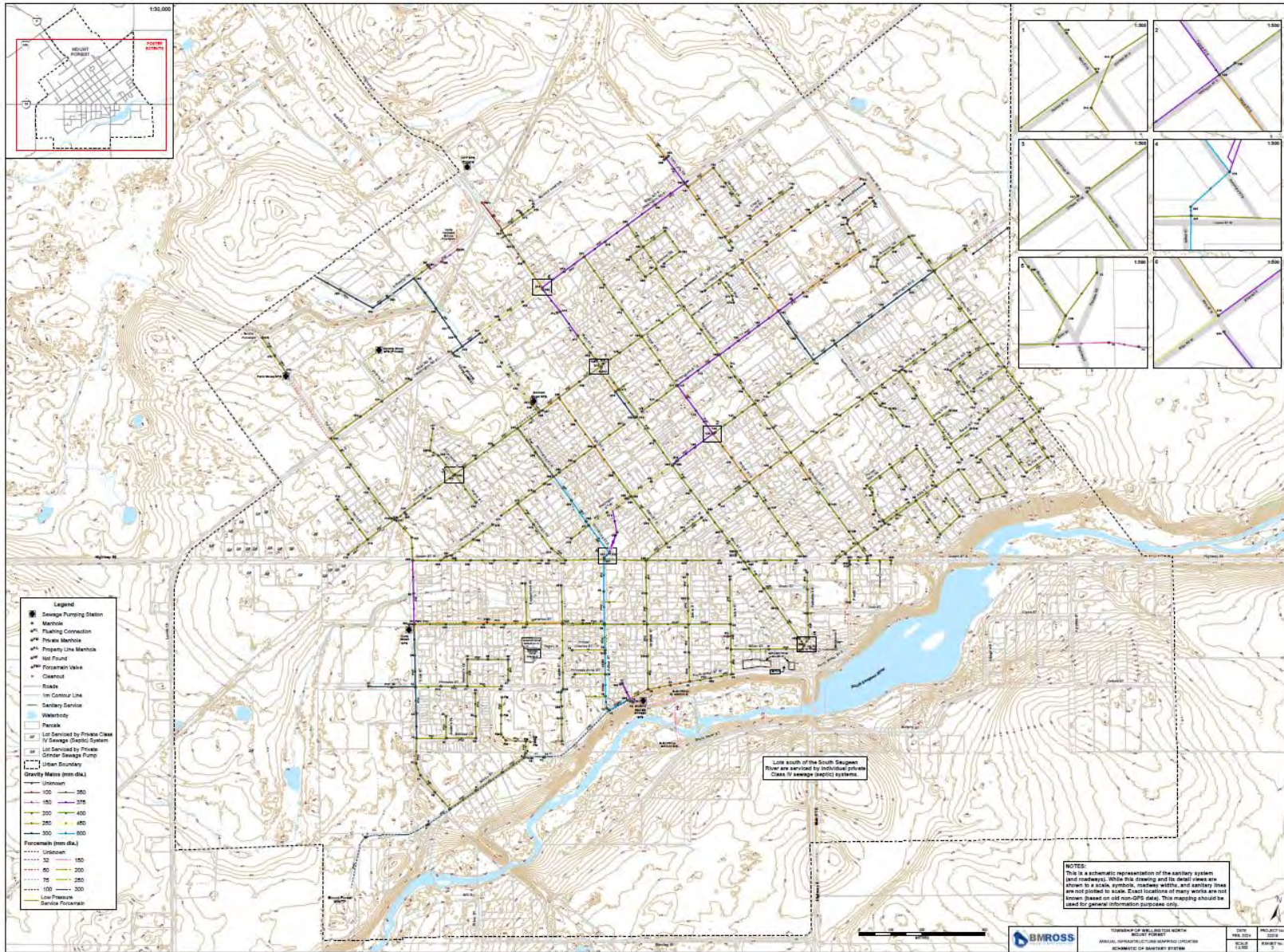
Stormwater Network Map – Arthur



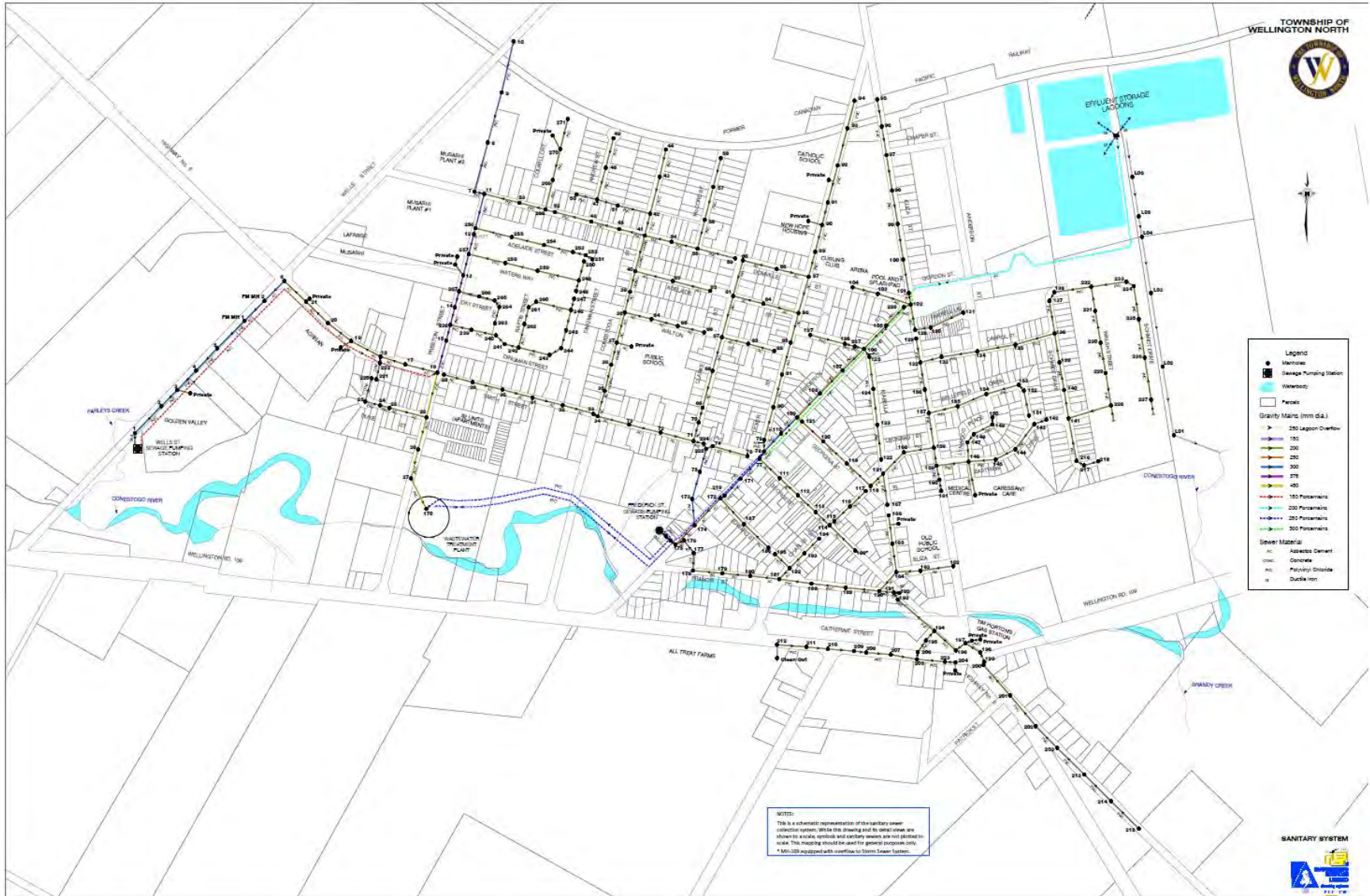
Water Network Map – Mount Forest



Sanitary System – Mount Forest



Sanitary System – Arthur



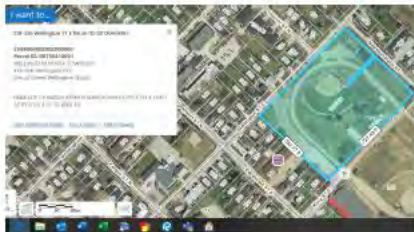
Land Improvements – Parks Locations



ROLL: 004-00180
 LOCATION: 850 Princess St
 Mount Forest & District Sports Complex
 ZONING: OS & FD
 Open Space & Future Development
 APPROX SIZE: 10.17 acres



ROLL: 004-00200-0000
 LOCATION: 851 Princess St
 Campbell de Vore Park
 ZONING: OS & FD
 Open Space & Future Development
 APPROX SIZE: 10.14 acres



ROLL: 002-00200-0000
 LOCATION: 318 Wellington St E
 Bill Moody Park, Splash Pad
 & Ball Diamond
 ZONING: OS Open Space Zone
 APPROX SIZE: 9.74 acres



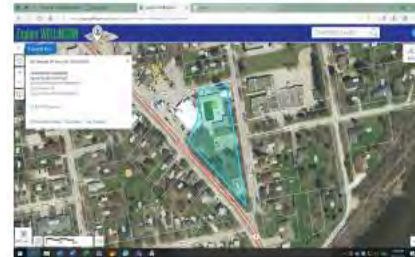
ROLL: 003-07200-0000
 LOCATION: 320 King St E
 Victory Church & Ball Diamond
 ZONING: OS Open Space
 APPROX SIZE: 8.76 acres



ROLL: 003-05300-0000
 LOCATION: 309 Queen St E
 (corner of Albert & Queen)
 ZONING: R2 Medium Density Residential Zone
 APPROX SIZE: 3,090 sq ft



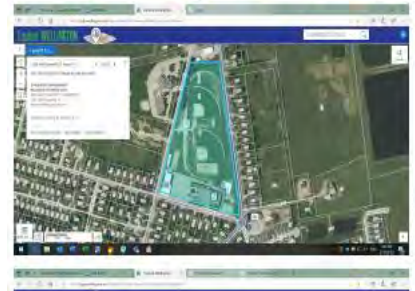
ROLL: 004-02800-0000
 LOCATION: 495 Queen St W
 Well Head #4 &
 Lion Hutchison Park
 ZONING: OS Open Space
 APPROX SIZE: 1.1 acres



ROLL: 003-14400-0000
 LOCATION: 393 Parkside Dr
 Well #3 & Lion Roy Grant Pool & Cenotaph Park
 ZONING: OS Open Space
 APPROX SIZE: 1.24 acres



LOCATION: Queen St W, Wellington St W & Colcleugh Ave
 Triangle
 ZONING:
 APPROX SIZE:



LOCATION: 156-158 Domville St, Arthur (Arena, Pool,
 Fairgrounds, Curling Club)
 ZONING: OS Open Space
 APPROX SIZE: 15.35 Acres



LOCATION: 333 Smith St., Arthur
 Arthur Lions Park
 ZONING: OS Open Space
 APPROX SIZE: 2.53 Acres



LOCATION: Tucker St, Arthur
 New Hope Housing Buffer
 ZONING: OS Open Space
 APPROX SIZE: 92,815 Sq Ft



LOCATION: George St., Arthur
 Corner, S of Francis St E &
 W of George St
 ZONING: OS Open Space
 APPROX SIZE: 9,564 sq ft



ROLL: 003-00210-0000
 LOCATION: 185 Murphy St
 Murphy Park
 ZONING: OS Open Space
 APPROX SIZE: 2.85 acres



LOCATION: George St, Arthur
 Corner, N of Francis St E &
 W of George St
 ZONING: C1 Central Commercial
 APPROX SIZE: 3,926 sq ft



LOCATION: 110 George St, Arthur
 ZONING: OS Open Space
 APPROX SIZE: 12,284 sq ft

15 Wood St Parcel ID: 08130412438
 23480001806000000
 Parcel ID: 08130412438
 WELLINGTON FORTH TOWNSHIP
 15 Wood St
 Green Wellington North

LOCATION: 15 Wood St.
 Conn Pavilion
 ZONING:
 APPROX SIZE:

Appendix C: Risk Rating Criteria

Probability of Failure

Asset Category	Risk Criteria	Criteria Weighting	Value/Range	Probability of Failure Score
Road Network	Condition	100%	80-100	1
Bridges & Culverts			60-79	2
Buildings			40-59	3
Machinery & Equipment			20-39	4
Vehicles			0-19	5
Land Improvements				
	Condition	80%	80-100	1
			60-79	2
			40-59	3
			20-39	4
			0-19	5
Storm System (Mains)	Pipe Material	20%	PVC	1
Sanitary System (Mains)			Ductile Iron	1
Water Network (Mains)			PE	2
			Copper	3
			Steel	3
			AC	4
			CI	4
			Concrete	4

Consequence of Failure

Asset Category	Risk Classification	Risk Criteria	Value/Range	Consequence of Failure Score
Road Network	Economic (100%)	Replacement Cost (100%)	\$0-\$100,000	1
Bridges & Culverts			\$100,000-\$250,000	2
Buildings			\$250,000-\$500,000	3
Vehicles			\$500,000-\$1,000,000	4
Machinery & Equipment Land Improvements			\$1,000,000+	5
Storm System (Mains)	Economic (80%)	Replacement Cost (100%)	\$0-\$50,000	1
			\$50,000-\$100,000	2
			\$100,000-\$500,000	3
			\$500,000-\$1,000,000	4
			\$1,000,000+	5
	Operational (20%)	Pipe Diameter (100%)	0-200	1
			200-300	2
			300-525	3
			525-750	4
			750+	5
Sanitary System (Mains)	Economic (80%)	Replacement Cost (100%)	\$0-\$50,000	1
			\$50,000-\$100,000	2
			\$100,000-\$500,000	3
			\$500,000-\$1,000,000	4
			\$1,000,000+	5
	Operational (20%)	Pipe Diameter (100%)	0-100	1
			100-200	2
			200-300	3
			300-350	4
			350+	5

Asset Category	Risk Classification	Risk Criteria	Value/Range	Consequence of Failure Score
Water Network (Mains)	Economic (80%)	Replacement Cost (100%)	\$0-\$50,000	1
			\$50,000-\$100,000	2
			\$100,000-\$500,000	3
			\$500,000-\$1,000,000	4
			\$1,000,000+	5
	Operational (20%)	Pipe Diameter (100%)	0-50	1
			50-100	2
			100-200	3
			200-250	4
			250+	5

Appendix D: Condition Assessment Guidelines

The foundation of good asset management practice is accurate and reliable data on the current condition of infrastructure. Assessing the condition of an asset at a single point in time allows staff to have a better understanding of the probability of asset failure due to deteriorating condition.

Condition data is vital to the development of data-driven asset management strategies. Without accurate and reliable asset data, there may be little confidence in asset management decision-making which can lead to premature asset failure, service disruption and suboptimal investment strategies. To prevent these outcomes, the Township's **condition assessment strategy should outline several key considerations**, including:

- The role of asset condition data in decision-making
- Guidelines for the collection of asset condition data
- A schedule for how regularly asset condition data should be collected

Role of Asset Condition Data

The goal of collecting asset condition data is to ensure that data is available to inform maintenance and renewal programs required to meet the desired level of service. Accurate and reliable condition data allows municipal staff to determine the remaining service life of assets, and identify the most cost-effective approach to deterioration, whether it involves extending the life of the asset through remedial efforts or determining that replacement is required to avoid asset failure.

In addition to the optimization of lifecycle management strategies, asset condition data also impacts the Township's **risk management and financial strategies**. **Assessed condition is a key variable in the determination of an asset's probability of failure.** With a strong understanding of the probability of failure across the entire asset portfolio, the Township can develop strategies to mitigate both the probability and consequences of asset failure and service disruption. Furthermore, with condition-based determinations of future capital expenditures, the Township can develop long-term financial strategies with higher accuracy and reliability.

Guidelines for Condition Assessment

Whether completed by external consultants or internal staff, condition assessments should be completed in a structured and repeatable fashion, according to consistent and objective assessment criteria. Without proper guidelines for the completion of

condition assessments there can be little confidence in the validity of condition data and asset management strategies based on this data.

Condition assessments must include a quantitative or qualitative assessment of the current condition of the asset, collected according to specified condition rating criteria, in a format that can be used for asset management decision-making. As a result, it is important that staff adequately define the condition rating criteria that should be used and the assets that require a discrete condition rating. When engaging with external consultants to complete condition assessments, it is critical that these details are communicated as part of the contractual terms of the project. There are many options available to the Township to complete condition assessments. In some cases, external consultants may need to be engaged to complete detailed technical assessments of infrastructure. In other cases, internal staff may have sufficient expertise or training to complete condition assessments.

Developing a Condition Assessment Schedule

Condition assessments and general data collection can be both time-consuming and resource-intensive. It is not necessarily an effective strategy to collect assessed condition data across the entire asset inventory. Instead, the Township should prioritize the collection of assessed condition data based on the anticipated value of this data in decision-making. The International Infrastructure Management Manual (IIMM) identifies four key criteria to consider when making this determination:

1. **Relevance:** every data item must have a direct influence on the output that is required
2. **Appropriateness:** the volume of data and the frequency of updating should align with the stage in the assets life and the service being provided
3. **Reliability:** the data should be sufficiently accurate, have sufficient spatial coverage and be appropriately complete and current
4. **Affordability:** the data should be affordable to collect and maintain

Appendix E: Very High-Risk Assets

Asset ID	AMP Category	AMP Segment	Name	Risk Rating
1	Vehicles	Fire Vehicles	2006 Rosenbauer Pumper	15
11	Vehicles	Fire Vehicles	2003 HME Firetruck	15
37	Vehicles	Public Works Vehicles	2009 International Dumptruck	20
44	Vehicles	Public Works Vehicles	2008 Cat Grader	16
52	Vehicles	Public Works Vehicles	2003 Ford Tractor	15
1932	Water Network	Watermains	Watermain	16
1933	Water Network	Watermains	Watermain	16
1934	Water Network	Watermains	Watermain	16
1935	Water Network	Watermains	Watermain	16
1936	Water Network	Watermains	Watermain	16
1937	Water Network	Watermains	Watermain	16
1938	Water Network	Watermains	Watermain	16
1939	Water Network	Watermains	Watermain	16
1940	Water Network	Watermains	Watermain	16
1941	Water Network	Watermains	Watermain	16
1942	Water Network	Watermains	Watermain	16
1943	Water Network	Watermains	Watermain	16
1944	Water Network	Watermains	Watermain	16
1945	Water Network	Watermains	Watermain	16
2822	Storm System	Storm Mains	Mains	16
2823	Storm System	Storm Mains	Mains	16
2824	Storm System	Storm Mains	Mains	16
2825	Storm System	Storm Mains	Mains	16
2826	Storm System	Storm Mains	Mains	16

Asset ID	AMP Category	AMP Segment	Name	Risk Rating
2827	Storm System	Storm Mains	Mains	16
2828	Storm System	Storm Mains	Mains	16
2829	Storm System	Storm Mains	Mains	16
2830	Storm System	Storm Mains	Mains	16
2833	Storm System	Storm Mains	Mains	20
2851	Storm System	Storm Mains	Mains	16
2854	Storm System	Storm Mains	Mains	16
2855	Storm System	Storm Mains	Mains	16
2857	Storm System	Storm Mains	Mains	16
2879	Storm System	Storm Mains	Mains	16
2880	Storm System	Storm Mains	Mains	16
2937	Storm System	Storm Mains	Mains	19.2
4272	Storm System	Storm Mains	Mains	15
4273	Storm System	Storm Mains	Mains	15
4290	Storm System	Storm Mains	Mains	16
4291	Storm System	Storm Mains	Mains	16
4336	Storm System	Storm Mains	Mains	16
4337	Storm System	Storm Mains	Mains	16
4431	Storm System	Storm Mains	Mains	16
4432	Storm System	Storm Mains	Mains	16
4433	Storm System	Storm Mains	Mains	16
4460	Storm System	Storm Mains	Mains	16
4461	Storm System	Storm Mains	Mains	16
4462	Storm System	Storm Mains	Mains	16
4463	Storm System	Storm Mains	Mains	16
4464	Storm System	Storm Mains	Mains	16
4465	Storm System	Storm Mains	Mains	16
4466	Storm System	Storm Mains	Mains	16
4467	Storm System	Storm Mains	Mains	16
4469	Storm System	Storm Mains	Mains	16
4470	Storm System	Storm Mains	Mains	16
4471	Storm System	Storm Mains	Mains	16
4508	Storm System	Storm Mains	Mains	16
4509	Storm System	Storm Mains	Mains	16
4510	Storm System	Storm Mains	Mains	16
4511	Storm System	Storm Mains	Mains	16
4551	Storm System	Storm Mains	Mains	15
4552	Storm System	Storm Mains	Mains	15
4557	Storm System	Storm Mains	Mains	16
4558	Storm System	Storm Mains	Mains	16
4589	Storm System	Storm Mains	Mains	16
4590	Storm System	Storm Mains	Mains	16

Asset ID	AMP Category	AMP Segment	Name	Risk Rating
4591	Storm System	Storm Mains	Mains	16
4592	Storm System	Storm Mains	Mains	16
4593	Storm System	Storm Mains	Mains	16
4594	Storm System	Storm Mains	Mains	16
4595	Storm System	Storm Mains	Mains	16
4596	Storm System	Storm Mains	Mains	16
4597	Storm System	Storm Mains	Mains	16
4598	Storm System	Storm Mains	Mains	16
4599	Storm System	Storm Mains	Mains	16
4600	Storm System	Storm Mains	Mains	16
4601	Storm System	Storm Mains	Mains	16
4602	Storm System	Storm Mains	Mains	16
4603	Storm System	Storm Mains	Mains	16
4604	Storm System	Storm Mains	Mains	16
4605	Storm System	Storm Mains	Mains	16
4778	Storm System	Storm Mains	Mains	16
4779	Storm System	Storm Mains	Mains	16
4780	Storm System	Storm Mains	Mains	16
4781	Storm System	Storm Mains	Mains	16
5246	Storm System	Storm Mains	Mains	16
5247	Storm System	Storm Mains	Mains	16
5248	Storm System	Storm Mains	Mains	16
5249	Storm System	Storm Mains	Mains	16
5250	Storm System	Storm Mains	Mains	16
5251	Storm System	Storm Mains	Mains	16
5252	Storm System	Storm Mains	Mains	16
5823	Sanitary System	Sanitary Mains	Sanitary Main	16
5824	Sanitary System	Sanitary Mains	Sanitary Main	16
5825	Sanitary System	Sanitary Mains	Sanitary Main	16
5826	Sanitary System	Sanitary Mains	Sanitary Main	16
5831	Sanitary System	Sanitary Mains	Sanitary Main	20
5832	Sanitary System	Sanitary Mains	Sanitary Main	20
5833	Sanitary System	Sanitary Mains	Sanitary Main	20
5834	Sanitary System	Sanitary Mains	Sanitary Main	20

Asset ID	AMP Category	AMP Segment	Name	Risk Rating
5835	Sanitary System	Sanitary Mains	Sanitary Main	20
5836	Sanitary System	Sanitary Mains	Sanitary Main	20
6553	Water Network	Water Equipment	Well # 7 B Wellhouse	15
6555	Water Network	Water Equipment	Well 8A & 8B	25
6559	Water Network	Water Equipment	Water Storage Tank and Wellhouse #5	15
6571	Water Network	Water Equipment	Storage Tank (Watertower/Standpipe)	20
6574	Sanitary System	Sanitary Collection	Durham St. S.P. Station	15
6578	Sanitary System	Sanitary Collection	Frederick St. SPS Pumpstation	16
6582	Sanitary System	Sanitary Collection	Arthur WWTP	20
6583	Sanitary System	Sanitary Collection	Arthur Lagoons	20
6593	Bridges & Culverts	Bridges	Bridge	15
6605	Bridges & Culverts	Bridges	Bridge	15
6699	Road Network	Rural Roads	EAST-WEST LUTHER TL	15
6756	Road Network	Urban Roads	Adelaide St.	20
6758	Road Network	Urban Roads	Andrew St.	15
6761	Road Network	Urban Roads	Carroll St.	15
6762	Road Network	Urban Roads	Carroll St.	15
6765	Road Network	Urban Roads	Charles St. W	25
6766	Road Network	Urban Roads	Charles St. W	25
6767	Road Network	Urban Roads	Charles St. W	25
6768	Road Network	Urban Roads	Charles St. W	25
6769	Road Network	Urban Roads	Clarke St.	15
6770	Road Network	Urban Roads	Clarke St.	15
6771	Road Network	Urban Roads	Clarke St.	15
6780	Road Network	Urban Roads	Domville St.	15
6781	Road Network	Urban Roads	Domville St.	15
6782	Road Network	Urban Roads	Domville St.	15
6783	Road Network	Urban Roads	Domville St.	15
6788	Road Network	Urban Roads	Edward St	15
6789	Road Network	Urban Roads	Eliza St.	25
6791	Road Network	Urban Roads	Eliza St.	25

