



Growth Management Action Plan

Township of Wellington North

Report

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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

^[2] 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 options makes communities more inclusive by accommodating the mobility of people of all ages, abilities, and income levels.

^[2] 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)

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 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.

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



Glossary (Cont'd)

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. The Urban Centres include Future Development lands that are within the urban

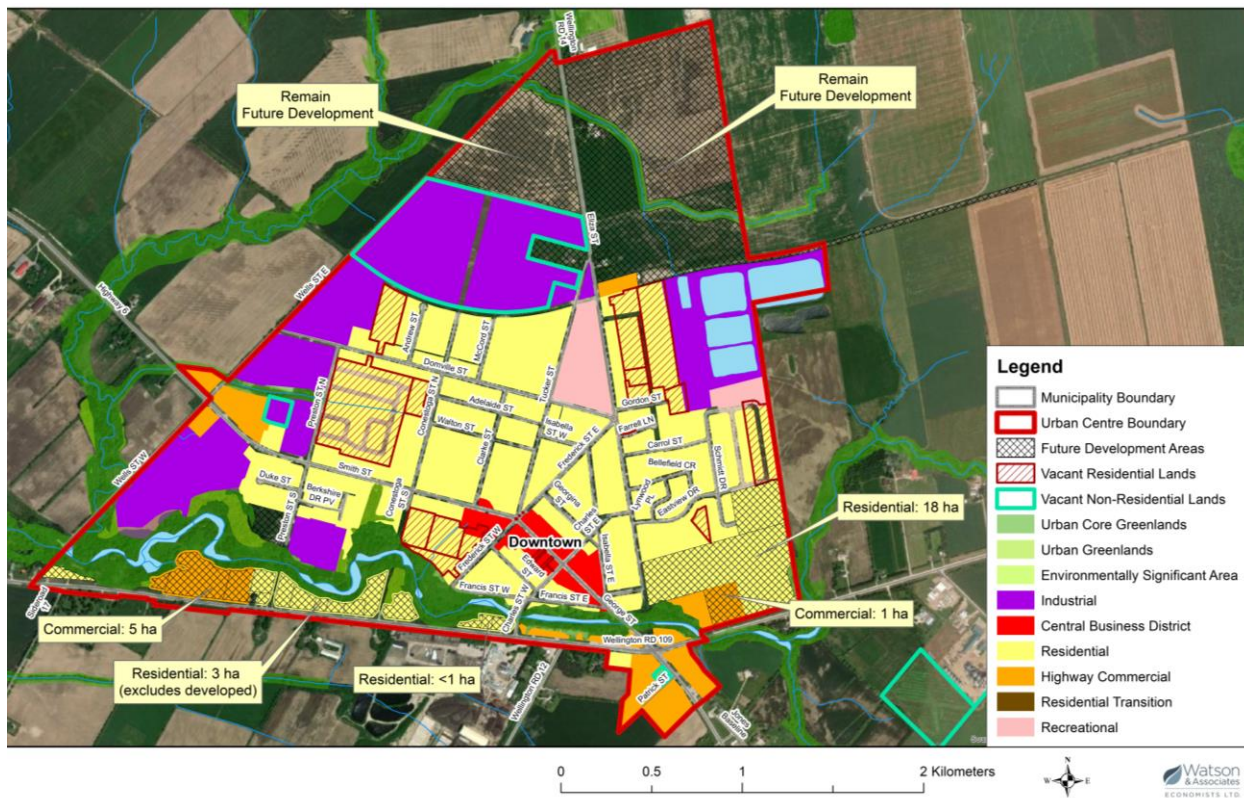
^[1] County of Wellington, Phase 2 Municipal Comprehensive Review Report: Land Needs, prepared by Watson & Associates Economists Ltd., March 31, 2022.