Asset ID	AMP Category	AMP Segment	Name	Risk Rating
6794	Road Network	Urban Roads	Eliza St.	25
6797	Road Network	Urban Roads	Eliza St.	15
6798	Road Network	Urban Roads	Eliza St.	15
6799	Road Network	Urban Roads	Eliza St.	25
6800	Road Network	Urban Roads	Farrell Lane	20
6801	Road Network	Urban Roads	Francis St. E	15
6807	Road Network	Urban Roads	Frederick St. W	15
6808	Road Network	Urban Roads	Frederick St. W	15
6825	Road Network	Urban Roads	McCord	15
6831	Road Network	Urban Roads	Smith St	20
6832	Road Network	Urban Roads	Smith St	15
6837	Road Network	Urban Roads	Tucker St	15
6839	Road Network	Urban Roads	Walton St	15
6840	Road Network	Urban Roads	Wells St.E	15
6841	Road Network	Urban Roads	Wells St.E	25
6842	Road Network	Urban Roads	Wells St.E	25
6843	Road Network	Urban Roads	Wells St.W	15
6844	Road Network	Urban Roads	Albert St.	15
6846	Road Network	Urban Roads	Albert St.	15
6848	Road Network	Urban Roads	Albert St.	15
6849	Road Network	Urban Roads	Albert St.	15
6850	Road Network	Urban Roads	Albert St.	15
6851	Road Network	Urban Roads	Arthur St.	15
6852	Road Network	Urban Roads	Arthur St.	15
6853	Road Network	Urban Roads	Arthur St.	15
6854	Road Network	Urban Roads	Arthur St.	15
6860	Road Network	Urban Roads	Birmingham St.	15
6861	Road Network	Urban Roads	Birmingham St.	15
6862	Road Network	Urban Roads	Birmingham St.	15
6863	Road Network	Urban Roads	Birmingham St.	15
6864	Road Network	Urban Roads	Birmingham St.	15
6865	Road Network	Urban Roads	Bristol St.	25
6866	Road Network	Urban Roads	Bristol St.	25
6871	Road Network	Urban Roads	Cheryl Lynn St	15
6872	Road Network	Urban Roads	Cheryl Lynn St	15
6883	Road Network	Urban Roads	Clyde St.	15
6884	Road Network	Urban Roads	Colcleugh Ave	15
6886	Road Network	Urban Roads	Cork St.	15
6888	Road Network	Urban Roads	Cork St.	15
6889	Road Network	Urban Roads	Cork St.	15
6892	Road Network	Urban Roads	Dublin St.	25
6901	Road Network	Urban Roads	Durham St W	15

Asset ID	AMP Category	AMP Segment	Name	Risk Rating
6902	Road Network	Urban Roads	Durham St W	15
6903	Road Network	Urban Roads	Durham St W	15
6904	Road Network	Urban Roads	Durham St W	15
6905	Road Network	Urban Roads	Durham St W	15
6909	Road Network	Urban Roads	Egremont St. N	15
6913	Road Network	Urban Roads	Elgin St. N	15
6914	Road Network	Urban Roads	Elgin St. N	15
6918	Road Network	Urban Roads	Fergus St. N	15
6919	Road Network	Urban Roads	Fergus St. N	15
6924	Road Network	Urban Roads	Glasgow St	15
6925	Road Network	Urban Roads	Grant St.	15
6926	Road Network	Urban Roads	Harris St	25
6934	Road Network	Urban Roads	Homewood Ave	20
6938	Road Network	Urban Roads	Jeremys Cres	15
6939	Road Network	Urban Roads	John St	20
6942	Road Network	Urban Roads	Justins Pl	15
6943	Road Network	Urban Roads	Kenzie Rd	15
6945	Road Network	Urban Roads	King St. E	15
6956	Road Network	Urban Roads	London Rd. S	15
6957	Road Network	Urban Roads	London Rd. S	15
6958	Road Network	Urban Roads	London Rd. S	15
6959	Road Network	Urban Roads	London Rd. S	15
6962	Road Network	Urban Roads	Main St N	15
6964	Road Network	Urban Roads	Main St S	15
6966	Road Network	Urban Roads	Main St S	15
6967	Road Network	Urban Roads	Main St S	15
6970	Road Network	Urban Roads	Martin St	25
6972	Road Network	Urban Roads	Melissa Cres	15
6973	Road Network	Urban Roads	Melissa Cres	15
6974	Road Network	Urban Roads	Mill St	25
6976	Road Network	Urban Roads	Mount Forest Dr.	25
6977	Road Network	Urban Roads	Murphy St.	15
6978	Road Network	Urban Roads	Murphy St.	15
6979	Road Network	Urban Roads	Newfoundland St	20
6983	Road Network	Urban Roads	North Water St.	25
6984	Road Network	Urban Roads	North Water St.	25
6987	Road Network	Urban Roads	North Water St. W	15
6990	Road Network	Urban Roads	North Water St. W	15
6991	Road Network	Urban Roads	North Water St. W	15
7001	Road Network	Urban Roads	Prince Charles St.	20
7002	Road Network	Urban Roads	Princess Anne St.	20
7003	Road Network	Urban Roads	Princess St	15

Asset ID	AMP Category	AMP Segment	Name	Risk Rating
7005	Road Network	Urban Roads	Princess St	15
7006	Road Network	Urban Roads	Princess St	15
7007	Road Network	Urban Roads	Princess St	15
7010	Road Network	Urban Roads	Queen St. E	25
7020	Road Network	Urban Roads	Queen St. W	15
7021	Road Network	Urban Roads	Queen St. W	15
7022	Road Network	Urban Roads	Queen St. W	15
7025	Road Network	Urban Roads	Queen St. W	15
7029	Road Network	Urban Roads	Sarah Rd	15
7032	Road Network	Urban Roads	Silverbirch St.	20
7035	Road Network	Urban Roads	Sligo Rd E	25
7036	Road Network	Urban Roads	Sligo Rd E	25
7037	Road Network	Urban Roads	Sligo Rd E	25
7039	Road Network	Urban Roads	Sligo Rd W	25
7040	Road Network	Urban Roads	Sligo Rd W	25
7041	Road Network	Urban Roads	Sligo Rd W	25
7042	Road Network	Urban Roads	Sligo Rd W	25
7043	Road Network	Urban Roads	Sligo Rd W	20
7044	Road Network	Urban Roads	South Water St.	25
7046	Road Network	Urban Roads	South Water St.	25
7047	Road Network	Urban Roads	South Water St.	25
7048	Road Network	Urban Roads	South Water St.	25
7052	Road Network	Urban Roads	Waterloo St	15
7053	Road Network	Urban Roads	Waterloo St	15
7054	Road Network	Urban Roads	Waterloo St	15
7055	Road Network	Urban Roads	Waterloo St	15
7057	Road Network	Urban Roads	Wellington St E	25
7059	Road Network	Urban Roads	Wellington St E	15
7062	Road Network	Urban Roads	Wellington St E	15
7064	Road Network	Urban Roads	Wellington St W	15
7065	Road Network	Urban Roads	Wellington St W	15
7066	Road Network	Urban Roads	Wellington St W	15
7067	Road Network	Urban Roads	Wellington St W	15
7096	Buildings	Recreation & Culture	Swimming Pool	25
7167	Buildings	Fire	Arthur Fire Hall	15
7194	Buildings	Recreation & Culture	Arthur Arena and Community Centre	15
7207	Water Network	Water Equipment	Well # 3 booster & bldg	16
7213	Buildings	Transportation Services	West Luther wks yard	15
7368	Road Network	Rural Roads	CONC 6 S	15
7382	Road Network	Rural Roads	EAST-WEST LUTHER TL	15

Asset ID	AMP Category	AMP Segment	Name	Risk Rating
7383	Road Network	Rural Roads	EAST-WEST LUTHER TL	15
7417	Road Network	Rural Roads	SR 2 E	15
7418	Road Network	Rural Roads	SR 2 E	15
7419	Road Network	Rural Roads	SR 3	15
7420	Road Network	Rural Roads	SR 3	15
7421	Road Network	Rural Roads	SR 3	15
7422	Road Network	Rural Roads	SR 3	15
7423	Road Network	Rural Roads	SR 3	15
7424	Road Network	Rural Roads	SR 3	15
7425	Road Network	Rural Roads	SR 3	15
7441	Road Network	Rural Roads	SR 7	15
7442	Road Network	Rural Roads	SR 7	15
7443	Road Network	Rural Roads	SR 7	15
7444	Road Network	Rural Roads	SR 7	15
7445	Road Network	Rural Roads	SR 7	15
7446	Road Network	Rural Roads	SR 7	15
7473	Land Improvements	Recreation & Culture	Kinsmen Ball Diamond	16
7475	Buildings	Recreation & Culture	Old Community Centre	25
7476	Land Improvements	Recreation & Culture	Optimists Ball Diamond	16
7479	Buildings	General Government	Kenilworth municipal bldg	15
7480	Buildings	General Government	Kenilworth mun bldg - addition	20
7484	Buildings	Recreation & Culture	washrooms	20
7531	Buildings	Recreation & Culture	Damascus Hall	15
7556	Road Network	Rural Roads	Jones baseline	15
7558	Road Network	Rural Roads	18th line	15
7561	Machinery & Equipment	General Government Equipment	Murphy Park dam	25
7624	Road Network	Traffic Lights	Traffic lights Mount Forest	20
7653	Sanitary System	Sanitary Collection	Cork St pump stn	25
7656	Road Network	Traffic Lights	Traffic lights Mount Forest	20
7657	Road Network	Traffic Lights	Traffic lights Mount Forest	20
7664	Road Network	Traffic Lights	Traffic lights Arthur	20
7673	Vehicles	Public Works Vehicles	Case Backhoe	15

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

BY-LAW NUMBER 080-2024

BEING A BY-LAW TO AMEND BY-LAW 66-01, BEING A ZONING BY-LAW FOR THE TOWNSHIP OF WELLINGTON NORTH

WHEREAS, the Council of the Corporation of the Township of Wellington North deems it necessary to amend By-law Number 66-01; as amended pursuant to Sections 34 and 36 of The Planning Act, R.S.O. 1990, as amended

NOW THEREFORE the Council of the Corporation of the Township of Wellington North enacts as follows:

1. THAT Schedule 'A' Map 1 to By-law 66-01 is amended by changing the zoning on lands legally described as Concession 5, S Part Lot 9 with civic address of 8384 Line 4, Township of Wellington North, as shown on Schedule "A" attached to and forming part of this By-law from: **Agricultural (A) to Agricultural Exception (A-2)**.
2. THAT except as amended by this By-law, the land as shown on the attached Schedule 'A' shall be subject to all applicable regulations of Zoning By-law 66-01, as amended.
3. THAT this By-law shall come into effect from the date of passing by Council and come into force in accordance with the requirements of the Planning Act, R.S.O., 1990, as amended.

READ AND PASSED THIS 9TH DAY OF SEPTEMBER, 2024.

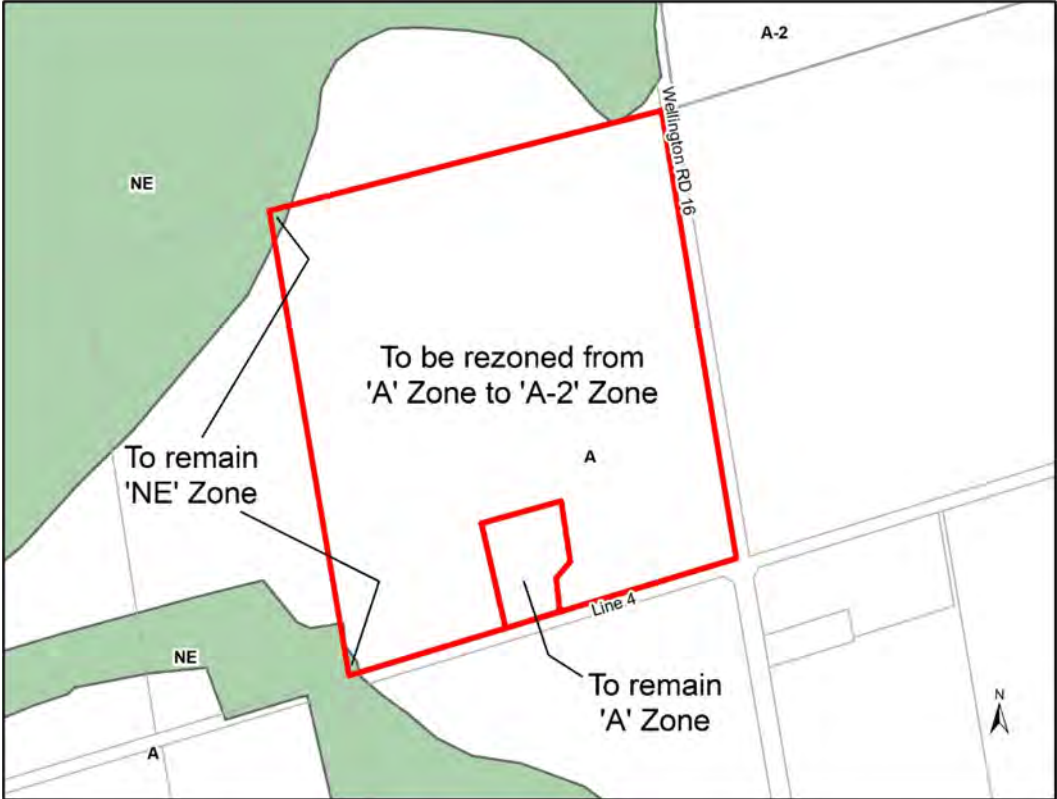
ANDREW LENNOX, MAYOR

KARREN WALLACE, CLERK

THE TOWNSHIP OF WELLINGTON NORTH

BY-LAW NO. 080-2024

Schedule "A"



This is Schedule "A" to By-law 080-2024

Passed this 9th day of September, 2024

MAYOR

CLERK

EXPLANATORY NOTE

BY-LAW NUMBER 080-2024

THE LOCATION OF THE SUBJECT LANDS is described as Concession 5, S Part Lot 9 with a civic address of 8384 Line 4. The subject property is approximately 40.8 ha (100.8 ac) in size.

THE PURPOSE AND EFFECT of the proposed amendment is to rezone a portion of the subject lands from Agricultural (A) Zone to Site Specific Agricultural (A-2) Zone. This application is seeking to rezone the retained agricultural portion of the property to prohibit any future residential development. This rezoning is a condition of severance application B38/24, that was granted provisional approval by the Wellington County Land Division Committee. The consent will sever a 1.6 ha (3.9 ac) rural residential parcel with an existing dwelling and sheds. A 39.2 ha (96.8 ac) vacant agricultural parcel will be retained



TOWNSHIP OF WELLINGTON NORTH

DEPUTATION TO COUNCIL

Tribute/Sorbara Arthur Holdings Inc. | September 9, 2024



01 Site Context

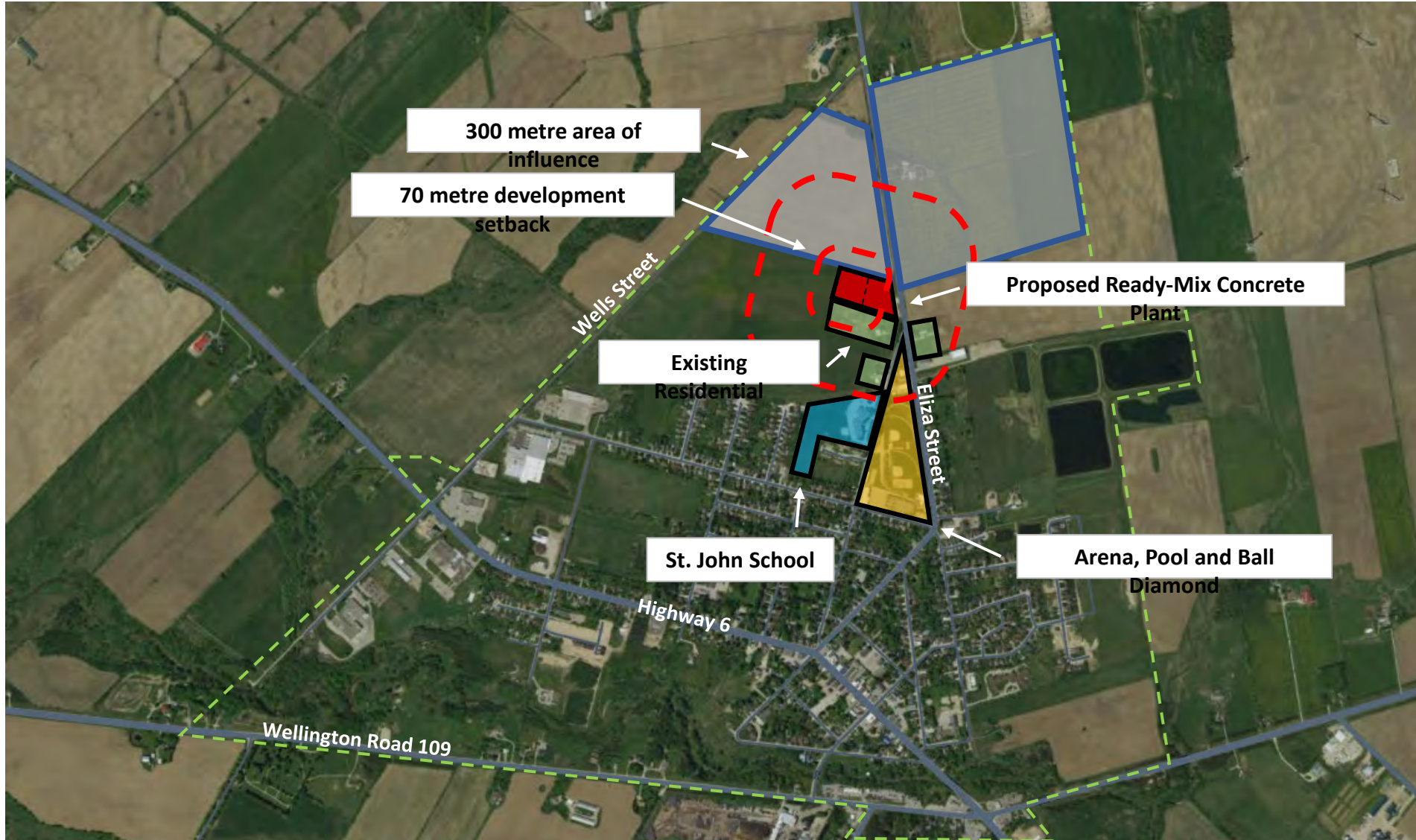


Graphic has been prepared for discussion purposes only.

02 Missing Information

- Planning Rational/Justification Report
- **Agricultural Assessment Report**
- **Land Use Compatibility Study**
- **Record of Site Condition (Phase 1 ESA)**
- **Hydrogeological Report**
- **Conceptual Site Plan**
- Site Servicing Plan
- **Description of water usage for proposed use**
- **Stormwater Management Report**
- Grading and Drainage Plans

03 Surrounding Context



Graphic has been prepared for discussion purposes only.

04 Our Concerns

Permitting a ready-mix concrete plant in this location will:

- Introduce a disruptive land use without adequate information to understand its true impacts;
- Set a permanent precedent for future similar uses with equal potential to have long-term negative impacts on the community without all supporting studies and investigations;
- Will restrict the ability of the Township to create new neighbourhoods within the urban boundary on adjacent properties to accommodate current and future housing needs.

QUESTIONS?



September 9, 2024

**RE: Deputation to Township of Wellington North Council
Zoning By-law Amendment 10/24
510 Eliza Street (Arthur), Township of Wellington North**

Good afternoon Mayor Lennox and Members of Council,

Thank you for the opportunity to speak today. My name is Susan Zuccherro, I am Director of Development with Tribute Communities (Tribute).

Tribute and Sorbara Group (Tribute/Sorbara Arthur Holdings Inc.) are joint owners of 665 Eliza Street and the neighbouring, vacant property on the west side of Eliza Street. I am here to express our objection to Zoning By-law Amendment (ZBA) 10/24 which seeks to permit a ready-mix concrete plant at 510 Eliza Street. This property is directly adjacent to our lands.

Application for ZBA 10/24 Lacks Information

We are concerned about the limited information included in the ZBA application. A ready-mix concrete plant is a disruptive industrial land use and its impacts must be thoroughly evaluated. We understand that the subject property is designated for Employment uses, however a ZBA to permit an additional industrial Employment use must be thoroughly investigated to determine whether the proposed use will create negative impacts on the site and surrounding area. This application only included a planning justification report and preliminary functional servicing report.

Land Use Compatibility

Notably, a Land Use Compatibility Study was not prepared for this application. This Study should inform Council and the public of projected emissions, odour, noise, and vibration conditions caused by the proposed plant. It should describe the extent of impacts on the surrounding community and how they will be managed. 510 Eliza Street is surrounded by sensitive land uses:

- It shares a property line with an existing home;
- It is directly across the street from another residential dwelling,
- It is within 300 metres of a school and community centre, and
- It is near several other residential lands.
-

This is Council's only opportunity to determine whether a ready-mix concrete plant is appropriate in this location. The Site Plan Approval process determines the location of buildings and other details on the property, not whether the land use is appropriate. Similarly, Ministry of Environment, Conservation and Parks approvals operate on the assumption that the land use has been determined appropriate by the community.

Without adequate information in the ZBA application, there are too many unanswered questions, such as:

- What is the true zone of influence of this land use?
- How will particulate matter, dust, and chemical emissions be managed? By whom? And what will be the long-term impact of potential emissions?
- How will noise from site operations and truck hauling be managed? What interventions are proposed to limit impacts on neighbouring lands? How will they operate?
- Given Arthur's water constraints, it should also be determined whether this water-intensive use will impact groundwater resources on which the town relies.


To summarize this ZBA application:

- Lacks critical information about land use compatibility;
- Has not provided adequate assurance that potential negative impacts will not be experienced by neighbouring properties and the surrounding community; and
- Fails to consider how the proposed plant will impact Arthur's ability to grow northward in the years to come.

Setting aside what has been said today, we feel that it is imperative that Council have further engagement with the existing residents of Arthur to ensure that they have been informed and understand the full implications of this use in the Town of Arthur. Tribute will continue to be committed to working with Council and the community of Arthur to create a community where people want to live, work, and play.

We strongly urge that Mayor and Members of Council reject this application.

Thank you,



Susan Zucchero

Director of Development, Tribute Communities

cc. Karren Wallace, Director of Legislative Services and Clerk, Township of Wellington North
 Brooke Lambert, Chief Administrative Officer, Township of Wellington North
 Darren Jones, Chief Building Official, Township of Wellington North
 Jessica Rahim, Senior Planner, County of Wellington

TOWNSHIP OF WELLINGTON NORTH DEPUTATION REQUEST FORM

Name / Spokesperson:

Name of Group or Organization (if applicable):

Address:

Email:

Phone:

Date of Meeting:

Topic of Deputation:

Please attach your presentation/notes specify what action would you like the Township of Wellington North to take with respect to your matter

Estimated Municipal Financial Impact

Capital \$:

Annual Operating \$:

Signature:

Date:

Date & time received by Clerk:

Deputation requests must be submitted by 3:00 p.m. on the Monday preceding a Council Meeting.

If you wish to depute on a matter appearing on a published agenda, a request must be submitted by 11:00 am on the day of the meeting.

All deputation form requests and submissions and information therein will be circulated publicly on the Council or Committee Agenda.

Only addresses, emails and telephone numbers will be redacted.

Names of deputants are public information and will appear on the agenda.

Business names, owners, addresses, emails and phone numbers will not be redacted.

All information on the deputation form must be completed.

The deputant's presentation, correspondence or notes must be submitted with the deputation request.

A deputation is limited to a maximum of five (5) minutes unless an extension of no more than a further five (5) minutes is approved by resolution of Council.

If a group or organization is requesting a deputation they must designate one person to speak on behalf of the group or organization.

The number of deputations will be limited to two (2) at any meeting of Council.

Deputations are not permitted on:

- personnel matters;
- labour relations or employee negotiations;
- litigation or potential litigation, including matters before administrative tribunals, affecting the municipality;
- matters not under the jurisdiction of the municipality.

The Clerk's decision on refusing a deputation is final.