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

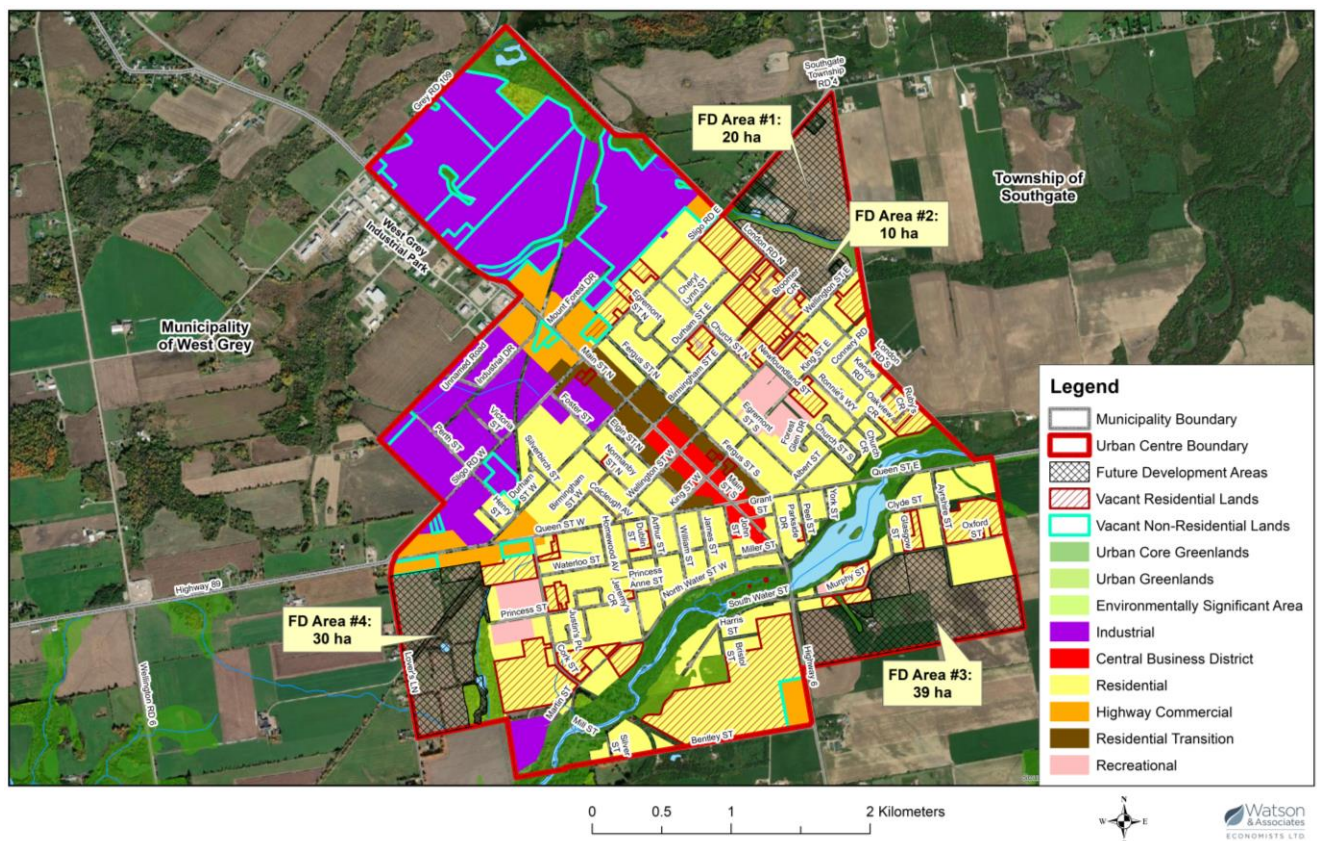


Note: only primarily vacant Future Development sites are identified in the Future Development overlay.



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]

^[2] Township of Wellington North Growth Management Action Plan Background Report prepared by Watson & Associates Economists Ltd. and WSP Canada Inc., March 2024.

^[3] Provincial Policy Statement, 2020, policy 1.8.1.