Please submit to:

Karren Wallace, Director Legislative Services/Clerk
7490 Sideroad 7 W PO Box 125, Kenilworth ON N0G 2E0
Email kwallace@wellington-north.com | Phone 519-848-3620 Ext 4227

Notice of Collection/Use/Disclosure: All information submitted in support of meetings of Council/Committee/ Planning deliberations/ is collected in accordance with the Municipal Act, 2001, s. 8 and 239 (1) and may be used in deliberations, and disclosed in full, including email, telephone numbers, names and addresses on agendas and to persons requesting access to records of Council/Committee/Planning Committee. All information submitted to the municipality is subject to disclosure under the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). Questions about this notice of collection should be directed to the Clerk's office (519) 848-3620.

To request an alternate format of this document, please contact township@wellington-north.com or 519-848-3620

O'CANADA

PRESENTATIONS

1. Kate Rowley
 - Lynes Blacksmith Shop Project Committee

Ms. Rowley appeared before Council to review the history of Lynes Blacksmith Shop Project Committee, provide an update on the work at the Lynes Blacksmith Shop, and request a bridge loan of up to \$125,000.00 at 0% interest for 18 months to remove and replace the roof.

RESOLUTION: 2024-267

Moved: Councillor McCabe

Seconded: Councillor Burke

THAT the Council of the Corporation of the Township of Wellington North receive Report C&ED 2024-036 being a report on the Lynes Blacksmith Shop;

AND THAT Council approve a bridge loan not to exceed \$125,000 for roof repairs on the Lynes Blacksmith Shop;

AND THAT Council directs staff to prepare a loan agreement with the Lynes Blacksmith Shop in the amount of \$125,000.00 at a zero percent interest rate for a period of 18 months;

AND FURTHER THAT the Mayor and Clerk be authorized to sign the by-law to enter into the agreement.

CARRIED

QUESTIONS ON AGENDA ITEMS (REGISTRATION REQUIRED)

No registration of questions on agenda items.

ADOPTION OF MINUTES OF COUNCIL AND PUBLIC MEETING

1. Regular Meeting of Council, August 12, 2024

RESOLUTION: 2024-268

Moved: Councillor Burke

Seconded: Councillor McCabe

THAT the minutes of the Regular Meeting of Council held on August 12, 2024 be adopted as circulated.

CARRIED

BUSINESS ARISING FROM PREVIOUS MEETINGS OF COUNCIL

No business arising from previous meetings of Council.

IDENTIFICATION OF ITEMS REQUIRING SEPARATE DISCUSSION

1c, 2a, 3a, 4a, 4b

ADOPTION OF ALL ITEMS NOT REQUIRING SEPARATE DISCUSSION

RESOLUTION: 2024-268

Moved: Councillor Renken

Seconded: Councillor Hern

THAT all items listed under Items For Consideration on the August 26, 2024 Council agenda, with the exception of those items identified for separate discussion, be approved and the recommendations therein be adopted:

THAT the Council of the Corporation of the Township of Wellington North receive the minutes of the Mount Forest Business Improvement Area Association Meeting held on August 13, 2024.

THAT the Council of the Corporation of the Township of Wellington North receive the minutes of the Arthur Business Improvement Area meeting held on June 26, 2024.

THAT the Council of the Corporation of the Township of Wellington North receive Report CBO 2024-010 being the Building Permit Review for the month of June 2024.

THAT the Council of the Corporation of the Township of Wellington North receive Report CBO 2024-011 being the Building Permit Review for the month of July 2024.

THAT the Council of the Corporation of the Township of Wellington North receive the Vendor Cheque Register Report dated August 19, 2024.

CARRIED

CONSIDERATION OF ITEMS FOR SEPARATE DISCUSSION AND ADOPTION

RESOLUTION: 2024-269

Moved: Councillor Hern

Seconded: Councillor Renken

THAT the Council of the Corporation of the Township of Wellington North receive the minutes of the Wellington North Cultural Roundtable meeting held on August 15, 2024.

CARRIED

RESOLUTION: 2024-270

Moved: Councillor McCabe

Seconded: Councillor Burke

THAT the Council of the Corporation of the Township of Wellington North approve the selection of the following entries as winners of the 25th Anniversary of Amalgamation Art Contest:

- Entry No. 13
- Entry No. 14
- Entry No. 19

AND FURTHER THAT the Council of the Corporation of the Township of Wellington North direct staff to move forward with the reproduction of these entries to be displayed in a suitable location at a Township-owned building.

CARRIED

RESOLUTION: 2024-271

Moved: Councillor Renken

Seconded: Councillor Hern

THAT the Council of the Corporation of the Township of Wellington North approve the Cultural Events Funding and Sponsorship funding a further \$116.94 to Four Corners Quilters' Guild to provide a contingency for other necessary materials needed.

CARRIED

RESOLUTION: 2024-272

Moved: Councillor Burke

Seconded: Councillor McCabe

THAT the Council of the Corporation of the Township of Wellington North receive the Planning Report, prepared by Jessica Rahim, Senior Planner, County of Wellington, dated August 15, 2024, regarding 61R22383 Part of Park Lot 4, 440 Wellington St. E, Mount Forest, Zoning By-law Amendment (ZBA 16/24) Removal of Holding (H) Provision.

CARRIED

RESOLUTION: 2024-273

Moved: Councillor Renken

Seconded: Councillor Hern

THAT the Council of the Corporation of the Township of Wellington North receive Report CBO 2024-009 being the Building Permit Review for the month of May 2024.

CARRIED

RESOLUTION: 2024-275

Moved: Councillor Burke

Seconded: Councillor McCabe

THAT the Council of the Corporation of the Township of Wellington North receive Report C&ED 2024-037;

AND THAT Council designate the Mount Forest Fireworks Festival, Arthur Optimist Canada Day Celebration, and Louise Marshall Hospital Foundation Fundraising Gala as signature events;

AND FURTHER THAT Council approve the new Community Grants and Donations Program as Attachment A (policy 009-2024).

CARRIED

NOTICE OF MOTION

No notice of motion tabled.

COMMUNITY GROUP MEETING PROGRAM REPORT

Councillor Renken (Ward 1):

- Culture Days September 20th to October 13, 2024

Councillor Burke (Ward 2):

- Mount Forest Lions Club is hosting their first annual Dinner and Dance for a Cure fundraiser for childhood cancer research on September 7th

- Mount Forest Aquatic Ad-Hoc Advisory Committee is planning to host a fundraising Christmas Home Tour.

Councillor Hern (Ward 3):

- Arthur Chamber of Commerce is looking for directors

Councillor McCabe (Ward 4):

- There are four new members to ROMA Board. The next meeting is September 28th
- Congratulations to the Elora Mohawks on winning the Junior B National title. There are several local young men on the team

Mayor Lennox:

- AMO Conference:
 - Delegation with MTO – thanked them for their support with the recently completed connecting link project.
 - Met with Ministry of Infrastructure regarding the Arthur Waste Water Treatment Plant upgrade project. They indicated additional funding in a new intake for that program.
 - Various conversations regarding rural municipalities not getting credit for building housing in our communities collectively and how to get the province to recognize our collective efforts. i.e. Growth in Wellington County is similar to the City of Guelph; but the County has not been assigned a housing target by the province and local municipalities do not receive funding.
 - Delegation with Minister of Sport to discuss the Mount Forest Pool project and funding for sport programs announced. Parks and Recreation Ontario was also part of this delegation.

BY-LAWS

- By-law Number 072-2024 being a by-law to authorize the execution of the Winter Maintenance Agreement between Integrated Maintenance and Operations Service Inc. operating under the name “Owen Sound Highway Maintenance Limited” (IMOS) and The Corporation of the Township of Wellington North
- By-law Number 073-2024 being a by-law to amend Zoning By-law Number 66-01 being the Zoning By-law for the Township of Wellington North.
- By-law Number 074-2024 being a by-law to authorize the execution of a Tourism Growth Contribution Agreement between His Majesty the King in Right of Canada and The Corporation of the Township of Wellington North

RESOLUTION: 2024-276

Moved: Councillor McCabe

Seconded: Councillor Renken

THAT By-law Number 072-2024, 073-2024 and 074-2024 be read and passed.

CARRIED

CULTURAL MOMENT

- Celebrating Jack Benham

CONFIRMING BY-LAW

RESOLUTION: 2024-277

Moved: Councillor Renken

Seconded: Councillor Hern

THAT By-law Number 075-2024 being a By-law to Confirm the Proceedings of the Council of the Corporation of the Township of Wellington North at its Regular Meeting held on August 26 be read and passed.

CARRIED

ADJOURNMENT

RESOLUTION: 2024-278

Moved: Councillor Burke

Seconded: Councillor McCabe

THAT the Regular Council meeting of August 26, 2024 be adjourned at 8:00 p.m.

CARRIED

MAYOR

CLERK



MINUTES
MEETING ARTHUR BIA
August 21, 2024 @ 7:30 PM via Zoom link

BOARD MEMBERS PRESENT:

Angela Alaimo, Chair, Paula Coffey, Vice Chair, Chris McIntosh, Treasurer, James Coffey and Mitch Keirstead

Absent:

Sheila Faulkner, Councilor Lisa Hern, Gord Blyth

REVIEW AND ADOPTION OF THE AGENDA

Chair Angela called the virtual meeting to order at 7:30PM. Add on to Agenda – Letter to OBIAA Motion by Mitch, seconded by Paula to approve the Agenda. CARRIED

REVIEW AND APPROVAL OF THE MINUTES

Motion by Paula and seconded by Jim to approve the minutes from the June 26, 2024 meeting. CARRIED

FINANCIAL REPORT

Treasurer, Chris

Report provided – Levy has been paid, and everyone agreed to pay the Littletree invoice. We will present ongoing invoices to Board for approval other than urgent ones which will be circulated by email.

Items for discussion:

Paula gave an update re the QR codes – no traffic for the first 17 days of July (although rain may be a reason)

We discussed the banner proposal by Township. There were concerns expressed regarding clutter of banners, colours of banners that would not be cohesive with our banners. It was decided that Angela would circulate an email to all directors with a time limit for response of Monday and from those responses we would provide feedback to Council.

Jim spoke to Dan Farrelly and he has advised that Township would spray weeds in front of the downtown buildings and will then go round and pick them.

Message Board – Paula will reach out to Darren about putting it in front of the Chamber office. Angela will send link for the community message board for events. Chris suggested no motion be made until Township has agreed to placement of the message board.

Resolved: To support the OBIAA proposal for the amendment to the legislation to make the OBIAA a non profit organization etc, to request Council support and upon confirmation to also send to the letter of support to our local MPPs. Mitch motion and Paula second

OBIAA provides a bursary for attending its annual conference.

Mitch raised the issue of the levy increasing for larger properties. Would proportionate levies increase the annual amount to have funds for larger projects.

Robyn will be starting a business retention and expansion survey for the downtown area. Robyn has a survey with a number of questions and would like to have feedback from the Board.

Letter for County of Wellington – approved to go forward to Council to ask for support. Robyn suggested to contact Elsa Mann for a resource. We agreed to approach service clubs and churches as well. Paula and Robyn will provide contact info for clubs and churches. Angela will send the letter to Brooke for review and approval to proceed.

Paula requested someone to judge the Chamber awards. Mitch volunteered.

Board approved support for Fran Turnbull's September market.

ADJOURNMENT Moved by Chris to adjourn the meeting.



Grand River Conservation Authority

Summary of the General Membership Meeting – August 23, 2024

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

Action Items

The Board passed the recommendations in the following reports as presented in the agenda:

- GM-08-24-67 - GRCA Administrative By-law Update
- GM-08-24-72 - Financial Summary
- GM-08-24-70 - Land Acquisition and Disposition Policies
- GM-08-24-66 - Draft Conservation Areas Strategy
- GM-08-24-69 - City of Guelph Well Monitoring Agreement

Information Items

The Board received the following reports as information:

- GM-08-24-71 - Cash and Investment Status
- GM-08-24-65 - Quarterly Permits issued under Ontario Regulation 41/24
- GM-08-24-68 - July 2024 Flood Event
- GM-08-24-73 - Current Watershed Conditions

Correspondence

The Board received the following correspondence:

- Kim Charlesworth, Fraser Gibson, Kai Reimer-Watts, and Alex Latta regarding the Conservation Land Inventory
- Halton Region regarding the 2025 budget direction
- Bryan Duross regarding his report on the Grand River above Parkhill Dam
- Liz (surname unknown), Amy Haertel, and Carol Thorman regarding enhancing river safety and signage

Delegations

There were two registered delegations.

- Susan Watson – GRCA Administrative By-law, and Land Disposition & Acquisition Policies
- Phil Pothen - Land Disposition & Acquisition Policies

Source Protection Authority

The General Membership of the GRCA also acts as the Source Protection Authority Board.

Correspondence & Action Items

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

- Ministry of the Environment, Conservation and Parks - Source Protection Plan for Kettle Creek
- SPA-08-24-01 - Source Protection Committee Member Appointments

For full information, please refer to the [August 23 Agenda Package](#). Complete agenda packages for the General Membership and Source Water Protection Authority, and minutes of past meetings can be viewed on our [online calendar](#). The minutes of this meeting will be posted on our online calendar following approval at the next meeting of the General Membership.

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



JOINT FIRE SERVICES OVERSIGHT COMMITTEE

MEETING MINUTES

AUG 14, 2024 2:30PM

PALMERSTON FIREHALL

Committee Members Present

Brooke Lambert, Manny Baron, Michael Martin, Gregg Furtney, Jean Anderson, Chris Harrow, Callise Loos, Marco Guidotti

Committee Members Regrets

Andy Lennox

1. CLOSED SESSION – WAGE DISCUSSION

- Senior Fire Management Team Members left room during discussion

2. DRAFT TERMS OF REFERENCE DISCUSSION

- The draft document was sent out before the meeting for everyone to review
- No comments regarding changes to the Terms of Reference

Moved by: Jean Anderson,

Seconded by: Brooke Lambert

That the Joint Fire Services Oversight Committee Terms of Reference be approved and adopted by the committee.

3. BUDGET 2025

- No major purchases expected in 2025 for any of the departments



- The main project will be the master fire plans for Minto and Wellington North and the incorporation of the Mapleton master fire plan into the long-term budgeting process
- We will be bringing back a 25-year truck plan for each municipality forward as well.

4. BURN BY-LAWS

- Working to align the three municipal burn bylaws to incorporate the same rules and regulations.
- Will be implementing an online burn permitting system.
- Discussion surrounding fees for burn permits, suggestions to do more education about the new bylaw and new systems before implementing fees.

5. SPECIALTY RESCUE TEAMS

- Suspending teams currently in Minto and Mapleton for surface water rescue, will still perform shore-based rescue services
- Centre Wellington will be utilized as the service provider for specialty rescue.
- Discussions are happening with the firefighters surrounding specialty rescue in regard to training requirements and availability of the teams.
- A future report will be brought to Councils regarding the future of specialty rescue services in our three municipalities.

6. NEXT MEETING DATE

- To be determined in the Fall to review budgets



PLANNING REPORT

for the TOWNSHIP OF WELLINGTON NORTH

Prepared by the County of Wellington Planning and Development Department

DATE: August 30th, 2024
TO: Darren Jones, CBO
 Township of Wellington North
FROM: Jessica Rahim, Senior Planner
 County of Wellington
SUBJECT: **Recommendation Report - Zoning By-law Amendment (ZBA10-24)**
Clark Brothers Contracting c/o Steve Clark (Teeswater Concrete)
PT Park Lots; 1 and 2 S Macaulay St
510 Eliza St, Arthur, Township of Wellington North

RECOMMENDATIONS

1. That Council receive this Planning Report prepared by the County of Wellington Planning and Development Department;
2. That in accordance with Section 34(17) of the Planning Act, no further notice is determined to be necessary; and
3. That Council approve the zoning by-law amendment attached to this report.

SUMMARY

The purpose of this report is to provide the Township with recommendations regarding the above-noted application to permit the construction of a ready-mix concrete plant.

Following the public meeting held on July 8th, 2024, the applicant/agent has submitted a detailed site plan along with a written response to address the comments and concerns of the neighbouring property owners. The site plan includes the building location, truck wash location, sand and stone storage, aggregate bins, and well and septic location on the site. Specific responses have been provided addressing the comments and concerns raised at the public meeting. Planning Staff have reviewed the site plan and written response and have considered Council and public comments that have been received.

Planning Staff are of the opinion that the zoning by-law amendment to permit a ready-mix concrete plant on the subject lands is consistent with Provincial Policy and conforms to the County of Wellington Official Plan.

Planning Staff note that site plan approval will be required for the proposed development which will finalize details relating to landscaping, buffering, snow storage, on-site circulation etc. and address compatibility of the building with the adjacent properties. Planning Staff have prepared a draft zoning by-law amendment for Council's consideration. A copy of the draft by-law is attached as Schedule 4 to this report.

Review of Planning Policy

A review of applicable planning policy including the PPS, Growth Plan and County of Wellington Official Plan was provided in the public meeting report. Planning Staff are of the opinion that the proposed zoning by-law amendment application is consistent with Provincial Policy and Conforms to the County of Wellington Official Plan.

PUBLIC MEETING COMMENTS

A public meeting for the application was held on July 8th, 2024. No one from the public spoke at the meeting however, written comments were received from the public which have been provided to Council. The concerns raised by the public related to:

- Compatibility of the ready-mix concrete plant with neighbouring properties
- The application is premature until the consent application is approved and ECA approval is obtained
- Hours of operation
- Truck Traffic
- Site plan details (aggregate stockpile, wash pit location, on-site circulation)
- Additional mitigation measures (no tailgate slamming, noise berm or fence, gate to the facility)
- Impacts on Future Development Lands

The applicant along with their agent and engineers (i.e., noise, air quality, servicing experts) spoke at the public meeting to discuss the proposal and further explain the process of provincial approvals and regulation standards. A summary chart of the applicant and agent's responses and updated site plans are attached as **Schedule 1** to this report.

AGENCY COMMENTS

The application was circulated to commenting agencies in accordance with the Planning Act. No objections or concerns were received.

DRAFT ZONING BY-LAW AMENDMENT

A draft zoning by-law amendment has been prepared for public review and Council's consideration and attached to this report as **Schedule 4**.

Planning Staff note that the applicant provided a detailed site plan and building elevations drawings after the public meeting and after staff review, additional zoning relief for the concrete batch plant building height is required.

Industrial M1 Zone	Permitted	Proposed	Difference
Building Height, Maximum (Section 24.2.8)	12.0 m (39.4 ft)	24 m (78.74 ft)	12 m (39.4 ft)

SITE PLAN APPROVAL

The proposed development is subject to site plan approval. Planning Staff note that the site plan application will provide the opportunity for a more detailed review of the design of the site. Such

matters as buffering, fencing, drainage, grading, snow storage, parking, lighting etc. will be reviewed in greater detail.

PLANNING OPINION

Planning Staff have reviewed the proposed location for the ready-mix concrete plant and recognize that the subject lands are both designated and zoned for industrial uses. The proposed plant is appropriately situated within an industrial designation, where industrial uses are both permitted and anticipated. The property lies within a larger industrial area, where additional industrial activities are expected to occur. Furthermore, the site is appropriately located on a County road, designed to accommodate heavy vehicle movement.

There are limited residential dwellings in the vicinity, and the operation of the plant is subject to Ministry of Environment (MOE) approvals for noise, dust, air quality, and other environmental factors. Compliance with provincial standards is mandatory for the plant to operate at this location. Planning Staff also note the presence of Future Development lands to the north of the site. However, the future use of these lands remains undetermined. Any future development must consider the existing Industrial designation and uses to ensure it does not hinder or impact the utilization and development of the industrial lands which are needed for long term business and employment needs in Arthur. Currently, the property serves as a contractor's yard, where activities such as crushing, storing, and stockpiling of materials take place.

Planning Staff is of the opinion that the proposed amendment is consistent with Provincial policy, including the PPS and the Growth Plan (A Place to Grow). The introduction of a ready-mix concrete plant within the industrial designation conforms to the County Official Plan through rezoning and supports the economic development and competitiveness of the Growth Plan policies.

I trust that these comments will be of assistance to Council in their consideration of this matter.

Respectfully submitted
County of Wellington Planning and Development Department



Jessica Rahim
Senior Planner

Schedule 1 – Response from Applicant and Agent		
Neighbouring Comment/Concern	Applicant/Agent Response	Staff Comment
Hours of operation	<ul style="list-style-type: none"> Monday to Friday 5:00am to 7:00pm Saturday 7:00am to 3:00pm Very rare occasion there could be a need for deliveries outside of these hours. IE any facility, business, or public infrastructure project or site that needs concrete during off hours, IE grocery stores, hospitals. Etc. 	Township staff have confirmed that this meets their noise by-law requirements.
Number and frequency of trucks	<ul style="list-style-type: none"> 6 trucks - High day: 22 trips/day: Low day: 3 trips/day. 	8 truck which was indicated in Council could be up to about 32 trips a day. This does not trigger a TIS from the County Roads Department.
Location of aggregate stockpiles	<ul style="list-style-type: none"> These will be located on the south portion of the property to create a further noise and visual buffer. 	Location is identified on the site plan in report (Figure 2 in report)
On-site circulation plan	<ul style="list-style-type: none"> Trucks will enter stage off the west laneway and line up on the west side of the property. Then when they are ready to be loaded they will pull up and back into the load point. Then once loaded they will exit out the East laneway onto Macaulay street. 	This will be reviewed in more detail by Township Staff at site plan approval stage. (See Schedule 3)

Wash pits for trucks	<ul style="list-style-type: none">• Wash pits are areas where the trucks clean and then we recycle any material left over at the end of the day. The water is recycled in a close loop system. The aggregate that is cleaned out from the wash pits are processed and recycled.• Within the plant loading area, the trucks spray wash with water which is captured via floor drain system to a buried concrete tank. This water is recycled.• Outside of the plant, there is a recessed sloped pit, where the trucks can be washed after use. The pit areas are graded so that water is collected and isolated on-site. Water from the wash pits does not enter the storm system or leave the site. This is a common practice and used effectively at our other plants and has been subject to inspection from both the MECP and to support Concrete Ontario Certifications. The solids are removed and recycled or hauled off-site for disposal as inert materials	To be reviewed in more detail at site plan stage – for wash area grading outside
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<p>Additional mitigation measures</p>	<p>As noted in the presentation to council, a full Noise and Dust study will need to be completed to obtain an ECA with the MECP. These studies include for all anticipated noise sources and will provide the mitigative measures needed to meet noise level requirements. The study will be completed prior to operation and is based on the location of sensitive receptors in the vicinity of the property. The noise level standards are developed to be protective of the adjacent land uses.</p> <p>To answer the detailed questions, we provide some explanation below.</p> <ul style="list-style-type: none"> • Tailgate slamming will not be taking place. • We will be using aggregate stock piles to install a berm on the south portion. The Noise Study will confirm if any specific berm requirements or other attenuation systems are required. • We will have a gate into the facility. • We desire our space to be attractive and have positive curb appeal. Although this is an industrial space our site will be clean, well kept, and will present well from the road and neighbouring properties. 	<p>Noted</p>
<p>Premature Application</p>	<p>A comment was made that a premature application without Environmental Compliance Approval (ECA) has not been granted: The Zoning By-law amendment can, in fact, proceed now without the ECA. In a worst case scenario for my client, the ECA is not granted, in which case the ready-mix plant is not allowed on the site. This impact my client but nobody else.</p> <p>A comment about a premature application because the consent application should be considered first: Firstly, the Consent application has already been filed. It was submitted to the County on the same day in which the ZBA application was filed with the Township. Secondly, contrary to the opinion of the author of the letter, rezoning the property first does not give reason for supporting the severance. The Consent application will be judged on its own merit, and that merit is thoroughly explained in my Planning Justification Report.</p>	<p>-Staff confirm that the consent application has been submitted to the County and is scheduled for the September land division meeting.</p>

No compatibility study conducted	The applicants have provided a letter from GM BluePlan addressing the compatibility concerns and that a D-6 Compatibility study is not required for this application as the lands are currently zoned and designated industrial and are to remain zoned and designated industrial.	See Schedule 2 below
Impacts on future development in the area	The Site Plan Agreement will ensure that appropriate measures are in place to ensure compatibility with the adjacent lands.	Details to be dealt with through site plan proves and MOE approvals. See planning comments in report.

Council Comments	Applicant response at Public Meeting	Staff Comments
Production output	the operation is economically sustainable and would prefer to have it be a year-round plant to offer employment year round. Additionally, the applicant explained that Teeswater Concrete is already servicing the Arthur market, but from further away from their Hanover, Teeswater and Brunner plants and want to cut down on road traffic and be closer to market.	Noted
Haul Route	Council raised a question about if a haul route has been established or planned, particularly for deliveries beyond the Arthur market. The applicant explained in Council that the route would depend on where the concrete is being delivered and emphasized that routes will be located wherever is best for the community. Additionally, the applicant explained that the plan for bringing aggregate to the site will not be through town. The applicant further explained that there is a future plan for a truck by-pass in the area and they would be at the start of that development.	Noted Proposed use is located on a County Road. These roads are intended for truck traffic (Section 12.3.3 of the County OP)
Employees and Trucks	Council raised a question on how many employees are expected at the start of the operation and how many trucks would be utilizing the area. The applicant indicated that the plan is to utilize 5 to 8 ready mix trucks, with 5 to 6 trucks expected to be the starting point. The applicant explained that there is room on the site for a shop (as indicated on the site plan) to accommodate employees such as a full-time loader operator and a full-time plant manager with the option of additional licensed mechanics and apprentices. Considering these positions, the applicant expects there to be 10 to 12 employees to start, with the hope to grow with the market and community.	Noted

Schedule 2 – GM BluePlan D-6 Guideline Response Letter



PEOPLE | ENGINEERING | ENVIRONMENTS

August 7, 2024
Our File: 224023

Via Email: aron@teeswaterconcrete.com

Teeswater Concrete
1201 Bruce County Road 6
Teeswater, ON N0G 2S0

Attention: Mr. Aaron Armstrong

Re: Proposed Severance and Industrial
Zoning Amendment
D-6 Guideline Discussion
510 Eliza Street
Arthur, ON

Dear Aaron,

As part of the Severance and Industrial Zoning Amendment process, we understand that clarification is being requested with respect to the Ministry of Environment Conservation and Parks, (MECP) D-6 Compatibility between Industrial Facilities guidance document (D-6 Guideline).

Based on our review, the Guideline is most applicable to scenarios where a change in zoning (from Residential to Industrial, and vice-versa) occurs resulting in incompatible land use issues.

A key fact with respect to the application for 510 Eliza Street is that the property is already zoned and utilized for industrial use. In the specific scenario, a change from more sensitive zoning (such as residential) is not being proposed. Granting the zoning amendment to include for the concrete plant or the severance will not change the current land-use on the property, or change the use of off-site receptors. With respect to the Study, the most applicable section is perhaps Section 4.4.6 of the D-6 Guideline as follows:

Changing industrial uses (4.4.6)

Where an influence area has been established based upon existing industrial land uses, it will be the responsibility of the local municipality to restrict, through zoning or any other available means, the types of future industrial uses that can occur, so that they are compatible with the influence area used.

In fact, the new use as a concrete plant requires permitting and approvals that will be submitted for review by the MECP. The studies must be completed to show that there will be no impacts to adjacent receptors based on actual use. By definition, there cannot be a compatibility issue based on MECP noise/dust (air) requirements since the ECA is not granted if the base criteria cannot be met. These requirements are more stringent than the current operation and use of the lot as a contractor yard with aggregate storage and management where an ECA is not required.

Based on our initial review, both the proposed and the existing operations are considered to fall under Class II operations. This further supports that the zoning change is not likely to influence compatibility. The generic setbacks are provided at 300 m in the guideline, but this includes for sites that have "unregulated" activities with respect to air and noise. As noted above, the potential for air and noise issues are developed for the site-specific conditions during the ECA application process.

QUELPH | OWEN SOUND | WILLOW | KITCHENER | LONDON | HAMILTON | QTA

1200-2ND AVE. E. UNIT 5, OWEN SOUND ON N4K 2J6 P 519-375-1815 F 519-576-8077 WWW.GMBLUEPLAN.CA

Should you have any questions, please do not hesitate to contact me.

Yours truly,

GM BLUEPLAN ENGINEERING LIMITED
Per:



Matthew Nelson, P.Eng.
MDN/ah

cc: GMBP/GEI: Darren Hewgill - dhewgill@geiconsultants.com
Ron Davidson Planning - ronalddavidson@rogers.com
File No: 224023

Schedule 4: Draft Zoning By-law Amendment

THE CORPORATIONS OF THE TOWNSHIP OF WELLINGTON NORTH

BY-LAW NUMBER _____.

**BEING A BY-LAW TO AMEND ZONING BY-LAW 66-01,
BEING A ZONING BY-LAW FOR THE TOWNSHIP OF WELLINGTON NORTH**

WHEREAS, the Council of the Corporation of the Township of Wellington North deems it necessary to amend By-law 66-01; as amended pursuant to the Sections 34 of The Planning Act, R.S.O. 1990, as amended.

NOW THEREFORE the Council of the Corporation of the Township of Wellington North enacts as follows:

1. THAT Schedule "A" Map 2 of By-law 66-01 is amended by changing the site specific zoning on lands described as Plan Crown Svy Part Park Lots 1 and 2, S Macaulay St, RP;61R20566, Part 1 with a civic address of 510 Eliza Street, geographic Township of Arthur, as shown on Schedule "A" and attached to and forming part of this By-law from:
 - **Industrial (M1) to Site Specific Industrial (M1-42); and**
 - **Industrial (M1) to Site Specific Industrial (M1-43).**

2. THAT Section 31 Exception Zone 1 – Arthur Village, is hereby amended by adding the following new exception:

31.42	M1-42	In addition to the uses permitted in the Industrial (M1) Zone, the lands zoned M1-42 may also be used for a ready-mix concrete plant. Notwithstanding Section 24.2.8, the maximum building height for the ready-mix concrete plant shall be 24 m (78.75 ft).
31.43	M1-43	Notwithstanding any other section of the by-law to the contrary, for the lands zoned M1-43 the following regulations shall apply: <ul style="list-style-type: none"> • Minimum front yard setback of 7.25 m (23.8 ft)

3. THAT except as amended by this by-law, the land shown on the attached Schedule "A" shall be subject to all applicable regulations of the Zoning By-law 6601, as amended.

4. THAT this By-law shall become effective from the date of passage by Council and come into force in accordance with the requirements of the Planning Act, R.S.O. 1990, as amended.

READ A FIRST AND SECOND TIME THIS _____ DAY OF _____, 2024

READ A THIRD TIME AND PASSED THIS _____ DAY OF _____, 2024

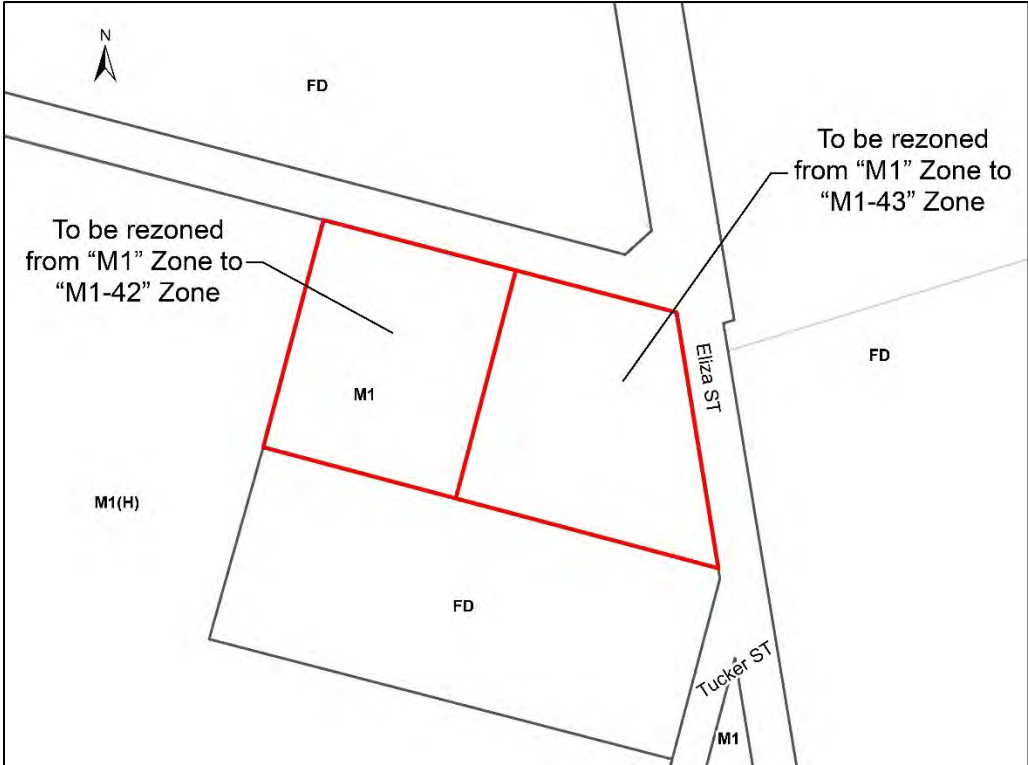
MAYOR

CLERK

THE TOWNSHIP OF WELLINGTON NORTH

BY-LAW NO. _____

Schedule "A"



This is Schedule "A" to By-law _____.

Passed this ___ day of _____ 2024

MAYOR

CLERK

EXPLANATORY NOTE**BY-LAW NUMBER _____.**

THE LOCATION OF THE SUBJECT LANDS is described as Plan Crown Svy Part Park Lots 1 and 2, S Macaulay St, RP;61R20566, Part 1 with a civic address of 510 Eliza St, Arthur, Wellington North. The subject property is approximately 2.04 ha (5.04 ac).

THE PURPOSE AND EFFECT of the proposed amendment is to rezone the subject lands from Industrial (M1) to a Site Specific Industrial (M1-42) Zone to facilitate the construction of a ready-mix concrete plant on the rear portion of the property with an increased building height, and a Site Specific Industrial (M1-43) Zone to recognize a reduced front yard setback that will result from the proposed consent application and construction of an access road.



PLANNING REPORT for the TOWNSHIP OF WELLINGTON NORTH

Prepared by the County of Wellington Planning and Development Department

DATE: August 30th, 2023
 TO: Darren Jones, Chief Building Official
 Township of Wellington North
 FROM: Jessica Rahim, Senior Planner
 County of Wellington
 SUBJECT: **Owner: Marlanna Homes Inc.**
Property: 500-502, 532-546 Newfoundland Street
Township of Wellington North (Mount Forest)
Part Lot Control Exemption Application (ZBA13/24)

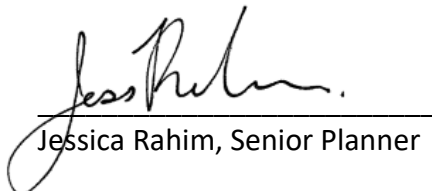
The purpose of this proposed part lot control exemption is to allow for the division and conveyance of 10 semi-detached units on separate lots. A deposited reference plan (61R-22815) (attached as Schedule 1 to this report) has been submitted showing the divided semi-detached units. A 1.5 m drainage easement will also be created to the rear yards of the unit to the south.

The subject lands are designated Residential in the Official Plan and are zoned (R2) Medium Density Residential. The division of land is consistent with Provincial Policy and conforms with the applicable policies of the County Official Plan. The lots subject to this application are part of Registered Plan 61M-256, formerly Draft Plan of Subdivision 23T-17001, which described the intent that the property would be divided in the future for semi-detached units.

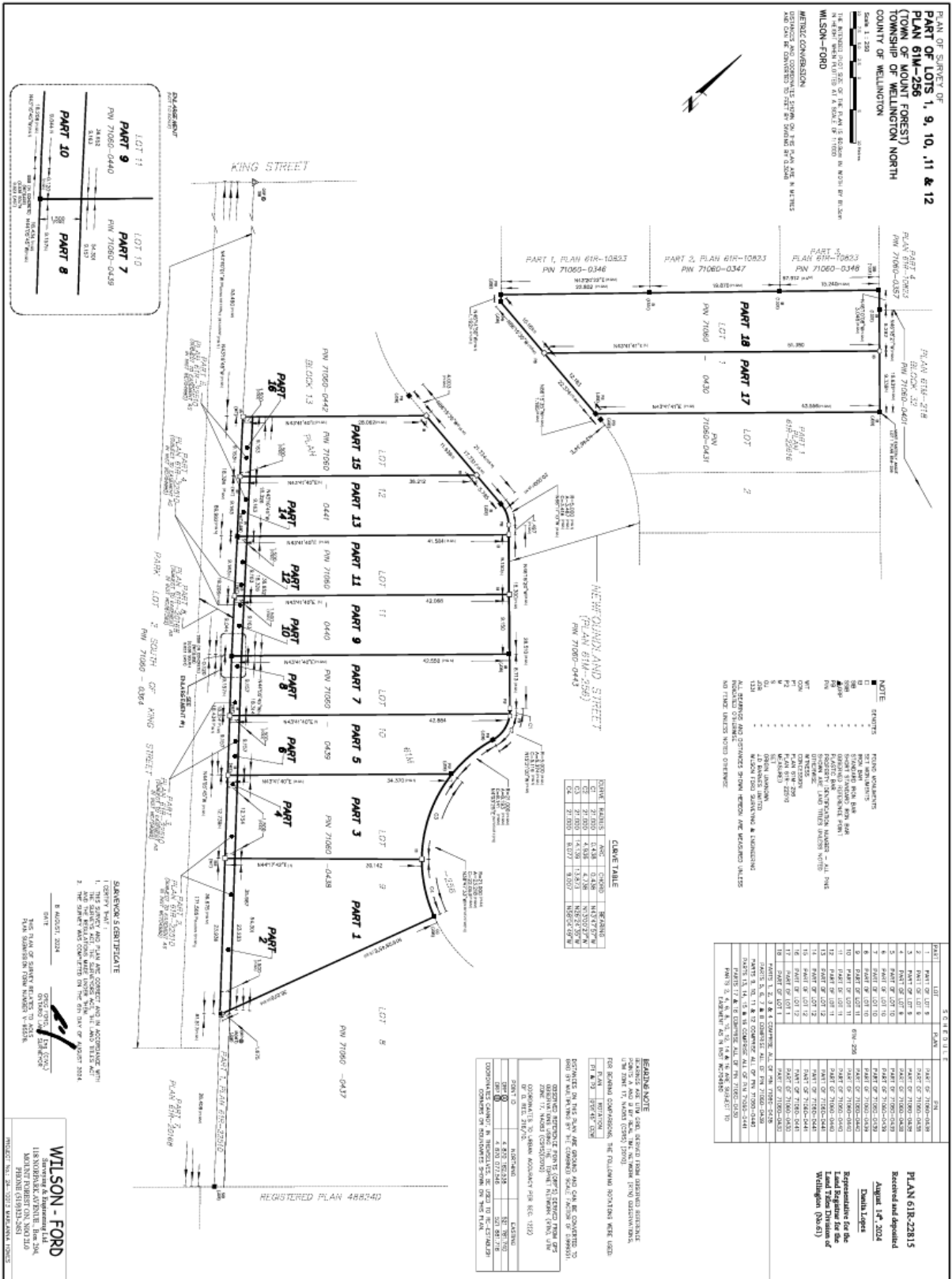
The minimum lot frontage and lot area requirements are met for the units/lots in accordance with the Zoning By-law. The applicant has indicated the proposed development is currently under construction.

The full description of the parcel and corresponding by-law is listed on the agenda for Council's consideration. Once the By-law is approved by Council it will be forwarded to the County for final approval.

Respectfully submitted,
 County of Wellington Planning and Development Department


 Jessica Rahim, Senior Planner

Schedule 1: Deposited Reference Plan





TOWNSHIP OF WELLINGTON NORTH

TO: Mayor and Council

DATE: 2024-09-09

MEETING TYPE: Open

SUBMITTED BY: Mandy Jones, Manager Community & Economic Development

REPORT #: C&ED 2024-038

REPORT TITLE: Community Improvement Plan

RECOMMENDED MOTION

THAT the Council of the Corporation of the Township of Wellington North receive Report C&ED 2024-038 Community Improvement Plan;

AND THAT Council approve a Façade Improvement Loan and Grant and a Building Conversion and Improvement Grant in the amount of \$7,500.00 to Be Sure Financial, 149 George Street, Arthur.

PREVIOUS REPORTS/BY-LAWS/RESOLUTIONS

There have been numerous reports to council on the Township of Wellington North Community Improvement Plan since the program was approved by council in 2011, however none are pertinent to this report.

BACKGROUND

Our **Community Improvement Program** (CIP) enables the Municipality to provide grants to individuals, businesses, and organizations who are making improvements to their buildings and property all in an effort to support revitalization and redevelopment activities in our community. Since the program was launched in 2011, 167 applicants have applied for and been approved for funding under the program.

The total dollar value of improvements made in our community, in partnership with these applicants, is conservatively estimated at over \$4 million. Of this amount 88% has been covered by the applicants with the remaining 12% covered by grants or loans under the Community Improvement Program or the Downtown Revitalization Program. (see chart below)

In July 2023, Council approved our updated Community Improvement Program. The goals of our 2023 CIP have not changed significantly from previous years, however, with this recent update council has communicated a commitment to continue with our CIP program through to 2028. At that time, another analysis will be completed, and recommendations made to Council.

YEAR	NUMBER OF APPLICANTS	MUNICIPAL APPROVAL	AMOUNT ADVANCED	APPLICANT CONTRIBUTION	TOTAL \$ VALUE OF IMPROVEMENTS
2012 Totals	4 applicants	\$9,715	\$7,500	\$39,722	\$49,437
2013 Totals	4 applicants	\$11,400	\$10,778	\$18,910	\$30,310
2014 Totals	9 applicants	\$26,195	\$25,247	\$62,098	\$88,293
2015 Totals	7 applicants	\$26,050	\$26,050	\$57,960	\$84,010
2016 Totals	9 applicants	\$20,299	\$18,358	\$61,538	\$81,838
2017 Totals	12 applicants	\$52,757	\$50,257	\$197,305	\$250,062
2018 Totals	11 applicants	\$43,879	\$35,880	\$191,645	\$235,524
2019 Totals	29 applicants	\$88,137	\$65,189	\$534,597	\$622,734
2020 Totals	36 applicants	\$79,132	\$79,132	\$604,769	\$683,901
2021 Totals	17 applicants	\$60,798	\$50,798	\$889,795	\$950,593
2022 Totals	12 applicants	\$21,411	\$17,500	\$61,756	\$83,167
2023 Totals	10 applicants	\$33,220	\$30,720	\$906,020	\$939,240
2024 Totals	7 applicants	\$14,183	\$0.00	\$24,973	\$39,155
Totals	167 applicants	\$487,176 (11.8%)	\$417,409	\$3,651,088 (88.2%)	\$4,138,264

GOAL

The Community Improvement goals continue:

- a. To provide incentives for businesses to enhance their buildings presentation and function to the public;
- b. To stimulate pride in our urban downtowns, Wellington North hamlets and the Agri based enterprises found in Wellington North's rural areas;
- c. To contribute to the overall enhancement of our communities as a place for family friendly business;
- d. To encourage the revitalization of vacant, underutilized and/or inaccessible properties and buildings;
- e. To encourage incorporating sustainable improvements that reduce the impact of our built environment to the natural environment;
- f. To provide a commitment to the applicants with a program timeframe of up to 2028.

OBJECTIVES

The Community Improvement objectives continue as follows:

- a. To provide for rehabilitation or improvement of commercial, institutional and industrial façades, through the use of municipally assisted programs and funding sources;
- b. To provide an incentive for private investment through the use of municipally assisted programs, (e.g. tax incentives, grants, loans) and funding sources;

- c. To improve the physical, functional and aesthetic amenities of buildings in downtown Mount Forest, Arthur, hamlets and agricultural areas while stimulating private investment, revitalization, and sustainability.

FAÇADE IMPROVEMENT LOAN AND GRANT PROGRAM

The intent of the Façade Improvement Loan and Grant Program is:

- Repainting or cleaning of the façade and those parts of the building visible from adjacent streets or public areas
- Restoration of façade masonry, brickwork or wood and metal cladding
- Replacement or repair of cornices, eaves, parapets, and other architectural features
- Replacement or repair of windows
- Entrance-way modifications including provisions to improve accessibility for the physically challenged
- Redesign of the store front
- Removal of inappropriate signage and installation of appropriate new or refurbished signage
- Restoration of original façade appearance
- Replacement or repair of canopies and awnings
- Installation or repair of exterior lighting
- Perpendicular signage; and
- Such other similar improvements to the building exterior as may be approved by the EDO and Township's Chief Building Official (as needed)

BUILDING CONVERSION AND IMPROVEMENT GRANT

The intent of the Building Conversion and Improvement Grant is:

- to assist with improvements to existing buildings, to meet the current Building Code, and to provide for safe and usable eligible uses;
- to reduce the cost of improvements by offering a grant for any required 28 Wellington North Community Improvement Plan Update planning application fees (e.g. minor variance), building permit fees or development charges;
- to assist with the removal of barriers and increase accessibility for people with disabilities in Wellington North and to support improvements to private property in order to meet the Ontario's accessibility laws and standards;
- to assist in the conversion of existing unused or underused space into new eligible uses, existing eligible uses and support an increase in non-residential assessments.

ANALYSIS

Application for Council Consideration:

Be Sure Financial, Arthur is planning to transform the existing 1970's era façade into a completely new look combining the original historic "old Ontario" small look while taking advantage of the variety of modern building products.

The building at 149 George St. is steeped in history, dating back approximately 100 years. In 1926, it is said that the building was involved in a significant downtown Arthur fire that destroyed several buildings. However, the fire was halted from spreading southward, thanks to the newly constructed concrete block wall of the Brocklebank Hardware building, now known as Cover Ups. At that time, 149 George St. housed a jewelry store owned and operated by G.A. Shaver.

The current building was reconstructed on the original stone foundation, which remains visible in the basement. The exterior walls, made of concrete, extend from the ground to the roof, as evident on the exposed second-floor north wall.

Project Scope:

- Remove all existing windows on the first and second floor
- Remove all existing tile, wood, and aluminium siding from the first and second floor. (NOTE: The existing historical-decorative metal, concrete, and dental moldings to remain in place.)
- Reframe the main floor window opening and store front
- Prepare the first-floor exterior surface for installation of brick veneer
- Supply and install new first floor windows; 4 picture style with transom, energy efficient Thermopane's
- Supply and install new second floor windows; 2 single-hung, energy efficient Thermopane's
- Supply and install 30" insulated, energy efficient, exterior main door and frame for upstairs access
- Install brick veneer on first-floor exterior
- Supply and install CamClad PVC horizontal commercial exterior siding
- All aluminum flashing as required
- Refinish painted surface of the historical decorative metal cornice and dental moldings
- Update of exterior lighting to be determined

NOTE: the applicant is using a local (Arthur) contractor and local suppliers where possible.

"We wish to help take the lead in revitalizing the look of downtown Arthur."

CONSULTATION

Brian Corley, Deputy Chief Building Official
Robyn Mulder, Economic Development Officer

FINANCIAL CONSIDERATIONS

The applicant is eligible for a Façade Improvement Loan and Grant totaling 50% of the costs up to a maximum grant of \$2,500 as well as a Building Conversion and Improvement Grant

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totalling 50% of the costs up to a maximum grant of \$5,000. The cost of all upgrades is estimated at \$32,620.91 which means they are eligible for \$7,500.00.

\$35,000 in funding has been included in the 2024 Economic Development Operating budget to support Community Improvement Program applications.

Year to date, not including this application, council will have approved \$14,183 in grant funding.

Staffing Implications – some administration

ATTACHMENTS

N/A

STRATEGIC PLAN 2024

- Shape and support sustainable growth
How: The CIP continues to provide a framework to encourage and support the redevelopment, underutilization and/or inaccessible properties and buildings within Wellington North.
- Deliver quality, efficient community services aligned with the Township's mandate and capacity
How:
- Enhance information sharing and participation in decision-making
How:
- N/A Core-Service

Approved by: Brooke Lambert, Chief Administrative Officer



TOWNSHIP OF WELLINGTON NORTH

TO: Mayor and Council

DATE: 2024-09-09

MEETING TYPE: Open

SUBMITTED BY: Mandy Jones, Manager Community & Economic Development

REPORT #: C&ED 2024-040

REPORT TITLE: 2024 Mayor's Charity Bonspiel

RECOMMENDED MOTION

THAT the Council of the Corporation of the Township of Wellington North receive for information Report C&ED 2024-040 being a report on the 2024 Mayor's Charity Bonspiel.

PREVIOUS REPORTS/BY-LAWS/RESOLUTIONS

RAC 2019-024 Mayor's Charity Bonspiel

RPL 2020-003 Mayor's Charity Bonspiel

C&ED 2024-019 25th Anniversary of Amalgamation Celebrations

BACKGROUND

The Wellington North Mayor's Charity Bonspiel is an opportunity to fundraise dollars for youth and youth organizations in our community. Last held in February 2020 at the Arthur and Area Curling Club, the event raised \$4,500 for youth groups and organizations, including:

- Wellington North Youth Fund (\$2,000)
- Saugeen Student Start Up Program (\$900)
- Wellington North Youth Action Council (\$600)
- New Growth Family Centre (\$500)
- Get In Touch for Hutch (\$500)

The 2020 event saw 64 curlers participate in the bonspiel, and was supported by two breakfast sponsors, three lunch sponsors, four sheet sponsors and nine silent auction sponsors.