^[1] 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

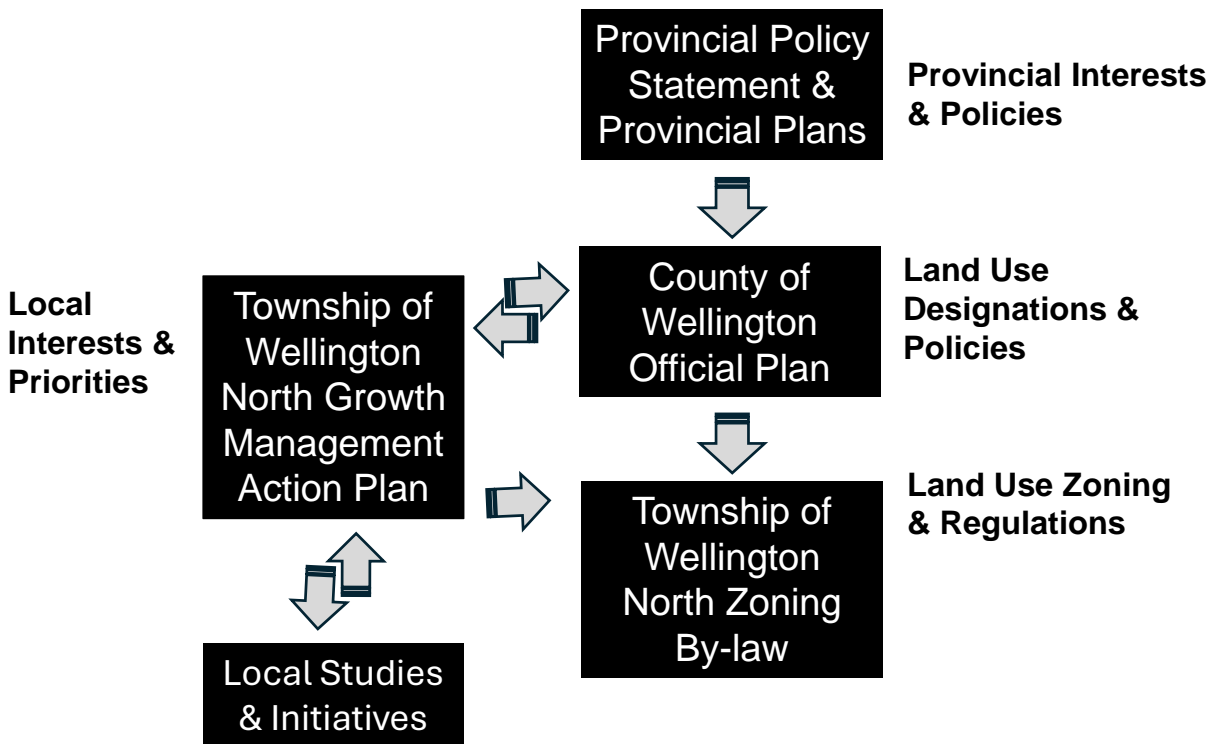
1.3.1 Relationship of Growth Management Action Plan within the Planning Policy Framework

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.

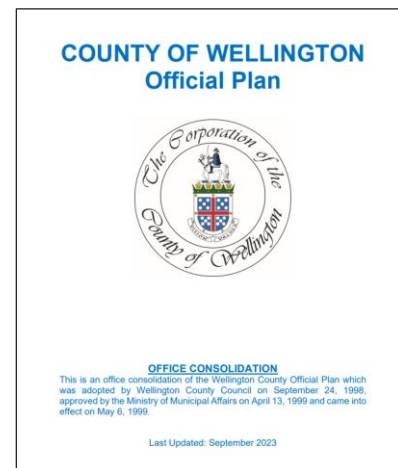
Figure 2
Relationship of Growth Management Action Plan
and Planning Policy Framework





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.).

^[2] 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

^[2] Township of Wellington North Growth Management Action Plan Background Report prepared by Watson & Associates Economists Ltd. and WSP Canada Inc., March 2024.