ANALYSIS

As part of the 25th anniversary of amalgamation celebrations in 2024, staff proposed revitalizing the Mayor's Charity Bonspiel.

Following Council's approval on April 22, 2024, preliminary planning began for the event, which is scheduled to take place on Thursday, November 21, 2024, at the Mount Forest Curling Club. Similar to 2020, the funds raised will be donated to local youth programs, groups and organizations, chosen in consultation with the Mayor. This year, the goal is to raise \$5,000 through silent auction donations, sponsorships, and a fully booked two-draw registration.

CONSULTATION

Mike Wilson, Community Development Coordinator

FINANCIAL CONSIDERATIONS

Operating: This event should be cost neutral. Financial support for this event will be driven through sponsorship and registrations.

Staffing Implications: Some staff time will be dedicated to organizing the event and executing the day of. Those costs will be captured within the Community & Economic Development operating budget.

ATTACHMENTS

Attachment A: Mayor's Charity Bonspiel Package 2024

Attachment B: Media Release, dated September 10, 2024

STRATEGIC PLAN 2024

- Shape and support sustainable growth
How:
- Deliver quality, efficient community services aligned with the Township's mandate and capacity
How:
- Enhance information sharing and participation in decision-making
How: Hosting the Mayor's Charity Bonspiel will increase engagement with community partners, raise funds for local causes, and enhance a sense of community.
- N/A Core-Service

Approved by: Brooke Lambert, Chief Administrative Officer



MAYOR'S CHARITY BONSPIEL



The Second Annual Wellington North Mayor's Charity Bonspiel!

We are excited to be hosting the second annual Mayor's Charity Bonspiel in partnership with the Mount Forest Curling Club raising funds for youth programs in our community.

- WHERE?** Mount Forest Curling Club | 144 Egremont St. S., Mount Forest
- WHEN?** Thursday, November 21, 2024
- TIME?** First Draw: 9:00am | Second Draw: 10:45am
- WHY?** All proceeds will go towards youth programs in our community

BONSPIEL INFORMATION

Registration Fee: \$300.00/team. Fee includes: 2 x 6 end games plus a large lunch for all four team members and prizes for everyone. If you are entering more than a four-person team, please add \$25.00 per person, to cover the extra lunch.

Registration: Please complete the attached registration form and make cheques payable to the Township of Wellington North.

Space is limited to 16 teams
All teams should have four curlers.
All skill levels welcome. No experience necessary
Every team is guaranteed two games.

Come out and have an awesome day while fundraising for an amazing cause!

FIRST DRAW		SECOND DRAW	
GAME 1 (6 ends)	9:00am – 10:30am	GAME 1 (6 ends)	10:45am – 12:15pm
Lunch	11:30am (approx.)	Lunch	1:00pm (approx.)
GAME 2 (6 ends)	12:30pm – 2:00pm	GAME 2 (6 ends)	2:15pm – 3:45pm
Awards	2:30pm	Awards	4:15pm

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MAYOR'S CHARITY BONSPIEL



TEAM REGISTRATION FORM

All teams will be required to sign the Mount Forest Curling Club Waiver Form prior to participating – forms will be available the day of the event. All registration fees must be paid in full by October 24, 2024.

Team Name: _____

Draw Preference: First Draw Second Draw

POSITION	EMAIL	PHONE
Skip:		
Vice:		
Second:		
Lead:		
Extra Team Member: (add \$25.00 to registration fee)		
Please state any food allergies:		

Payment Type:

Cheque Cash e-transfer (recreation@wellington-north.com)

Mail entry to:

Township of Wellington North
7490 Sideroad 7 W., PO Box 125
Kenilworth, ON N0G 2E0

Email: mwilson@wellington-north.com

Phone: 519-848-3620 x 4236

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MAYOR'S CHARITY BONSPIEL



SPONSORSHIP OPPORTUNITIES

Sponsorship opportunities are available, both to curlers and to those who cannot participate but would like to support the cause. Please connect with us to confirm your sponsorship level by emailing mwilson@wellington-north.com.

SPONSORSHIP LEVELS

EVENT PRESENTING SPONSOR: Step into the spotlight! As the presenting sponsor of the Mayor's Charity Bonspiel, your company will be the star of the show. Picture your logo everywhere—on promotional materials, at both ends of the ice, and in the lounge, making sure everyone knows who's behind this amazing event. Plus, you'll be featured in a slideshow running all day in the lounge, your logo will be on all promotional materials, and your team will be right in the action with a spot in the tournament.

LOUNGE SPONSOR: Want your brand to be the life of the party? Sponsor the lounge at the bonspiel, and you'll own one of the hottest spots of the event! Imagine your company's logo on the bar, the lounge doors, and even the placemats at every table. Plus, you'll be featured in a slideshow running all day in the lounge and your logo on all promotional materials. It's the perfect way to get your name where everyone's buzzing!

SHEET SPONSORSHIP: Get your company recognized on the ice and at the team tables throughout the entire bonspiel. Your logo will be front and center at both ends of the ice, with special mentions during the slideshow. It's the perfect way to keep your brand in the game from start to finish!

MORNING COFFEE & SNACKS SPONSOR: Interested in sponsoring morning coffee and snacks? That's great, most people could use a bit of java in the morning! Your sponsorship dollars will be used towards providing curlers on both draws, with a morning snack and beverage. Your company will also be recognized in the slideshow.

LUNCH SPONSOR: We came for the food! Your sponsorship dollars will be used towards providing curlers with a delicious catered lunch! Your company will be recognized prior to everyone sitting down for lunch and throughout the day in the slideshow.

SILENT AUCTION SPONSOR: Would you like to donate something towards our silent auction table? That's great! We welcome company branded items, gift certificates, apparel, etc.

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MAYOR'S CHARITY BONSPIEL



Company Name: _____

Contact: _____ Phone: _____

Mailing Address: _____

Email: _____

SPONSORSHIP LEVEL (please select)

- Event Presenting Sponsor \$2,000.00 (maximum 1)
- Lounge Sponsor \$1,000.00 (maximum 1)
- Lunch Sponsor \$750.00 (maximum 1)
- Morning Coffee and Snacks Sponsor \$250.00 (maximum 1)
- Sheet Sponsorship \$200.00 (maximum 4)
- Silent Auction Sponsor

Item(s): _____

Approximate Value \$: _____

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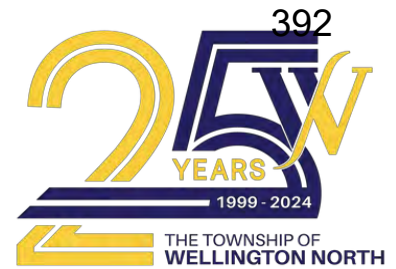
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Building a safe, sustainable, welcoming community.



FOR RELEASE

September 10, 2024

**WELLINGTON NORTH MAYOR'S CHARITY BONSPIEL HITS THE ICE ON
NOVEMBER 21 AT THE MOUNT FOREST CURLING CLUB**

MOUNT FOREST – The Wellington North community is gearing up for a day of curling, camaraderie, and charity at the second annual Mayor's Charity Bonspiel, taking place on Thursday, November 21, 2024, at the Mount Forest Curling Club.

This year's event promises to bring together local businesses, community leaders, and residents for a day of friendly competition, all in support of local youth programs, groups and organizations. The event will feature two draws, with teams each playing two six-end games and enjoying a catered lunch prior to the awards. In addition to the curling, participants will have an opportunity to take part in the silent auction.

The event returns to celebrate the 25th anniversary of the Township of Wellington North following a hiatus due to the COVID-19 pandemic. In 2020, the event raised \$4,500 for local youth causes. Organizers are hoping this year's event exceeds that total.

There are multiples ways you can support this event: entering a four-person team, donating a silent auction item, or through event sponsorship.

"We're thrilled to bring the community together for this event," said Mayor Andy Lennox. "It's a fantastic opportunity to have some fun while making a difference for our local youth. We encourage everyone to get involved, whether by forming a team, sponsoring, or simply coming out to cheer on the curlers."

To register a team or learn more about sponsorship opportunities, reach out to Mike Wilson, Community Development Coordinator, at mwilson@wellington-north.com or 519-848-3620 ext. 4236.

-30-

Media Contact:

Mike Wilson
Community Development Coordinator
mwilson@wellington-north.com
519-848-3620 ext. 4236

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www.wellington-north.com



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TOWNSHIP OF WELLINGTON NORTH

TO: Mayor and Council

DATE: 2024-09-09

MEETING TYPE: Open

SUBMITTED BY: Mandy Jones, Manager Community & Economic Development

REPORT #: C&ED 2024-041

REPORT TITLE: 2025 Rates and Fees Amendment

RECOMMENDED MOTION

THAT the Council of the Corporation of the Township of Wellington North receive Report C&ED 2024-041 being a report on the 2025 Rates and Fees Amendment;

AND THAT council approves the rates as amended.

PREVIOUS REPORTS/BY-LAWS/RESOLUTIONS

By-law No. 107-2023, November 20, 2023

C&ED 2024-037 Community Grants and Donations

RPL 2021-017 Summer Programs

BACKGROUND

The Recreation Rates and Fees Charges By-Law outlines the rates and fees for facility and program users in 2025. Below is a summary of updated rates and fees, along with explanations for these changes.

ANALYSIS

Some rates and fees have been updated. These have been identified below along with an explanation for their change.

SPECIAL RATES

Signature Events: This section was updated to introduce a new fee per report C&ED 2024-037. Signature Events that are designated by Council, can rent the facility and grounds for \$500/day to ensure equitable charges for large community events.

ARENA FLOOR

Open/Available: Updated to reflect the current practice of charging \$40 (HST backed out), simplifying cash payments at the facility.

ARENA ICE

Open/Available: Updated to reflect the actual practice of charging \$65 (HST backed out), simplifying cash payments at the facility.

BASEBALL

Practice: Updated to \$20/hour to reflect a discounted rate for practice compared to games. Staff have informed minor ball associations that diamond rentals will be required for practices in 2025. Ensuring practices are captured through rates and fees will provide better clarity on the actual use of the space.

Camp / School: A new fee of \$125/day (8:00 am – 4:00 pm) has been introduced to encourage weekday use by schools and camps, meeting community needs and increasing field usage.

SOCCER

Camp / School: A new fee of \$125/day (8:00 am – 4:00 pm) has been introduced to encourage weekday use by schools and camps, meeting community needs and increasing field usage.

SKATING GENERAL ADMISSIONS

This section was updated to reflect the Townships focus on increasing sponsored public skates through partnerships with local businesses and organizations, reducing the need for paid passes

POOL FEES

General admissions have been updated; Aquafit pass increased to \$10/session to reflect the professionally led instruction. Aquafit Season Pass reduced to \$75 with the anticipation it will increase participation for the entire season. Swimming lessons Preschool A to Swimmer 4 increased by \$5 (\$9/lesson). Private lessons reduced by \$10 from the original By-Law. Current price is \$28/lesson.

TOWNSHIP PROGRAMS

Additional fees added to support planned expansion of programming opportunities.

CONSULTATION

Tom Bowden, Recreation Services Manager

Mike Wilson, Community Development Coordinator

Nick Brock, Recreation Facilities Supervisor

FINANCIAL CONSIDERATIONS

Operating: There will be some implications to the operating budget in accepting this report.

ATTACHMENTS

Attachment A: 2025 Rates and Fees Amended

STRATEGIC PLAN 2024

- Shape and support sustainable growth
How:
- Deliver quality, efficient community services aligned with the Township's mandate and capacity
How:
- Enhance information sharing and participation in decision-making
How:
- N/A Core-Service

Approved by: Brooke Lambert, Chief Administrative Officer

				2025	Effective
Large Hall and Auditorium					
Stag and Doe		daily		\$900.00	1-Jan-25
Prime Rental	Friday to Sunday	daily		\$698.00	1-Jan-25
Wedding Set-up	Friday 8:30am - 4:30pm	daily		\$168.00	1-Jan-25
Non-Prime	Monday to Thursday	daily		\$393.00	1-Jan-25
Tournament Rates	Minor Sports	daily		\$291.00	1-Jan-25
Hourly Rate		hourly		\$65.00	1-Jan-25
Set-up on all rentals under 2 hours		per event		\$25.00	1-Jan-25
Extra Clean-up if required		hourly		\$50.00	1-Jan-25
Holiday Premium		hourly		\$25.00	1-Jan-25
Music Tarriffs	based on capacity				1-Jan-25
Small Halls and Meeting Rooms					
Conn Community Pavilion		daily		\$125.00	1-Jan-25
Damascus Community Centre		daily		\$125.00	1-Jan-25
Arthur Upper Leisure Hall		daily		\$250.00	1-Jan-25
Mount Forest Plume Room		daily		\$250.00	1-Jan-25
Mount Forest Lower Leisure Hall		daily		\$250.00	1-Jan-25
Mount Forest Meeting Room		daily		\$250.00	1-Jan-25
Hourly Rate		hourly		\$38.00	1-Jan-25
Set-up on all rentals under 2 hours		per event		\$25.00	1-Jan-25
Extra Clean-up if required		hourly		\$50.00	1-Jan-25
Holiday Premium		hourly		\$25.00	1-Jan-25
Music Tarriffs (based on capacity)	based on capacity				1-Jan-25
Special Rates					
Signature Events (Facility and Grounds)	Mount Forest Fireworks Fetsival, Louise Marshall Hospital Gala, Arthur Optimist Canada Day	daily		\$500.00	1-Jan-25
Mount Forest South Greenspace		daily		\$250.00	1-Jan-25
Mount Forest Lions Club Bingo		per event		\$200.00	1-Jan-25
Blood Donor Clinic		per event		\$200.00	1-Jan-25
Seniors Programming		hourly		\$21.00	1-Jan-25
Mount Forest Family Health Team		hourly		\$25.00	1-Jan-25
Local User Group Meetings	one per month			\$0.00	1-Jan-25
Arena Floor (Summer)					
Local Minor Sports		hourly		\$60.00	1-Jan-25
Local Sports Adult		hourly		\$70.00	1-Jan-25
Non-Resident Sports Adult		hourly		\$80.00	1-Jan-25
Non-Prime Sports	Monday to Thursday 8:00am - 4:00pm	hourly		\$46.00	1-Jan-25
Prime Event Rental	Friday to Sunday	daily		\$698.00	1-Jan-25
Non Prime Event Rental	Monday to Thursday	daily		\$393.00	1-Jan-25
Open/Available: Same Day Booking		hourly		\$35.40	1-Jan-25
Arena Floor Ice (Winter)					
Local Minor Sports		hourly		\$127.00	30-Jun-25
Local Adults		hourly		\$148.00	30-Jun-25
Non Prime	Monday to Thursday 7:00am - 3:00pm	hourly		\$127.00	30-Jun-25
Open/Available: Same Day Booking		hourly		\$57.52	30-Jun-25
School Skating Rate		hourly		\$65.00	30-Jun-25
Non Resident		hourly		\$170.00	30-Jun-25
Mount Forest Summer Ice	Prior to Labour Day	hourly		\$200.00	30-Jun-25

			2025	Effective
Ball Diamond				
Local Minor Ball - Practice	1 hour, not serviced	hourly	\$20.00	1-Jan-25
Local Minor Ball Game - no lights		up to 2 hours	\$44.00	1-Jan-25
Local Minor Ball Tournament		daily/diamond	\$200.00	1-Jan-25
Adult Ball Game - no lights		up to 2 hours	\$55.00	1-Jan-25
Adult Ball Tournament	weekend (Saturday and Sunday)	daily/diamond	\$215.00	1-Jan-25
Camp / School	weekdays 8:00am - 4:00pm	daily/diamond	\$125.00	1-Jan-25
Lights		per game	\$17.00	1-Jan-25

Soccer Fields				
Per Game - no lights		per game	\$33.00	1-Jan-25
Seasonal Rate for Minor Soccer		seasonal	\$7,250.00	1-Jan-25
Local Minor Soccer Tournament	weekend (Saturday and Sunday)	daily/field	\$181.00	1-Jan-25
Camp / School	weekdays 8:00am - 4:00pm	daily/field	\$125.00	1-Jan-25
Lights		per game	\$17.00	1-Jan-25

Pavilions				
Mount Forest Cork Street Pavilion		daily	\$250.00	1-Jan-25
Arthur Optimist Pavilion		daily	\$250.00	1-Jan-25
Hourly		hourly	\$38.00	1-Jan-25
Picnic Shelters	Murphy Park, Lion Bill Moody, Arthur OptiMrs		\$0.00	1-Jan-25

Storage				
Outdoor		yearly	\$283.00	1-Jan-25
Interior storage		yearly	\$357.00	1-Jan-25
Jr. C Club Room		yearly	\$702.00	1-Jan-25

Sponsorship and Advertising				
Public Skating		per event	\$160.00	30-Jun-25
Public Swimming		per event	\$160.00	1-Jan-25
Baseball Diamond (3.5' x 6')		yearly	\$403.00	1-Jan-25
Mount Forest Walking Track (3.5' x 6')		yearly	\$403.00	1-Jan-25
Arthur Wall Advertisement (3.5' x 6')		yearly	\$403.00	1-Jan-25
Single Board Advertisement (4' x 8')		yearly	\$403.00	1-Jan-25

			2025	Effective
Skating General Admission (no tax)				
Individual Skating		per session	\$4.00	30-Jun-25
Family Skate	members from the same house	per session	\$12.00	30-Jun-25
Walking Track General Admission (no tax)				
Walking Track		per session	\$3.00	30-Jun-25
Monthly Pass Walking Track		monthly	\$20.00	30-Jun-25
Pool General Admissions (no tax)				
Infants and toddlers (under 2)		per session	\$0.00	1-Jan-25
Individual		per session	\$5.00	1-Jan-25
Family	members from the same house	per session	\$15.00	1-Jan-25
Aquafit		per session	\$10.00	1-Jan-25
Individual Season Pass		seasonal	\$115.00	1-Jan-25
Family Season Pass	members from the same house	seasonal	\$260.00	1-Jan-25
Aquafit Season Pass		seasonal	\$75.00	1-Jan-25
Swimming lessons (no tax)				
Parent and Tot 1,2,3	10 lessons		\$75.00	1-Jan-25
Preschool A, B, C	10 lessons		\$90.00	1-Jan-25
Beginner	10 lessons		\$90.00	1-Jan-25
Swimmer 1 - 4	10 lessons		\$90.00	1-Jan-25
Swimmer 5 - 10	10 lessons		\$90.00	1-Jan-25
Bronze Star			\$120.00	1-Jan-25
Bronze Medallion			\$120.00	1-Jan-25
Bronze Cross			\$120.00	1-Jan-25
Bronze Course Book			\$60.00	1-Jan-25
1/2 hour Private	1 lesson		\$28.00	1-Jan-25
1/2 hour Private	5 lessons		\$140.00	1-Jan-25
1/2 hour Semi-Private	5 lessons		\$115.00	1-Jan-25
Swim to Survive		per student	\$15.00	1-Jan-25
Pool Rentals				
Pool Rental	0 - 25 people, 2 guards	hourly	\$130.00	1-Jan-25
Pool Rental	26+ people, 3 guards	hourly	\$165.00	1-Jan-25
School	3 guards	hourly	\$90.00	1-Jan-25
Day Camp (no tax)				
Weekly Rate	5 days		\$185.00	1-Jan-25
Weekly Rate - Holiday	4 days		\$148.00	1-Jan-25
Daily			\$40.00	1-Jan-25
Township Program (no tax)				
Pickleball		per session	\$5.00	1-Jan-25
Shuffleboard		per session	\$5.00	1-Jan-25
Floor Hockey		per session	\$5.00	1-Jan-25
Stick and Puck		per session	\$5.00	1-Jan-25
Stick and Ball		per session	\$5.00	1-Jan-25
Cornhole		per session	\$5.00	1-Jan-25



TOWNSHIP OF WELLINGTON NORTH

TO: Mayor and Council

DATE: 2024-09-09

MEETING TYPE: Open

SUBMITTED BY: Jeremiah Idialu, Treasurer/Director of Finance

REPORT #: TR 2024-007

REPORT TITLE: 2025 fees and charges by-law updates (various services)

RECOMMENDED MOTION

THAT the Council of the Corporation of the Township of Wellington North receive Report TR2024-007 being a report on 2024 fees and charges by-law updates (various services);

AND THAT Council direct staff to proceed with the updates to reflect the changes outlined herein for the 2024 calendar year;

AND FURTHER THAT the Mayor and Clerk be authorized to sign the By-law.

PREVIOUS REPORTS/BY-LAWS/RESOLUTIONS

Report TR2023-009 2024 Fees and Charges By-law updates (Various Services)

BACKGROUND

Annually, township staff review the existing fees and charges structure for various functions performed by the municipality, compare with neighbouring municipalities and industry standards, and make necessary adjustments for council consideration.

The fees are charges imposed for various services and serve as a revenue stream outside of property taxation or servicing. The fees are imposed on an as-used basis to offset internal administrative costs.

ANALYSIS

For the 2025 calendar, year Township staff are recommending the following amendments (yellow highlighted text in by-law):

- Schedule 'A' – Administration – No changes proposed.
 - Marriage Licence: Increased from \$125 to \$135

- Marriage Ceremony (1 hr max): Increased from \$350 to \$375
- Marriage Rehearsal (1 hr max): Increased from \$75 to \$100
- Certification of Documents: Increased from \$10 to \$15
- Commissioning Documents: Increased from \$30 to \$35
- Burial Permit: Increased from \$15 to \$20
- Fee for services provided by municipal employees per hr per employee: Increased from \$50 to \$55
- Reclamation election signs: Increased from \$20/sign to \$25/sign
- Schedule 'B' – Building Department – No changes proposed.
- Schedule 'C' – Cemeteries – Changes proposed:
 - Single Grave 3 ½ feet x 10 feet: Increased from \$2,071 to \$2,636
 - Cremation Plots (3 ft x 4 ft with 2 ft sidewalk): Set at \$2,400
 - Single niche to accommodate two urns: Increased from \$1,749 to \$1,860
 - Scattering Garden: Increased from \$175 to \$180
 - Interment/Inurnment: Adult fee now \$1,613 (was \$1,310). Unified child rate (12 & under) set at \$300. Cremated remains in standard plot up from \$470 to \$563, inurnment in niche increased from \$300 to \$344, and scattering garden from \$170 to \$185.
 - Disinterment: Standard burial fee increased to \$1,613 (from \$1,310).
 - Administration: Transfer of Interment Rights fee continues to be \$100.
- Schedule 'D' – Fire/Rescue – No changes proposed.
- Schedule 'E' – Licensing and Lotteries – Changes proposed.
 - Licensing a dog: Increased from \$20 to \$25
 - Food Vehicle Stand: Increased from \$100 to \$120
 - Donation Box: Increased from \$100 to \$150
- Schedule 'F' – Planning – No Changes proposed:
- Schedule 'G' – Infrastructure Services
 - All storm, water and sanitary service connection fees were increased by 1.5%
 - Sewage Allocation Application: Increased from \$250 to \$275
 - Resident Request for Tree Inspection and Assessment Set at \$100 per tree
 - Civic Addressing - 911 Sign and Post: Set at \$120 each

CONSULTATION

All Department Heads

FINANCIAL CONSIDERATIONS

Operating: The implementation / update of the fees proposed above will aid in the offset of costs associated with the provision of value-added services to the residents of the Township of Wellington North.

ATTACHMENTS

Attachment A - Draft by-law

STRATEGIC PLAN 2024

- Shape and support sustainable growth
How:
- Deliver quality, efficient community services aligned with the Township's mandate and capacity
How:
- Enhance information sharing and participation in decision-making
How:
- N/A Core-Service

Approved by: Brooke Lambert, Chief Administrative Officer

**ATTACHMENT "A" DRAFT BY-LAW
SCHEDULE "A"
ADMINISTRATION**

DESCRIPTION	FEE
Marriage Licence	\$135.00
Marriage Ceremony (1 hr max)	\$375.00
Marriage Rehearsal (1 hr max)	\$100.00
Travel time for ceremonies outside 25km one way	\$25.00/hr & mileage
Certification of Documents	\$15.00 per document
Commissioning Documents	\$35.00 per document
Completion of Pension Forms (Township resident only*)	No Charge* \$35.00 per document – Non Residents
Flags Wellington North Canadian Flag	\$100.00 No Selling Canadian flags KW
Freedom of Information Requests (legislated fees)	\$5.00 application fee plus disbursements (i.e. photocopying) plus Record Preparation at \$12.55 per quarter hour
NSF Cheque Charge	\$30.00
Photocopies (8½ x 11)	Black and White \$0.25 per page Colour \$1.50 per page
Tax Certificate (required for purchase and sale of properties)	\$50.00
Tax Account Statement or Bill Reprint (required for personal income tax purposes)	\$20.00
Tax Sale Proceedings	\$250.00 Administration Fee Plus Cost recovery of fees and disbursements as charged by consultants & solicitors
Burial Permit	\$20.00
Fee for services provided by municipal employees per hr per employee	\$55.00
Tax Arrears Penalties & Interest	Refer to current Tax Rates By-law
Civic Addressing 911 Sign 911 Post	\$25.00 \$20.00
Electric Vehicle Charging Station	Level 2: \$0.04/minute Level 3: \$0.25/minute
Reclamation election signs	\$25.00/sign
AGCO Agency Letter of Approval *not for profit, charities and service clubs	\$50.00 *
AGCO Municipal Information for liquor sales *not for profit, charities and service clubs	\$50.00 *
AGCO Municipally Significant Event *not for profit, charities and service clubs	\$50.00
Exemption from noise by-law letter	\$50.00
Tile Drainage Application Fee	\$250.00
Tile Drainage Inspection Fee	\$100.00

SCHEDULE "B"
BUILDING DEPARTMENT

SECTION NO.	DESCRIPTION	FEE	
		Per Sq. Ft.	Admin. Fee
1.1	Assembly and Institutional Occupancies (Group A & B) a) New construction b) Renovation/alteration less than 500 Sq. Ft. c) Renovation/alteration greater than 500 Sq. Ft.	.91 .00 .45	\$260.00 \$260.00 \$260.00
1.2	Residential Occupancies (Group C) New Construction a) Single family detached b) Semi-detached/Row-house per unit c) Apartment per unit	FLAT RATE (includes \$260.00 admin fee)	
			\$3,000.00 \$2,200.00 \$1,200.00
1.3	Residential Occupancies (Group C) Addition/Renovation a) New construction b) Basement with ceiling height \geq 6'-11" (2,100 mm) c) Renovation/alteration less than 500 Sq. Ft. d) Renovation/alteration greater than 500 Sq. Ft. e) Attached garage or carport f) Detached garage or carport g) Accessory building h) Deck/porch/veranda	.91 .32 .00 .32 .39 .39 .19 .19	\$260.00 \$260.00 \$260.00 \$260.00 \$260.00 \$260.00 \$130.00 \$130.00
1.4	Business and Mercantile Occupancies (Group D & E) a) New construction b) Renovation/alteration less than 500 Sq. Ft. c) Renovation/alteration greater than 500 Sq. Ft.	.91 .00 .39	\$260.00 \$260.00 \$260.00
1.5	Industrial Occupancies (Group F) a) New construction b) Renovation/alteration less than 500 Sq. Ft. c) Renovation/alteration greater than 500 Sq. Ft.	.52 .00 .39	\$260.00 \$260.00 \$260.00
1.6	Agricultural and Farm Building a) New livestock/Ag processing buildings and additions i. First 10,000 Sq. Ft. ii. Over 10,000 Sq. Ft. b) Livestock renovations c) Sheds/shops d) Quonset/economy structure e) Silos/grain bins f) Manure storage or Pit silos i. Uncovered ii. Covered iii. Roof over existing	.31 .26 .02 .17 .12 .05 .05 .12 .07	\$260.00 \$260.00 \$260.00 \$260.00 \$130.00 \$130.00 \$130.00 \$130.00 \$130.00

**SCHEDULE "B" (CONTINUED)
BUILDING DEPARTMENT**

SECTION NO.	DESCRIPTION	FEE	
		Admin. Fee	
1.7	Temporary Structure		
	a) Portables, meteorological towers, etc. b) Special occasion tent		\$260.00 \$130.00
1.8	Septic Systems		
	a) All classes, new or replacement		\$520.00
	b) Tank replacement c) Leaching bed replacement		\$130.00 \$390.00
1.9	Commercial Wind Turbines	\$260 admin. plus \$59 per \$1,000 of const. value	
2.0	Buildings or Structures that do not fit elsewhere in this Schedule	\$260 admin. plus \$13 per \$1,000 of const. value	
3.0	Demolition Permit		
	a) Class "A" b) Class "B"		\$130.00 \$520.00
4.0	Conditional Permit		
	Full permit fee as calculated under Section 1		\$260.00
	Additional permit security may be required Designated Structure the same as Section 1		
5.0	Transfer permit		\$260.00
6.0	Change of Use (no construction)		\$130.00
7.0	Reapplication		\$130.00
8.0	Inspection of wood burning appliance installation		\$130.00
9.0	Pool Enclosure Fence		\$130.00
10.0	L.L.B.O. inspections and letters for occupant loads		\$130.00
11.0	Certificate of Compliance – Building and Zoning		\$100.00
12.0	Works Damage/Lot Grading where applicable	Deposit	Fee
		\$1,900.00	\$100.00

NOTE TO SCHEDULE

An investigation fee equal to the applicable building permit fee shall be applied where work has commenced prior to the issuance of the required building permit in addition to the building permit fee to be charged when permit is issued, at the discretion of the CBO.

**SCHEDULE "C"
CEMETERIES**

DESCRIPTION	FEE
<u>SALES</u>	
Single Grave 3 ½ feet x 10 feet (plot \$1582.00) (Care and Maintenance Fund included) (40% of selling price \$828.00)	\$2,636.00
Cremation Plots (3 ft x 4 ft with 2 ft sidewalk) \$1,440	\$2,400.00
Single niche to accommodate two urns (Niche \$1,582.00) Care and Maintenance Fund (\$278.00)	\$1860.00
Scattering Garden (\$108.00) Care and Maintenance Fund (40% \$72.00)	\$180
<u>INTERMENT/INURNMENT</u>	
Adult	\$1,613.00
Child (12 years and under)	\$300.00
Cremated remains in standard plot	\$563.00
Double depth charge – extra	\$397.00
Inurnment in niche	\$344.00
Scattering garden	\$185.00
<u>Surcharges:</u>	
Saturday funerals until 12 noon - standard burial & 12 yrs and under	\$390.00
Saturday funerals until 12 noon - cremated remains & scattering garden	\$250.00
Saturday funerals until 12 noon– niche	\$140.00
Burials inurnments that occur outside the hours of 9 a.m. – 3 p.m. Mon-Fri	\$130.00
Statutory holidays, Easter Monday, Remembrance ay, winter burial if ordered by Public Health Standard rate plus all charges	
<u>DISINTERMENT</u>	
Standard burial	\$1,613.00
Cremated remains	\$536.00
<u>VAULT STORAGE</u>	\$263.00
<u>MONUMENT INSTALLATIONS</u>	
Staking fee	\$67.00
Monument care & maintenance fund:	
Flat marker (under 1,116.13 sq centimeters-173 sq inches)	NIL
Flat Marker (over 1,116.13 sq centimeters-173 sq inches)	\$100.00
Upright Marker (under 4 ft.)	\$200.00
Upright Marker (over 4 ft.)	\$400.00

**SCHEDULE "C" (CONTINUED)
CEMETERIES**

<u>ADMINISTRATION</u>	
Transfer of Interment Rights or resale to municipality per plot	\$100.00
Admin fee and Research per hour	\$55.00
Assisting as Pallbearer (min 1 hour)	\$55.00/hr
<u>OTHER</u>	Rate
Rental of any equipment	charged

**SCHEDULE "D"
FIRE/RESCUE**

DESCRIPTION	FEE
Inspections: By Request Only	
Single Residence	\$100.00
Institution / Industrial / Commercial	\$125.00
Apartments / Condominiums	\$100.00 plus \$10.00 per unit
Fire Search Fees / Approvals Fire Reports	\$200.00
Fire investigation reports	\$200.00
Motor Vehicle Incidents: Non-residents/non-taxpayers of Wellington North are involved in a motor vehicle accident within the municipal boundary of the Township of Wellington North that require the Fire / Rescue to respond to the scene, will be invoiced firstly to the owner's insurance provider. In the case where there is no insurance payable, the owner shall be billed directly	Current rates established and published by the MTO for fire responses to MTO roads
Administration & Enforcement: Spills Act and Transportation of Dangerous Goods Act: The cleanup of hazardous material spills	Current rates established and published by the MTO for fire responses to MTO roads Clean up costs to cover materials used Plus Administration Fee of \$50.00 per hour
Open Air Burning: Where burn is in contravention with Open Air Burn By-law and/or Fire Prevention and Protection Act	Current rates established and published by the MTO for fire responses to MTO roads Plus Administration Fee of \$50.00 per hour per Fire-fighter
Securing of Premises after a fire	\$50.00 per hour per Fire-Fighter

**SCHEDULE "D" (CONTINUED)
FIRE/RESCUE**

DESCRIPTION	FEE
<p>False Alarms: The following procedures and fees shall apply only when it has been determined at the discretion of the responding officer of the Township of Wellington North Fire Department that the false alarms were preventable. The totals shall be calculated within each calendar year with each year being considered separately.</p>	
First False Alarm - Warning	n/c
Second False Alarm	n/c
Third False Alarm	\$600.00
Four or More False Alarms	\$1,200.00
Fire Alarm Monitoring/Fire Watch	\$450.00 per vehicle per hour \$255.00 per half hour thereafter
Liquor Occupancy Permit Authority Have Jurisdiction Letter to Alcohol and Gaming Commission	\$150.00
Fire Safety Plan Review	\$150.00
Fire Extinguisher Training	\$100.00 per hour
Mobile/Seasonal Vendors Inspection	\$25.00
Chemicals used to suppress or prevent fires or explosions (often referred to as foam agents)	\$200.00 per container

Extraordinary Expenses

If Wellington North Fire responds to a fire or other emergency at a property and determines, or the Officer in Charge determines, that it is necessary to retain a private contractor, rent special equipment, or use consumable materials other than water, and medical supplies, in order to suppress or extinguish a fire, preserve property, prevent a fire from spreading, or otherwise control and eliminate an emergency, the property owner shall be charged the expenses incurred by Wellington North Fire for retaining a private contractor, renting special equipment and/or using consumable materials, as applicable.

If Wellington North Fire responds to a fire or other emergency at a property and incurs damage or contamination to equipment such as personal protective equipment, hoses or other non-consumable materials that require cleaning and decontamination or replacement thereof, as a result of the service to suppress or extinguish a fire, preserve property, prevent a fire from spreading, or otherwise control and eliminate an emergency, the property owner shall be charged the expenses incurred by Fire & Emergency Services for cleaning and decontamination or replacement of equipment, as applicable, and shall be recovered as a fee under this By-law.

SCHEDULE "E"
LICENCING AND LOTTERIES

DESCRIPTION	FEE
Animal Control	
New Kennel Licence	\$500.00*
Renewal of Kennel License	\$250.00*
	*plus inspection fee charged by animal control officer
Licensing a dog	\$25.00
Replacement tag	\$10.00
Enumeration Charge	\$10.00
Impounding a Dog	\$150.00
Boarding Fees for an impounded dog / day	\$25.00
Additional Charges may apply pursuant to the Canine Control Bylaw	
Business Licensing Fees	
Food Vehicle Stand	\$120.00
Donation Box	\$150.00
Temporary Vendor	\$200.00
Replacement license	\$25.00
Administrative Penalty	\$300.00
Donation Box removal	Actual cost of labour

DESCRIPTION	FEE
Lottery Licences	
• Raffle	\$20.00
• Blanket	\$20.00
• Bingo	\$20.00
• Other	\$20.00
Break Open Tickets	\$10.00 per box

**SCHEDULE "F"
PLANNING**

DESCRIPTION	FEE	
Committee of Adjustment – Minor Variance		\$2,500.00
Zoning Amendment		\$10,000
Holding Zone Removal By-law		\$1,000.00
Any other applications pursuant to the provisions of the Planning Act i.e. Consent Agreement		\$1,000.00
Certificate of Compliance Plan of Subdivision/Condominium, Site Plan and Development Agreements		\$250.00
Part Lot Control		\$1,000.00
Clearances for Severance Conditions		\$250.00
Cash in Lieu of Parkland		\$7,500.00 per unit
Fee for services provided by Municipal employees		\$125.00 (per hour, per employee)
Copy of Zoning By-law		\$30.00
Letter of Interest from resident to Clerk to purchase unopened road allowance		
Disposal of Surplus Lands (Including roads)		
	ADMINISTRATION (non-refundable)	DEPOSIT (refundable)
Plan of Subdivision or Condominium New or Amendment including conditions of approvals to both Wellington North and the County of Wellington	\$10,000.00	\$15,000.00
Review of Draft Plan of Subdivision, Condominium or Official Plan Amendment	\$6,000.00	\$5,000.00
Site Plan Control Approval and Agreement • Minor	\$2,000.00	\$3,500.00
Site Plan Control Approval and Agreement • Complex	\$3,000.00	\$6,000.00
Site Plan Control Amendments	\$300.00	\$700.00
Lot Grading/surface Works Security Deposit	\$100.00	\$1,900.00
Development Agreement	\$2,000.00	\$5,000.00
Pre-consult	\$500.00	Deposit required as listed above for corresponding application
Pre-servicing Application		\$7,000.00
Site Alteration Application		\$7,000.00
Site Alteration Application - Major		

DEPOSITS

- Deposits less the disbursement fees and third party fees will be refunded.
- Disbursements may include but are not limited to: postage, laminating, registration of documents and photocopying, faxing, etc.
- Third Party fees including, but are not limited to, planners, engineers, solicitors and township staff technical review, site inspections, attend meetings, review of security reduction request, advertising of notices and similar costs.
- Every applicant for a planning matter referred to in Schedule "F" hereof shall make an application on forms provided by the Municipality and in addition shall sign a deposit agreement in the prescribed form and pay any applicable deposit to the Municipality.
- The Clerk/Deputy Clerk/Development Clerk and/or Treasurer/Deputy Treasurer are hereby authorized to execute the deposit agreement on behalf of the Township.

**SCHEDULE "G"
ENGINEERING AND TRANSPORTATION**

DESCRIPTION	INSPECTION FEE	*DAMAGE DEPOSIT
Road Crossing Permit	\$450.00	\$3,000
Entrance Permit - Urban	\$200.00	\$2,000.00
Rural/Semi-Urban Entrance Installations The applicant would be responsible for all costs to supply a culvert over 600 mm in diameter and/or to supply over 12 meters of culvert and/or to upgrade an existing entrance. Costs would be charged at the current rates.		
*Damage Deposit Fees shall be collected when a Building Permit is issued.		
Entrance Permit – Rural:		
a) Requires up to 12m culvert (up to and including 600mm) including inspection fee		\$2,600.00 **
b) Entrance up to 12m that does not require a culvert including inspection fee		\$2,000.00 **
** Note: Items a & b above within Schedule “G” can be increased in width by 3m increments to a maximum of 20m. Each additional 3m increment carries an associated additional cost of \$600.00.		
	FEE	
Cost of hidden driveway sign installed		\$200.00 each
Civic Addressing – 911 Sign and Post *Replacement sign and post charged at same rate		\$120.00 each
Grader rate – at the discretion of the township. (available only to Township of Wellington North ratepayers)		\$175.00/hr
Labourer/Driver Rate		\$60.00/hr
Resident Request for Tree Inspection and Assessment		\$100.00 per tree
Infrastructure Development Fees:		
Fee for services provided by municipal employees		\$125.00 (per hour, per employee)
Sewage Allocation Application		\$275.00/development
Watermain Form 1 Authorization		\$1,500.00
Service Connection Permit Pre-Consultation		\$300.00 per lot
Service Connection Demolition Permit Application and Inspection fee		\$300.00 per lot
Service Connection Demolition Deposit		\$3,000.00 per lot
Low Pressure Sanitary Service Connection		\$1,015.00 per connection
Storm Service Connection Fee		\$1,725.00 per connection
Sanitary Service Connection Fee**		\$2,856.96 per connection
Water Service Connection Fee**		\$2,307.54 per connection
Service Connection Permit-New Service Application and Inspection (1 service)		\$1,500.00
Service Connection Permit-New Service Application and Inspection (2 services connections for same building unit)		\$2,000.00 per 2 connections for same building unit
Service Connection Permit-New Service Application and Inspection (3 services for same building unit)		\$2,500.00 per 3 connections for same building unit
Service Connection New Service Permit Deposit		100% of cost of construction up to a maximum of \$20,000.00
Traffic Count Data		\$30.00 per location

Consolidated Linear Infrastructure Environmental Compliance Approval (CLI-ECA):	
a) Storm Sewer (adding, changing, replacing or extending)	\$3,000.00
b) Quality Device, i.e. Oil/Grit Separator	\$2,500.00 (each appurtenance)
c) Stormwater Management Facility	\$5,000.00 (each system)
d) Low Impact Development	\$3,700.00
e) Sanitary (sewage) Sewer (adding, changing, replacing or extending)	\$3,000.00
f) Sanitary Sewage Pumping Station or Forcemain	\$5,000.00 (each facility or forcemain)
g) Sanitary appurtenance (examples: odour and corrosion control, etc.)	\$3,000.00 (each appurtenance)
h) Review of CLI ECA Amendment Application for MECP submission	\$1,000.00 (each system)
Technical Review Fee	
a) Subdivision over 300 units	\$10,000.00
b) Subdivision over 100 units	\$7,000.00
c) Subdivision under 100 units	\$5,000.00
d) Condominium Review	\$2,600.00
e) Site Plan Review	\$2,600.00
f) Site Plan Review Major (Over 20 residential units)	\$3,500.00
Additional Submission (4 th Submission or more)	\$50.00 (per lot/block/unit)
<p>Note:</p> <ol style="list-style-type: none"> 1. Technical review fee shall be applied at the first submission of a planning application. This cost shall be applied to the application deposit account. 2. Peer Review – the applicant is responsible for the full costs of undertaking peer reviews for any studies or drawings submitted in support of the applications. These costs shall be applied to the application deposit account. 	
Administration and Inspection Construction Work Fees:	
Subdivision	0.7% of Value of Construction of Municipal Services – Payable upon execution of subdivision Agreement.
Re-Inspection	
a) Subdivision over 300 units	\$5,000.00
b) Subdivision over 100 units	\$3,500.00
c) Subdivision under 100 units	\$2,500.00

d) Site Plan Large Scale (11 units and over)	\$1,750.00
e) Site Plan Small Scale (10 units and under)	\$750.00

Note to Schedule G

1. An investigation fee equal to the applicable infrastructure permit fee shall be applied where work has commenced prior to the issuance of the required infrastructure permit in addition to the infrastructure permit fee to be charged when permit is issued, at the discretion of the Infrastructure Services Department.
2. Fees and charges of various services on Schedule "G" are HST Except unless noted.



TOWNSHIP OF WELLINGTON NORTH

TO: Mayor and Council

DATE: 2024-09-09

MEETING TYPE: Open

SUBMITTED BY: Corey Schmidt, Manager Environment & Development Services

REPORT #: ENV 2024-002

REPORT TITLE: 2025 Water and Wastewater Fees and Charges

RECOMMENDED MOTION

THAT the Council of the Corporation of the Township of Wellington North receive Report ENV 2024-002 being a report to set the 2025 water and wastewater fees and charges;

AND THAT Council authorize a 1.5% increase to water and wastewater rates for the year 2025 consistent with the recommendations from the 2020 Water and Wastewater Rate Study prepared by DFA Infrastructure International Inc. dated November 13, 2020;

AND FURTHER THAT Council authorize the Mayor and Clerk to sign the by-law.

PREVIOUS REPORTS/BY-LAWS/RESOLUTIONS

Water and Wastewater Financial Plan prepared by DFA Infrastructure International Inc. dated November 13, 2020;

OPS 2021-038 being a report for Council to set the 2022 water and wastewater fees and charges

OPS 2022-027 being a report for Council to set the 2023 water and wastewater fees and charges

OPS 2023-037 being a report for Council to set the 2024 water and wastewater fees and charges

By-law 120-2021 Establishing fees and charges for water and wastewater

By-law 138-2022 Establishing fees and charges for water and wastewater

By-law 105-2023 Establishing fees and charges for water and wastewater

BACKGROUND

The Township completed a Water and Wastewater Rate Study dated November 13, 2020 which was approved at the November 26, 2020, meeting of Council. Within the study, water and wastewater rates were set to increase 1.5% each year from the period 2022 to 2026, at which time a subsequent water and wastewater rates study will be necessary.

Under the provision of notice policy, notice is required of the consideration of this by-law fourteen days in advance of the passage. The notice was posted on the municipal website on August 16, 2024.

ANALYSIS

N/A

CONSULTATION

N/A

FINANCIAL CONSIDERATIONS

Township of Wellington North
2020 Water and Wastewater Rate Study & O.Reg 453/07 Financial Plan
November 13, 2020

Table 8-2: Projected Water Rates and Charges

Category	Water					
	2021 Proposed	2022 Proposed	2023 Proposed	2024 Proposed	2025 Proposed	2026 Proposed
Annual Increase (Percent)	0.00%	1.50%	1.50%	1.50%	1.50%	1.50%
Residential Annual (Flat) Base Charge	\$ 558.96	\$ 567.34	\$ 575.85	\$ 584.49	\$ 593.26	\$ 602.16
Non-Residential Annual Base Charge	\$ 670.14	\$ 680.19	\$ 690.39	\$ 700.75	\$ 711.26	\$ 721.93
Non-Residential Volumetric Rate (per m ³)	\$ 2.05	\$ 2.08	\$ 2.11	\$ 2.14	\$ 2.18	\$ 2.21

Table 8-3: Projected Wastewater Rates and Charges

Category	Wastewater					
	2021 Proposed	2022 Proposed	2023 Proposed	2024 Proposed	2025 Proposed	2026 Proposed
Annual Increase (Percent)	0.00%	1.50%	1.50%	1.50%	1.50%	1.50%
Residential Annual (Flat) Base Charge	\$ 687.48	\$ 697.79	\$ 708.26	\$ 718.88	\$ 729.67	\$ 740.61
Non-Residential Annual Base Charge	\$ 824.16	\$ 836.52	\$ 849.07	\$ 861.81	\$ 874.73	\$ 887.85
Non-Residential Volumetric Rate (per m ³)	\$ 2.52	\$ 2.56	\$ 2.60	\$ 2.64	\$ 2.67	\$ 2.71

ATTACHMENTS

Schedule A – Proposed 2025 Water and Wastewater Rates

- Shape and support sustainable growth
How:
- Deliver quality, efficient community services aligned with the Township's mandate and capacity
How:
- Enhance information sharing and participation in decision-making
How:
- N/A Core-Service

Approved by: Brooke Lambert, Chief Administrative Officer

**SCHEDULE "A"
WATER AND SEWER
Effective January 1, 2025**

DESCRIPTION	2024	2025 (Proposed)
<p>Swimming Pool Rate: In addition to the charges for water, being the Residential Rate or the General Service Rate in Arthur and Mount Forest hereinbefore set out, there shall be a separate water rate of \$79.61 payable annually to the Township by the landowner for each swimming pool located on a parcel of land during each year or part thereof. For the purposes of this paragraph a swimming pool shall be an inground or aboveground swimming pool containing 8,000 gallons of water or more.</p>	\$78.43	\$79.61
<p>Bulk Water Pick-Up or Supply: Persons wanting bulk water pick-up or supply must contact the Water and Sewer Department Office Monday to Friday between the hours of 7:30 A.M. and 4:00 P.M. to schedule the pick-up or supply. A member of the Township's Water Department must be present when any water is loaded. Unauthorized opening of any Township hydrant is an offence that will have legal implications.</p>	\$156.85	\$159.20
<p>Disconnection/Reconnection of Water Services: (a) At the request of owner to facilitate private water system maintenance; or (b) Will only be allowed if the electrical service is also disconnected or reconnected for the same period of time. A service fee will be charged per disconnect/connect (1 water turn off, 1 water turn on).</p>	<p>\$78.43 (During Business Hours)</p> <p>\$104.57 (After-Hours)</p>	<p>\$79.61 (During Business Hours)</p> <p>\$106.14 (After-Hours)</p>
<p>Service Call: Any property owner requesting a service call will be charged a minimum \$79.61 fee if the problem is found to be on the landowner's property. Any involvement by the Township in the repair of services on private property shall be billed to the property owner on a time and material basis.</p>	<p>\$78.43 (During Business Hours)</p> <p>\$104.57 (After-Hours)</p>	<p>\$79.61 (During Business Hours)</p> <p>\$106.14 (After-Hours)</p>
<p>Water-Sewer Operator Fee (Per hour) – During Business or After Hours</p>	\$62.74	\$63.68

SCHEDULE "B"
WATER & SEWER RATES
 Effective January 1, 2025

DESCRIPTION	2024	2025 (Proposed)
Water		
Residential (flat rate)		
Residential - monthly	\$48.71	\$49.44
Residential - annually	\$584.49	\$593.26
Non-residential Customers – Annual Flat Rate	\$700.75	\$711.26
Non-residential		
Rate per cubic metre	\$2.14	\$2.18
Meter Maintenance Fee (Commercial / Industrial) - monthly	\$18.13	\$18.40
Wastewater (Sewer)		
Residential (flat rate)		
Residential - monthly	\$59.91	\$60.81
Residential - annually	\$718.88	\$729.67
Non-residential Customers – Annual Flat Rate	\$861.81	\$874.73
Non-residential		
Rate per cubic metre	\$2.64	\$2.67
Special Rate (Non-residential) – 460 Durham St E (Green House)	\$80.00	\$80.00
Water Account Set up	\$26.15	\$26.54
Sewer Account Set up	\$26.15	\$26.54



TOWNSHIP OF WELLINGTON NORTH

TO: Mayor and Council

DATE: 2024-09-09

MEETING TYPE: Open

SUBMITTED BY: Karren Wallace, Director Legislative Services/Clerk

REPORT #: CLK 022-2024

REPORT TITLE: Dog licensing fees and Docupet Service Provider

RECOMMENDED MOTION

THAT the Council of the Corporation of the Township of Wellington North receive Report CLK 022-2024 Dog licensing fees;

AND THAT Council authorize an increase in the price of dog tags to \$25.00, effective January 1, 2025;

AND FURTHER THAT the Mayor and Clerk be authorized to sign the by-law to enter into a pet licensing agreement with Docupet for a period of five years.