^[3] Township of Wellington North Strategic Plan, 2024, prepared by Do/Able Consulting.

^[1] 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

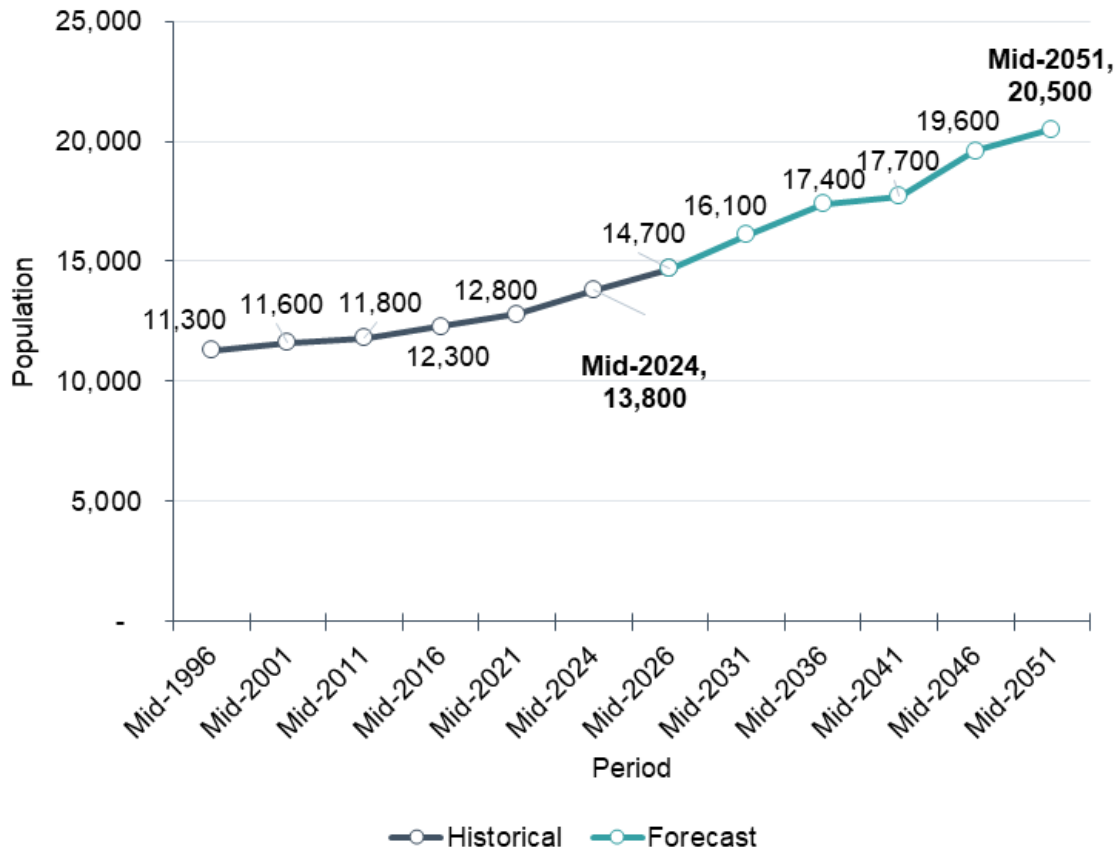
Figure 4 summarizes the population forecast to 2051, based on five-year increments, and the mid-2024 population estimate for the Township of Wellington North. By 2031, the Township is forecast to accommodate a population of 16,100, an increase of 2,300 or 329 residents annually over the 2024 to 2031 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%.