PREVIOUS REPORTS/BY-LAWS/RESOLUTIONS

By-law 071-2019 Agreement for pet services Docupet

CLK 2019-029 DocuPet agreement for services

CLK 2019-019 being a report on the provision of services for licensing dogs

CLK 2018-023 being a report on canine licensing

CLK 2017-034 being a report on canine licensing

CLK 2016-082 being a report on provision of enumerator services for licensing canines

CLK 2016-065 being a report on canine licensing amnesty

BACKGROUND

In 2019, the municipality moved from a manual dog licensing program to an on-line system by entering into a five year pet licensing agreement with Docupet. The agreement is at an end and a new agreement needs to be signed.

ANALYSIS

In 2017, 2018 and 2019, the cost of a dog license was \$25.00. From 2020 to 2024 the fee decreased to \$20.00 and when Docupet's fees and credit card processing fees were considered, the municipality was only realizing \$13.27 per licence.

Staff are now recommending the fee be increased to \$25.00 which will effectively cover all Docupet's processing and administrative fees and to have the license holder pay for the credit card processing fee.

If approved, the municipality would realize \$18.25 per license. The licensing fees are used to offset the cost of animal control in the municipality (2023 \$27,779.00)

This would still leave a shortfall between licensing revenue and animal control costs, however staff are working with Docupet to enumerate the dogs in Wellington North. In 2017 a door to door enumeration was conducted and 2,052 licenses were issued. In 2023 there were 1,002 licenses sold.

2019-2024

Revenue \$20/license*	Docupet fee \$6.73	Credit Card fee 2.9% + .66c	Net Revenue
\$24,960.00	\$8,300.04	\$1,098.24	\$15,462.72

2025 Proposal

Revenue \$25/license*	Docupet fee \$5.75	Credit Card fee	Net Revenue
\$31,200.00	\$7,176.00	Nil	\$24,024.00

*Based on average of 104 licenses per month

CONSULTATION

Docupet

FINANCIAL CONSIDERATIONS

If the fee is increased to \$25.00, the municipality will realize \$8,562.00 in additional revenue. This revenue will offset the cost of animal control in the municipality.

N/A

STRATEGIC PLAN 2024

- Shape and support sustainable growth
How:
- Deliver quality, efficient community services aligned with the Township's mandate and capacity
How:
- Enhance information sharing and participation in decision-making
How:
- N/A Core-Service

Approved by: Brooke Lambert, Chief Administrative Officer



K. SMART ASSOCIATES LIMITED

CONSULTING ENGINEERS & PLANNERS

85 McIntyre Drive
Kitchener, ON N2R 1H6

Tel: 519-748-1199
Fax: 519-748-6100

REPORT NO. CLK 2024-023 Borges Drain 'C' Abandonment

TO: Council

PREPARED BY: Thomas Jackson, Drainage Superintendent

DATE: September 9, 2024

SUBJECT: Request for Abandonment for Borges Drain 'C' from Station C9+91 to C0+00 Lot 21 Concession 6, Township of Wellington North

RECOMMENDATION:

THAT Council of the Corporation of the Township of Wellington North approve the request for abandonment of a portion of the Borges Drain Branch 'C' from station C9+91 to C0+00 in Lot 21 Concession 6 in the Township of Wellington North;

AND FURTHER THAT the Mayor and Clerk are authorized to sign the by-law to abandon the drainage works.

BACKGROUND:

On August 7, 2024 The Drainage Superintendent received a request for abandonment from Mike DeWeerd. On August 21, 2024 the Township distributed a notice of abandonment to the landowners in the watershed of the Borges Drain Branch 'C'.

DISCUSSION:

To legally abandon a drain is set out in Section 84 of the Drainage Act. Section 84(1) provides that Council notify all benefiting owners on the drain of the request to abandon.

The Drainage Superintendent had discussions with Mike DeWeerd to review the abandonment process and confirm his intent to abandon a portion of the Borges Drain Branch 'C'. The abandonment satisfies Section 84 (1) of the Drainage Act. The purpose of abandonment is that the drain reverts to private ownership for the outlined extent. No adverse effect is anticipated from this abandonment for the remaining Borges Drain Branch 'C'. With the abandonment of the section of the Borges Drain Branch 'C' the Township of Wellington North has no further obligation with respect to the specified section of the drain.

CONCLUSION:

It is recommended that Council passes a Bylaw to abandon the Borges Drain Branch 'C' from Station C9+91 to 0+00, in accordance with section 84 (5) of the Drainage Act.

Prepared and Submitted by Drainage Superintendent

Thomas Jackson



TOWNSHIP OF WELLINGTON NORTH

TO: Mayor and Council

DATE: 2024-09-09

MEETING TYPE: Open

SUBMITTED BY: Karren Wallace, Director Legislative Services/Clerk

REPORT #: CLK 024-2024

REPORT TITLE: Arthur Drain 6 awarding tender

RECOMMENDED MOTION

THAT the Council of the Corporation of the Township of Wellington North receive Report CLK 024-2024 being a report on Arthur Drain 6 awarding of tender.

AND THAT the Council of the Township of Wellington North award Tender RFT 2024-013 to Marquardt Farm Drainage Ltd. at a cost of \$206,142.00.

AND FURTHER THAT Council authorize the Clerk or their designate to sign any necessary agreements with the successful bidders to execute this project.

PREVIOUS REPORTS/BY-LAWS/RESOLUTIONS

CLK 2024-015 consideration of the final engineer's report for the proposed drainage works for Arthur Drain 6

By-law 049-2024 provisional by-law

BACKGROUND

On February 3, 2022 the Municipality received a request for improvement of Arthur Drain 6 from Gary Ross, Dale Ross, Amos Weber and James Weber for enclosing the Drain in Lots 16, 17 and 18, Concession 12. Pursuant to Section 8 of the Act, on May 24, 2022, K. Smart Associates Limited was appointed by resolution of Council to prepare a Section 78 report on Arthur Drain 6.

ANALYSIS

Tenders for construction were issued on August 16, 2024 and closed on August 30, 2024 at 1:00 p.m.

An award summary is attached as Schedule A for Council's review.

Based upon the bid results, K. Smart and Associates Limited is recommending Tender RFT 2024-013 be awarded to Marquardt Farm Drainage Ltd. at a cost of \$206,142.00.

The work will commence July 1, 2025 and be completed August 1, 2025.

Staff concur.

CONSULTATION

K Smart and Associates

Jerry Idialu

FINANCIAL CONSIDERATIONS

The municipality's share is \$2,351.00.

ATTACHMENTS

Schedule A Bid summary.

STRATEGIC PLAN 2024

- Shape and support sustainable growth
How:
- Deliver quality, efficient community services aligned with the Township's mandate and capacity
How:
- Enhance information sharing and participation in decision-making
How:
- N/A Core-Service

Approved by: Brooke Lambert, Chief Administrative Officer



WELLINGTON NORTH
SEMPER PORRO

TENDER OPENING SUMMARY FORM

OWNER	Township of Wellington North	CONTRACT NO.	RFT 2024-013
PROJECT DESCRIPTION	Arthur Drain 6	CLOSING DATE	August 30, 2024, 1:00 pm
No. ADDENDA	4 / 2024 Budget		\$377,855

PLAN TAKERS* <small>*(As recorded by Township subsequent to an order for plans and specifications)</small>	Addenda No. Confirmed ³	TENDERED AMOUNT (including full HST)	Acceptable bid deposit as specified in the IBs ¹			AGREEMENT TO BOND	SIGNING	NO. OF ADDENDA	TIME OF COMPLETION ¹	BIDDER'S POSITION
			Submitted with Tender	Returned to Contractor ²	Retained by Municipality					
Robinson Farm Drain		\$ 246,746 ⁰⁰	✓							
Marquardt Drainage		\$ 206,142	✓							
Dozlan Construction		\$ 335,058 ¹⁷	✓							
TAS Excavating		\$ 269,096.15	✓							
		\$								
		\$								
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		\$								
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		\$								
		\$								
		\$								
		\$								
		\$								

¹ Time of Completion, if not specified in the Contract Documentation, in weeks from date of contract award
² Contractor to initial Tender Opening Summary sheet upon return of tender deposit – identification to be confirmed
³ Addenda may be attached to the contract when it is sent out - not required to confirm
⁴ If the tender deposit submitted was not what was specified, this inconsistency should be brought to the attention of the Owner
⁵ Copies of low bids to be made upon completion of the tender opening. This is not in reference to anything in particular.



TOWNSHIP OF WELLINGTON NORTH

TO: Mayor and Council

DATE: 2024-09-09

MEETING TYPE: Open

SUBMITTED BY: Karren Wallace, Director Legislative Services/Clerk

REPORT #: CLK 025-2024

REPORT TITLE: Heritage Trust Provincial Plaque Margarett Rae Morrison

RECOMMENDED MOTION

THAT the Council of the Corporation of the Township of Wellington North receive Report CLK 023-2024 Heritage Trust Provincial Plaque for Margarett Rae Morrison;

AND THAT Council approve \$11,000.00 in the 2025 budget for this project.

PREVIOUS REPORTS/BY-LAWS/RESOLUTIONS

Notice of Motion April 8, 2024, meeting of Council.

BACKGROUND

At the April 8, 2024, meeting of Council, the following resolution was passed:

RESOLUTION: 2024-116

Moved: Councillor McCabe

Seconded: Councillor Renken

WHEREAS Margarett Rae Morrison Luckock, known as Rae Luckock was a feminist, social justice activist, peace activist and, with Agnes Macphail, one of the first two women elected to the Legislative Assembly of Ontario, in 1943;

AND whereas Margarett was originally from Arthur, in the Township of Wellington North;

AND whereas the remarkable history of this woman has been in the shadows for far too long;

I am introducing a Notice of Motion to have staff consult with the Province to investigate the feasibility of having a plaque commissioned in memory of Margarett in a similar manner to the plaque installed in memory of her father, James Morrison and bring a report back to Council with a recommendation, costing, timelines and suitable public location for the plaque.

On May 22, 2024, we made a submission to the Ontario Heritage Trust plaque program and on August 23, 2024, we were notified the application program is open until September 30, 2024. As criteria of the program, the municipality must make a \$6,500 minimum, plus in-kind support.

It has been suggested that the plaque be installed adjacent to her father's plaque on George Street. The sign for James Morrison is in good shape, however adding a new sign and new brick for Margarett Rae would not match what is there.

ANALYSIS

It has been suggested by the contractor to remove the existing walkway, install the second sign six foot apart from the existing sign, so people can walk freely between them with four feet on both ends that would work out to a 14 foot circle. They are recommending a Unilock product called Windermere, available in a smooth stone or a flagstone look. The price for getting rid of existing stone and installing new stone would cost \$4600.00 plus HST.

Installation of the sign would be done by staff at Wellington North.

CONSULTATION

N/A

FINANCIAL CONSIDERATIONS

\$6,500.00 contribution toward the sign

\$4,500.00 brickwork

\$11,000.00 plus HST

ATTACHMENTS

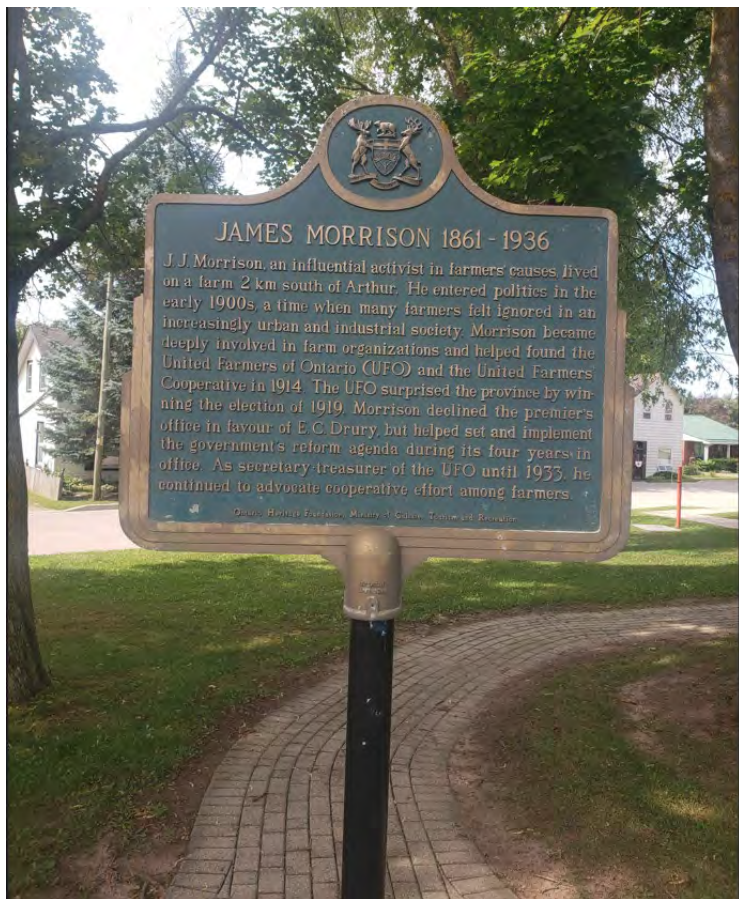
Schedule A pictures of the existing sign

STRATEGIC PLAN 2024

- Shape and support sustainable growth
How:
- Deliver quality, efficient community services aligned with the Township's mandate and capacity
How:
- Enhance information sharing and participation in decision-making
How:
- N/A Core-Service

Approved by: Brooke Lambert, Chief Administrative Officer

SCHEDULE A



August 27, 2024

Township of Wellington North

Attention: Mayor Andy Lennox and Council

Dear Mayor Lennox and Council

Re: MVCA 2024-2026 Draft Watershed Strategy

We are writing to you to request your input on MVCA's draft Watershed Strategy. The strategy is based upon MVCA's 2024-2026 work plan. A summary of the draft Watershed Strategy is attached to this letter. The complete Watershed Strategy is also available for review on MVCA's website.

We have based the draft watershed strategy on the three-year work plan because MVCA's agreement with its member municipalities for programs and services ends in June 2026.

MVCA would appreciate receiving your municipalities comments on the watershed strategy by September 30th, 2024.

All conservation authorities are required to submit a watershed strategy to the Ministry of Natural Resources by December 31, 2024.

If your municipality would like a presentation on the watershed strategy, please contact Phil Beard, General Manager Secretary Treasurer.

MVCA's Members will review all comments received at their October 16, 2024, meeting.

We look forward to receiving your feedback.



Ed McGugan
Chair



August 2024

WATERSHED STRATEGY SUMMARY

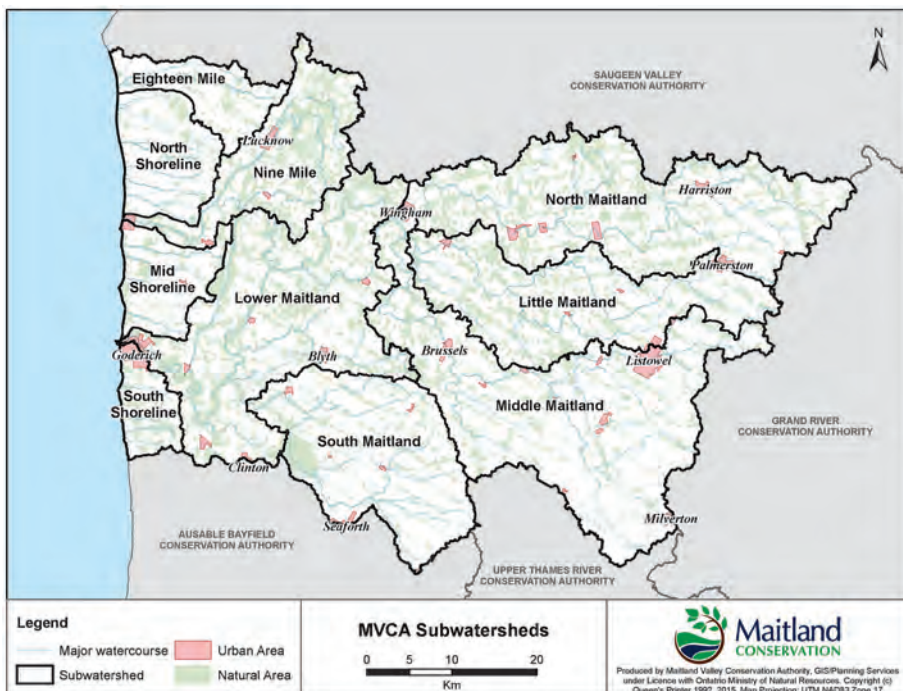


BACKGROUND

Conservation Authorities are required to submit a watershed strategy to the Ministry of Natural Resources and Forestry (MNRF) by December 31, 2024.

The watershed strategy developed by Maitland Conservation is based on our 2024 - 2026 work plan. This newsletter is a summary of the key activities that Maitland Conservation will be undertaking over the next three years.

The full watershed strategy includes an overview of how the watershed has changed over the past 200 years. This information provides some context for our current services and programs. The complete document is available on our website (mvca.on.ca) or by emailing maitland@mvca.on.ca.



OUR VISION

We're working for a healthy environment.

Our Mission

To provide leadership to protect and enhance water, forests and soils.

WORK PLAN OBJECTIVES

The 2024 - 2026 work plan focuses on the following objectives:

1. Helping our member municipalities reduce the potential for loss of life, property damage and social disruption in flood and erosion prone areas.
2. Assisting member municipalities and landowners to develop and implement soil and water conservation systems that help keep soil and nutrients on the land and out of watercourses and Lake Huron.
3. Ensure that the management of our conservation areas sets high standards of conservation practices and are safe for the public to use.
4. Develop a stable financial base so we can help our member municipalities to develop a healthy, resilient, and prosperous watershed.



Maitland Conservation Members Tour, 2024

CORPORATE SERVICES - STRATEGIC PRIORITIES

Corporate Services is responsible for the leadership, governance, administration, and financial management of Maitland Conservation.

1. **Program and Services Agreement:** Renew the Program and Services agreement with member municipalities by June 2026.
2. **First Nations and Metis Communities:** Engage with First Nations and Metis Councils to determine if they have an interest in working with Maitland Conservation in any program areas.
3. **Healthy Lake Huron:** Advocate for continued provincial and federal support for the Healthy Lake Huron collaborative.
4. **Healthy Watersheds, People and Wildlife:** Champion the need for this approach to be incorporated into the terms of reference for the Healthy Lake Huron initiative.
5. **Carbon Footprint Initiative (CFI):** Encourage the leaders of the CFI to expand the framework for the initiative to include more aspects of sustainability.
6. **Asset Management Plan:** Develop an asset management strategy for essential equipment and infrastructure.



Photo by Cory Bilyea

Maitland Conservation Members Tour at Naftel's Creek C. A. , 2024.



Maitland Conservation Members, 2024

FLOOD & EROSION SAFETY SERVICES STRATEGIC PRIORITIES

The focus of Flood and Erosion Safety Services (FESS) is to ensure that both Maitland Conservation and our member municipalities with flood and/or erosion prone areas are prepared to deal with the increasing probability of major flooding, shoreline erosion, bluff collapse and gully erosion.

Along the 50 kilometers of the Lake Huron shoreline, based on 2023 values, there is \$750 million of assessed property located in areas subject to shoreline, gully, or bluff erosion. The value of at-risk development on the shoreline has roughly tripled since last assessed in 2012. It is expected that at-risk development in urban flood damage centers has also tripled, which would bring the value to approximately \$500 million.



Gully erosion, Bluewater Beach



Lake Huron bluff erosion



Harriston, June 2017

- 1) **Ice Management Plan:** Develop an ice management plan for areas prone to ice jamming.
- 2) **Asset Management Plan for Flood and Erosion Control Structures:** Develop an asset management for the Goderich Bluffs Stabilization Structure, McGuffin Gully Erosion Control Project and the Listowel Flood Control Structures. This plan will outline measures that need to be undertaken to operate, maintain, repair and decommission the control works.
- 3) **Drought Monitoring Plan:** Identify when river levels are reaching critical levels and initiate communications in accordance with Ontario's Low Water Response guidelines.
- 4) **Natural Hazards Outreach and Education Plan:** Outline areas where natural hazards are located, the risks associated with these hazards

and how they may be impacted by climate change. The plan will also outline how the risks will be managed and promote public awareness of riverine and shoreline natural hazards.

- 5) **Flood Forecast Monitoring Network Equipment:** Undertake measures to extend the life of our current telemetry equipment (data delivery system) and identify a suitable replacement.
- 6) **Lucknow Floodplain Mapping:** Update mapping in partnership with the Municipality of Huron-Kinloss.
- 7) **Flood Hazard Mapping:** Update mapping along the Maitland and Nine Mile Rivers outside of the villages and towns. This mapping will identify natural hazard areas within the river valley for the Maitland and Nine Mile rivers.



Gauging station, North Maitland River, 2024

8. LAKE HURON SHORELINE PROCESSES & NATURAL HAZARDS ADAPTATION STRATEGY

This project will:

- Develop strategies to maintain and improve natural shoreline processes within the littoral cell that forms the beaches along the Lake Huron shoreline and reduce exposure to the risks of flooding and erosion.
- Identify how to re-establish the flow of sand to the beaches located south of the Goderich Harbour. This will restore natural sediment supplies and increase the resiliency of the area when lake levels fluctuate.



Goderich Bluffs Stabilization Project



Listowel Conduit



Low water levels, Lower Maitland River, 2012

CONSERVATION AREAS SERVICES STRATEGIC PRIORITIES

Conservation Areas Services is responsible for:

- The management, development, and protection of significant natural resource lands and features on Authority property.
- The management of infrastructure.
- Maintenance and management of the Authority's motor pool and equipment services.



1. **Conservation Lands Strategy and Inventory:** Complete by December 31, 2024, as required by the MNRF. This strategy will outline key management and operational objectives to ensure our conservation lands remain protected and allow for compatible recreational public use. The strategy will also provide guidance on land acquisitions and dispositions.
2. **Conservation Areas Infrastructure:** Maintain, decommission, and develop priority Conservation Areas infrastructure based on the needs and resources of the Authority.
3. **Best Management Conservation Practices:** Implement on Authority owned lands to ensure we lead by example in the protection and restoration of environmental resources.
4. **Maintenance of Conservation Areas:** Ensure that Conservation Areas are maintained to allow for safe public use. Property inspections will identify hazards such as dead trees, trail surface issues and signage needs.
5. **Carbon Footprint Strategy:** Implement Maitland Conservation's carbon footprint strategy to reduce the organization's use of fossil fuels.



WATERSHED STEWARDSHIP SERVICES STRATEGIC PRIORITIES

The focus of Watershed Stewardship Services is to assist landowners and municipalities to:

- Restore the health of rivers, wetlands, and forests.
- Implement rural stormwater management systems.
- Improve soil health and implement soil conservation projects.

Maitland Conservation provides technical advice, project planning and assistance with funding applications.



Middle Maitland River, 2023

1. **Restoration Projects:** Promote and implement projects that will restore the health and resiliency of rivers, wetlands and forest ecosystems. This includes projects such as fragile land retirement, stream buffering, rural stormwater management, wetlands, barrier removals and cover crops.
2. **Restoration Science:** Incorporate a greater understanding of ecosystem restoration principles and climate change science to ensure stewardship approaches have the most benefit and highest chance of success. For example, are there certain tree species we should be planting in lieu of others, which will fare better with the changing climate?
3. **Pro Active Stewardship:** Build capacity to deliver pro-active stewardship in priority areas including the Middle Maitland watershed and North Shore sub-basins. Source external funds to support restoration projects and staffing to implement these projects.
4. **Healthy Lake Huron Priorities:** Implement the priorities outlined Healthy Lake Huron work plan including improving soil health, rural stormwater management and buffering watercourses. Assist the steering committee to develop the 5-year work plan for 2025-2029.

WATERSHED HEALTH - MONITORING, ASSESSMENT AND REPORTING STRATEGIC PRIORITIES

Watershed Health - Monitoring, Assessment and Reporting is responsible for:

- Evaluating the terrestrial and aquatic ecosystems within the Maitland and Nine Mile River watersheds.
- Identifying threats to these ecosystems.
- Providing recommendations to service areas and partners.



Forest Health Assessment



Provincial Groundwater Monitoring Network



North Maitland River, 2024

1. Long Term Data Collection:

Continue to collect long-term data on water quantity and quality for rivers and groundwater in partnership with the Province of Ontario.

2. Forest Health Communications:

Communicate the results of the forest health assessment to decision makers, land managers and woodlot owners. Information on the health of forests will help them make informed decisions and help us to design effective stewardship services.

3. Aquatic Ecosystem Health:

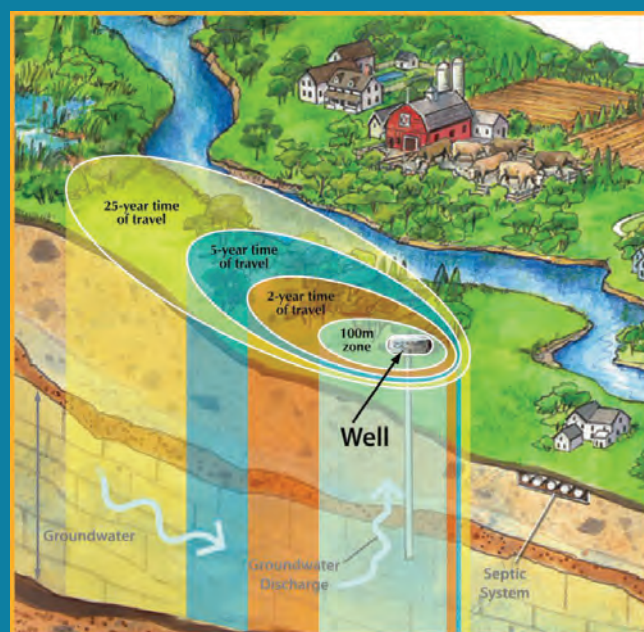
Assess the physical processes, channel structure and biology of local rivers and streams to determine their health. Healthy rivers and streams not only contribute to the health of people and wildlife but are

also the foundation for tourism and recreation in the watershed.

4. **Citizen Science:** Expand citizen science programs to help fill gaps in knowledge about the health of local rivers and forests.
5. **Science Advisory Committees:** Collaborate with experts and stakeholders to establish science advisory committees for aquatic and terrestrial ecosystems. Science advisory committees will help guide our assessments to ensure indicators, collection methods and analysis are appropriate. These committees will also assist Maitland Conservation in identifying how to improve services and outcomes.

DRINKING WATER SOURCE PROTECTION STRATEGIC PRIORITIES

1. Amendments to the Maitland Valley Source Protection Plan and associated assessment report, to incorporate regulatory changes. Technical assessment completed for new and expanding drinking water systems. This includes 2024 updates to wellhead protection areas for the Lucknow and Century Heights municipal water supply systems, plus anticipated updates to the Minto systems.
2. Implementation of Source Protection Plan policies where applicable and review local applications and planning proposals in vulnerable areas to meet the annual reporting requirements and ensure source protection is considered in the development application.
3. Issue confirmation notices to municipalities for new or altered drinking water systems and new wells for Harriston and Palmerston drinking water systems to meet the requirements of the Clean Water Act O. Reg. 287/07 and ensure the source for new municipal wells or intakes are protected.
4. Review technical information received regarding changes in vulnerable areas for source water, to determine if Source Protection Plans should be revised. This ensures that changes on the landscape, such as new transport pathways in wellhead protection areas (WHPA) and Intake Protection Zone (IPZ), are incorporated in source protection documents.



Cross section of wellhead protection area



REVIEW & UPDATE OF WATERSHED STRATEGY

The watershed strategy will be reviewed and updated annually to reflect changes in resources and priorities as well as to ensure that we are always planning three years ahead.

The watershed strategy will be circulated to our member municipalities to obtain their comments. It will also be posted on Maitland Conservation's website (mvca.on.ca) for public review and comment.

QUESTIONS?

Get in touch with Maitland Conservation at:

[t] 519-335-3557 ext. 231

[e] maitland@mvca.on.ca

VIEW THE FULL STRATEGY AT:
mvca.on.ca



Maitland
CONSERVATION



Administration Centre: 400 Clyde Road, P.O. Box 729 Cambridge, ON N1R 5W6

Phone: 519-621-2761 Toll free: 1-866-900-4722 Fax: 519-621-4844 www.grandriver.ca

August 23, 2024

Office of the Mayor & Council
Township of Wellington North

By email: kwallace@wellington-north.com

Dear Mayor/Chief and Council,

Re: Grand River Conservation Authority's Conservation Areas Strategy – Consultation Period

The Grand River Conservation Authority (GRCA) manages water and other natural resources on behalf of 38 municipalities and about one million residents of the Grand River watershed. The GRCA is a partnership of watershed municipalities and provides an avenue to work together, addressing environmental issues and opportunities that serve to benefit the entire Grand River watershed.

Under the *Conservation Authorities Act*, each Conservation Authority in Ontario is required to prepare a Conservation Areas Strategy (Strategy). The goal of the Strategy is to provide an integrated, high-level framework that helps guide and inform future decision-making on all GRCA-owned and controlled lands.

The GRCA has prepared a draft Strategy and is inviting municipalities, the Six Nations of the Grand River, the Mississaugas of the Credit First Nation, and the public to review and comment on the Strategy.

The draft Strategy and comment survey are available on the GRCA's website (www.grandriver.ca/ConservationAreasStrategy) and comments may be submitted until October 4, 2024. Two public information sessions on the draft Strategy will be held in September and will be advertised on the GRCA's website and social media. Presentations to councils or staff are available upon request.

Inquiries regarding the Strategy can be directed to Megan Kitchen, Land Management Analyst, at email: mkitchen@grandriver.ca.

Yours very truly,

A handwritten signature in black ink, appearing to be "CW", written over a light blue horizontal line.

Chris White, Chair

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

BY-LAW NUMBER 076-2024

BEING A BY-LAW TO REPEAL BY-LAW 026-2004 BEING A BY-LAW TO SET FEES AND CHARGES FOR VARIOUS SERVICES IN THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH

WHEREAS By-law 026-2004, being a By-law to set fees and charges for various services was passed on April 5, 2004;

AND WHEREAS By-law 026-2004, was amended by By-law 046-2004; By-law 103-2005; By-law 037-2006; By-law 037-2008; 056-2008 and By-law 016-2010;

AND WHEREAS By-law 073-2010, being a By-law to set fees and charges for various services was passed on September 27, 2010, to replace By-law 026-2004;

AND WHEREAS through an error, By-law 026-2004 was not repealed by By-law 073-2010;

AND WHEREAS The Corporation of the Township of Wellington North wishes to repeal By-law 026-2004.

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH ENACTS AS FOLLOWS:

1. That the Corporation of the Township of Wellington North repeals By-law 026-2004 in its entirety.

READ AND PASSED THIS 9TH DAY OF SEPTEMBER, 2024.

ANDREW LENNOX, MAYOR

KARREN WALLACE CLERK

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

BY-LAW NUMBER 077-2024

BEING A BY-LAW TO ABANDON A PORTION OF THE BORGES DRAIN C 7402 SIDEROAD 8W, LOT 21 CONCESSION 6 IN THE TOWNSHIP OF ARTHUR, NOW THE TOWNSHIP OF WELLINGTON NORTH.

AND WHEREAS notice has been given as per the Drainage Act R.S.O. 1990, Section 84(5), of Council's intention to abandon a portion of Borges Drain C Drain Township of Arthur, now Township of Wellington North;

AND WHEREAS no owner has notified the Clerk, in writing, in opposition to the proposed abandonment of the Borges Drain C;

AND WHEREAS the open ditch from Station C9+91 to C0+00 is to be abandoned.

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH ENACTS AS FOLLOWS:

1. THAT the open ditch of the Borges Drain C from open ditch from Station C9+91 to C0+00 be hereby and henceforth abandoned and that hereafter the municipality has no further obligation with respect to this portion of that drainage works; and,
2. AND FURTHER THAT the map indicating the location of this portion of abandoned drainage works be hereto attached as Schedule A and become part and parcel of this by-law.
3. AND FURTHER THAT this by-law shall come into force on and take effect upon its final passing.

READ AND FINALLY PASSED THIS 9TH DAY OF SEPTEMBER, 2024.

ANDREW LENNOX, MAYOR

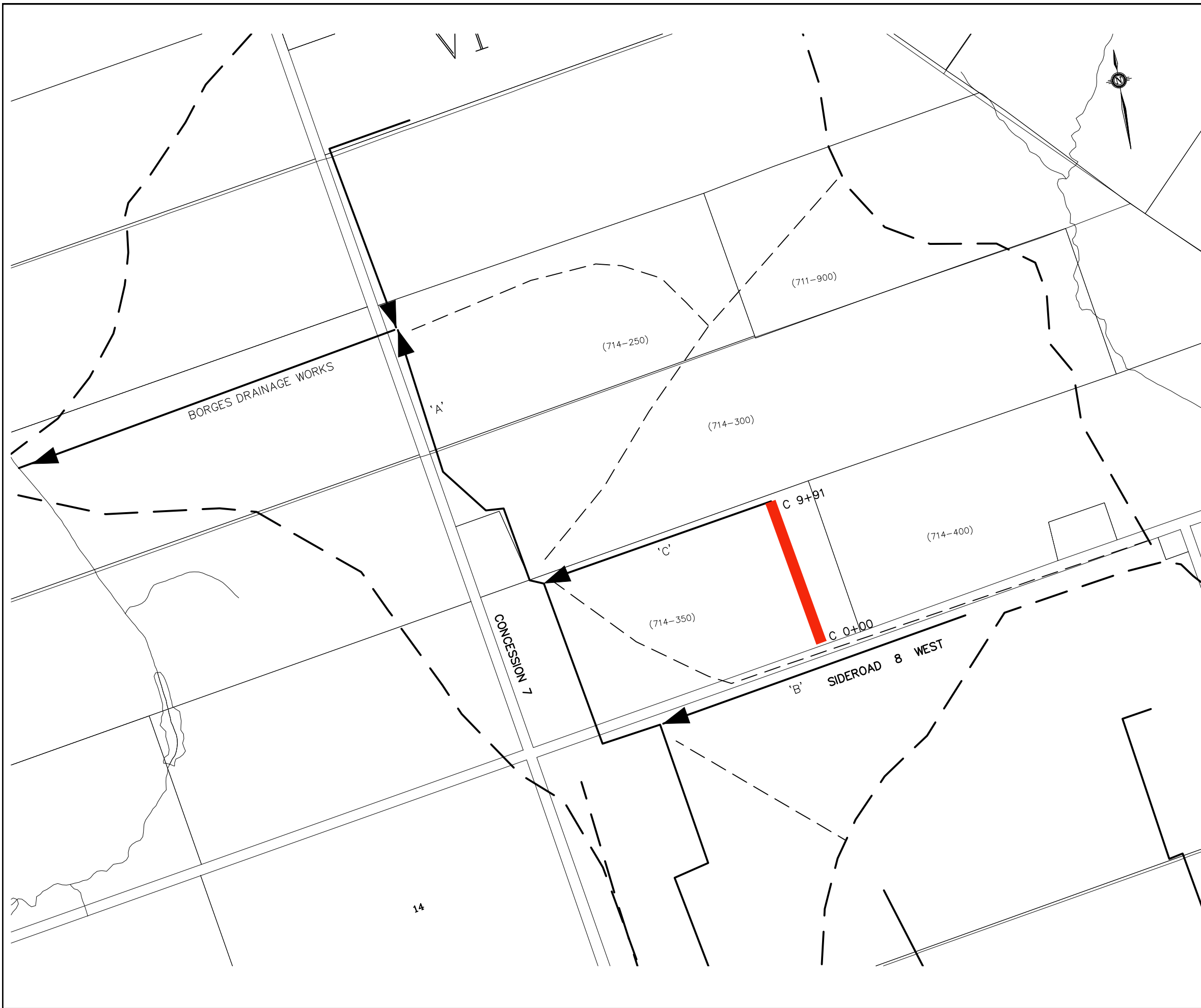
KARREN WALLACE CLERK



Township of Wellington North

BORGES DRAIN BRANCH 'C' ABANDONMENT

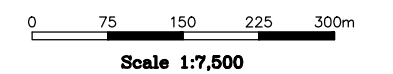
(Former Township of Arthur & West Luther and Portions of Peel & West Garafraxa) and Portions of Peel & West Garafraxa)



CAUTION:
THIS MAP IS A COMPILED PLAN,
PREPARED FOR CONVENIENCE ONLY.
FOR ACCURATE REFERENCE,
RECOURSE SHOULD BE HAD TO CURRENT BY-LAWS.

LEGEND

- WATERSHED
- TOWNSHIP BOUNDARY
- MUNICIPAL DRAIN WITH BYLAW NUMBER (836)
- AWARD DRAIN AND YEAR 1913
- NATURAL WATER COURSE
- HIGHWAY 6
- COUNTY ROAD 109
- ABANDONMENT REQUEST



PREPARED BY:



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

BY-LAW NUMBER 078-2024

**BEING A BY-LAW TO EXEMPT LANDS FROM PART LOT
CONTROL MARLANA HOMES INC.**

WHEREAS:

- A. Subsection 50(7) of the Planning Act, R.S.O. 1990, c.P.13 (the Act) provides that council may by by-law provide that Subsection (5) does not apply to such land within a Reference plan of subdivision as designated by the by-law.
- B. Subsection (7.1) provides that a by-law passed under Subsection (7) does not take effect until it has been approved by the approval authority for purposes of Sections 51 and 51.1 of the Act.
- C. The County of Wellington is the approval authority for the purposes of such sections.
- D. A by-law passed under Subsection (7) may provide that the by-law expires at the expiration of the time period specified in the by-law.

***NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE
TOWNSHIP OF WELLINGTON NORTH enacts as follows:***

- 1. Subsection 50(5) of the Planning Act shall not apply to the following lands during the time that this by-law is in effect:

Property:
Parts 1-18 Reference Plan 61R-22815, Part of Lots 1 and Lots 9-12
Registered Plan 61M-256, Township of Wellington North
- 2. This by-law shall become effective upon the endorsement by The Corporation of the County of Wellington of its said approval of the by-law.

3. This by-law shall expire upon the expiration of three years following the date of its passage by council.

READ AND PASSED THIS 9TH DAY OF SEPTEMBER, 2024

ANDREW LENNOX MAYOR

KARREN WALLACE, CLERK

THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH

BY-LAW NUMBER 079-2024

BEING A BY-LAW TO AMEND BY-LAW 66-01, BEING A ZONING BY-LAW FOR THE TOWNSHIP OF WELLINGTON NORTH

WHEREAS, the Council of the Corporation of the Township of Wellington North deems it necessary to amend By-law Number 66-01; as amended pursuant to Sections 34 and 36 of The Planning Act, R.S.O. 1990, as amended

NOW THEREFORE the Council of the Corporation of the Township of Wellington North enacts as follows:

1. THAT Schedule "A" Map 2 of By-law 66-01 is amended by changing the site specific zoning on lands described as Plan Crown Svy Part Park Lots 1 and 2, S Macaulay St, RP;61R20566, Part 1 with a civic address of 510 Eliza Street, geographic Township of Arthur, as shown on Schedule "A" and attached to and forming part of this By-law from:
 - **Industrial (M1) to Site Specific Industrial (M1-42); and**
 - **Industrial (M1) to Site Specific Industrial (M1-43).**

2. THAT Section 31 Exception Zone 1 – Arthur Village, is hereby amended by adding the following new exception:

31.42	M1-42	In addition to the uses permitted in the Industrial (M1) Zone, the lands zoned M1-42 may also be used for a ready-mix concrete plant. Notwithstanding Section 24.2.8, the maximum building height for the ready-mix concrete plant shall be 24 m (78.75 ft).
31.43	M1-43	Notwithstanding any other section of the by-law to the contrary, for the lands zoned M1-43 the following regulations shall apply: <ul style="list-style-type: none"> • Minimum front yard setback of 7.25 m (23.8 ft)

3. THAT except as amended by this by-law, the land shown on the attached Schedule "A" shall be subject to all applicable regulations of the Zoning By-law 6601, as amended.

4. THAT this By-law shall become effective from the date of passage by Council and come into force in accordance with the requirements of the Planning Act, R.S.O. 1990, as amended.

READ AND PASSED THIS 9TH DAY OF SEPTEMBER, 2024.

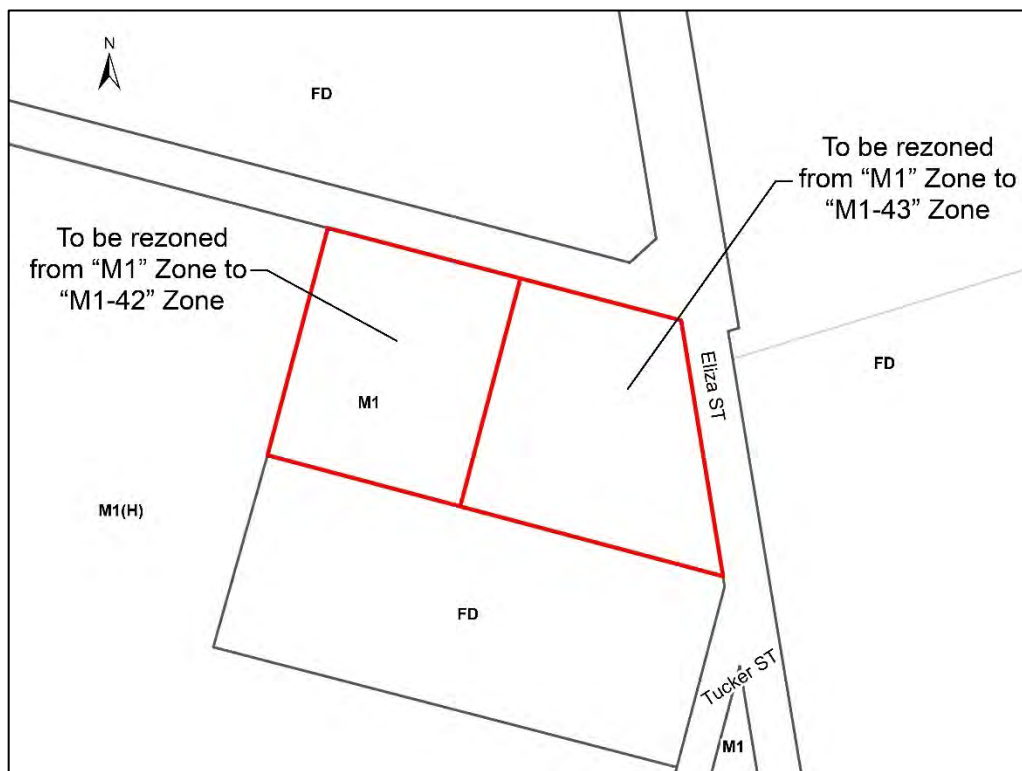
ANDREW LENNOX, MAYOR

KARREN WALLACE, CLERK

THE TOWNSHIP OF WELLINGTON NORTH

BY-LAW NO. 079-2024

Schedule "A"



This is Schedule "A" to By-law 079-2024

Passed this 9th day of September, 2024

MAYOR

CLERK

EXPLANATORY NOTE

BY-LAW NUMBER 079-2024

THE LOCATION OF THE SUBJECT LANDS is described as Plan Crown Svy Part Park Lots 1 and 2, S Macaulay St, RP;61R20566, Part 1 with a civic address of 510 Eliza St, Arthur, Wellington North. The subject property is approximately 2.04 ha (5.04 ac).

THE PURPOSE AND EFFECT of the proposed amendment is to rezone the subject lands from Industrial (M1) to a Site Specific Industrial (M1-42) Zone to facilitate the construction of a ready-mix concrete plant on the rear portion of the property with an increased building height, and a Site Specific Industrial (M1-43) Zone to recognize a reduced front yard setback that will result from the proposed consent application and construction of an access road.



Preserving, promoting, and developing Wellington North's unique cultural resources to build a vibrant community and a prosperous economy.

CULTURAL MOMENT FOR SEPTEMBER 9, 2024 CELEBRATING SATURDAY NIGHTS ON MAIN STREET IN MOUNT FOREST

Seventy years ago, Saturday nights in Mount Forest were a reward after a long week of hard work, rural chores, restraint and anticipation. Most people shopped only once a week and that was on Saturdays when husbands had the time to bring their wives into town when many women did not drive. For some, if it was all they could afford, they would just sit in their truck and watch the faces go by.

People from town parked in the afternoon in order to have a parking spot for the evening. This was a practice that annoyed farm folk, as they would rush through their chores to arrive early for the only break in their week. Town historian Fred McLuhan wrote, "Saturday night could be had for not much more than a dollar. This would pay your way to the show, ice cream sundae, a hot dog or hamburger and a couple of drafts."



Main Street, Mount Forest in the 1950s.

An early evening parade would kick off every Saturday summer evening with the bands playing at Wellington and Main streets. After that, with everything open from the taverns to the library to the Roxy, the night was yours.

If you were young and had a car, you had to make time to cruise the main drag. To the north, you turned at the Fina and then south to Reynold's White Rose, but you could change it up by turning a little sooner. Even if you were driving your parents' car, you rolled down the window, cranked up the tunes and took your best girl for the ride. The important thing was to be seen and to see who else was in town that evening.

Mount Forest could boast as many as 18 hotels in 1880, but with the arrival of the automobile and better roads, travel became easier. By 1950, there were three popular hotels that survived the march of progress: The Kent, the Belmont and the Mount Royal.

On any given Saturday night, the taverns of these three hotels were boisterous, busy and boozy. Each one had a character of its own and it was reflected in their patrons. Of course, there were many townspeople who would not frequent the taverns ever or consider themselves "hotel people." But for those who were so inclined, the basic Kent, the working-class Belmont or the dressier Mount Royal all saw fights and friends, heard belly laughs and whispered secrets, and witnessed tall tales and quiet tears.

And then there were dances. For Mount Forest, it was the Oddfellows Hall. These were dances where romances were started or hearts were broken, but if you were lucky enough to scrape together the 50¢, they were a social must. Once George Plume took your money at the door, the music hit you as you entered the Hall. Even if you were a shy young man who just stood and watched the girls dance, you could be entertained by jivers like Jim McLuhan who never missed a beat.

Ted Linder's garage and hot dog stand was a popular place to park your car, where it could be clearly admired and meet up with friends on any Saturday night. For all the locals, it was simply known as Ted's. If you could save 25¢ from the grocery money on Saturday night and set it on the counter in exchange for one of Ted's footlong hot dogs, you felt like a King. They were thought to be one of the best dogs in the country, and to taste them was to love them. Everyone seemed to have a weakness for a footlong topped with Ted's home-made, much guarded secret mustard and relish. Ted's Place was more than just a hot dog stand. It was a meeting place for friends and neighbours.

Relive all the memories of Saturday nights gone by with the Mount Forest Museum and Archives' current exhibit, "It's Saturday Night in Mount Forest!" The Museum and Archives is open every Wednesday from 1:00-5:00 PM and for private tours. For more information call 519-323-4755 or email archive@mfheritage.ca.

Submitted by the Wellington North Cultural Roundtable

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

BY-LAW NUMBER 081-2024

**BEING A BY-LAW TO CONFIRM THE PROCEEDINGS OF THE
COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF
WELLINGTON NORTH AT ITS REGULAR MEETING HELD ON
SEPTEMBER 9, 2024**

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 September 9, 2024 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 AND PASSED THIS 9TH DAY OF SEPTEMBER, 2024.

ANDREW LENNOX, MAYOR

KARREN WALLACE, CLERK