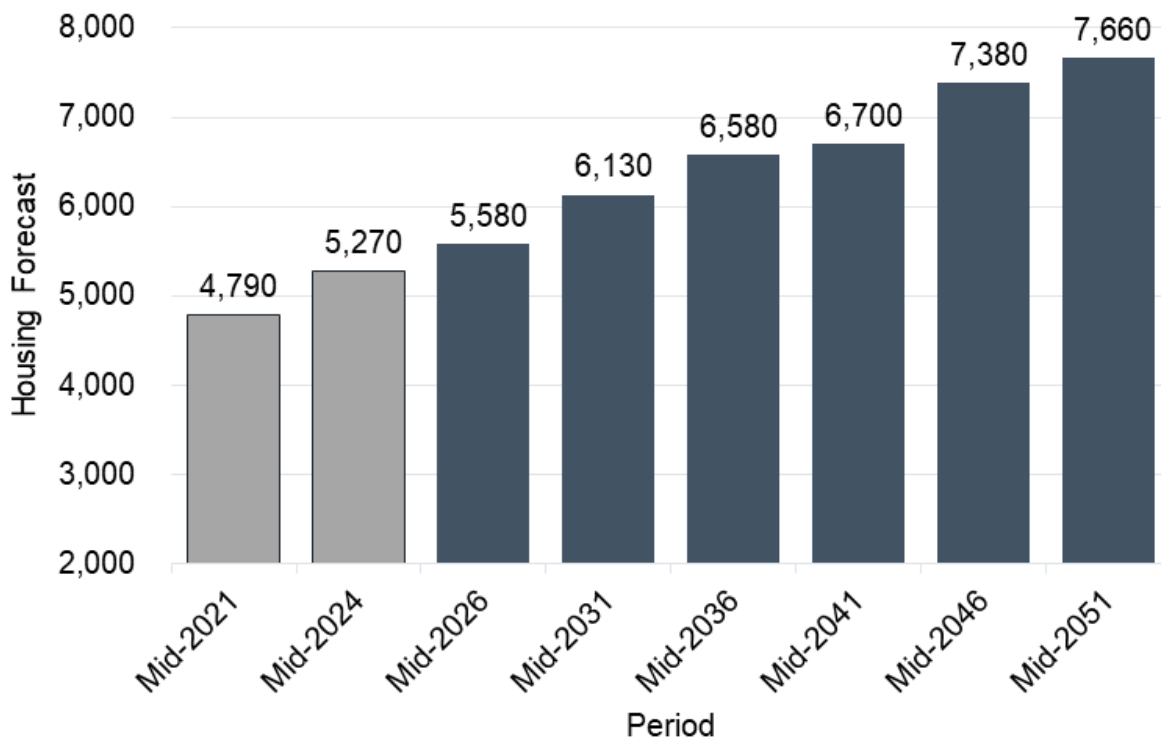
Source: Derived from the County of Wellington, Phase 1 MCR Report: Urban Structure and Growth Allocations prepared by Watson & Associates Economists Ltd., 2022. Estimates for 2021 and 2024 are based on Statistics Canada Census data and building permits issued for new housing since the 2021 Census. The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

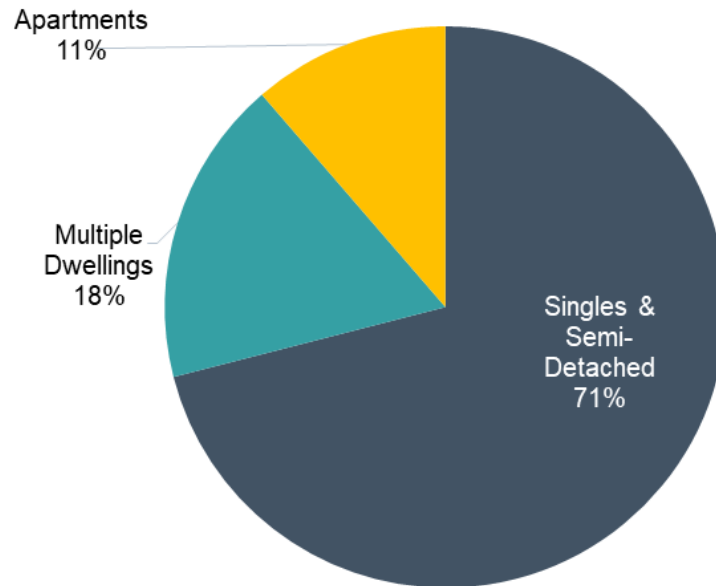


Source: Derived from the County of Wellington, Phase 1 MCR Report: Urban Structure and Growth Allocations prepared by Watson & Associates Economists Ltd., 2022. Estimates for 2021 and 2024 are based on Statistics Canada Census data and building permits issued for new housing since the 2021 Census. The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



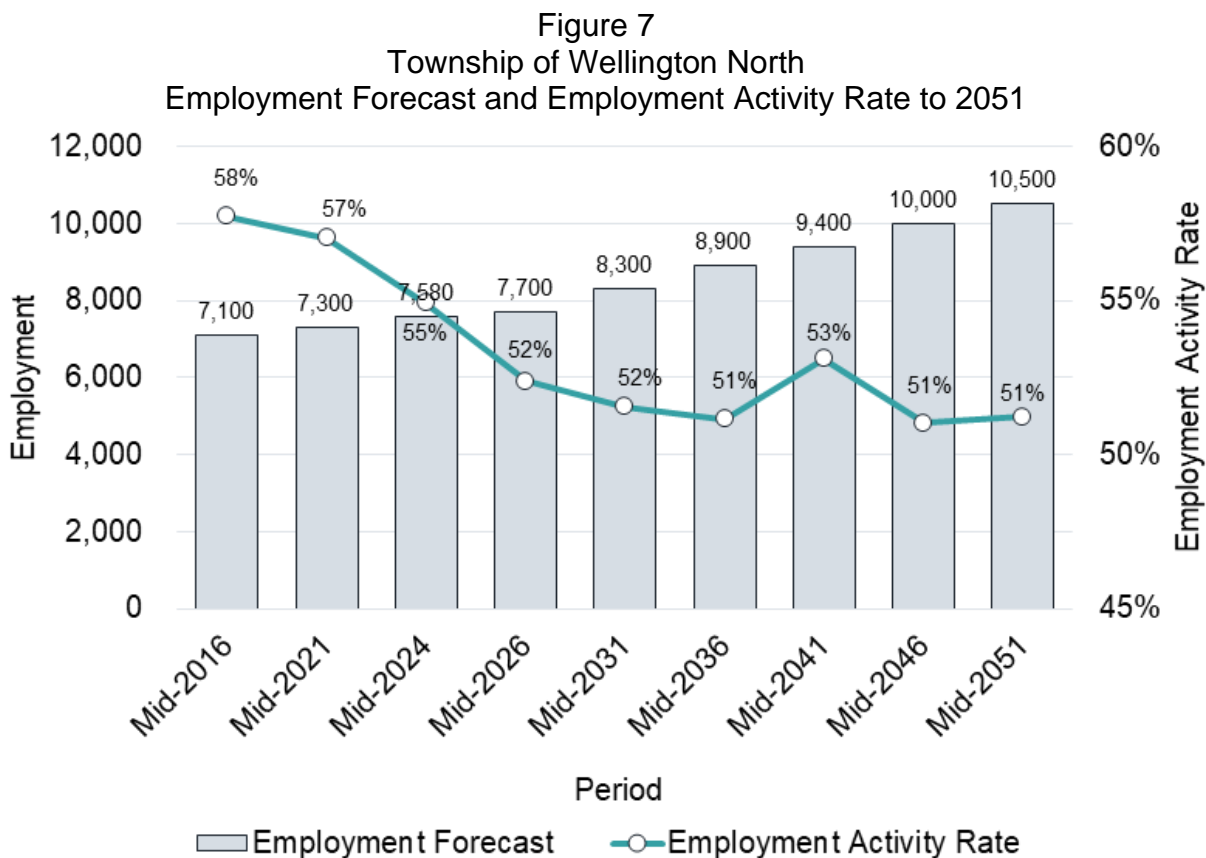
Source: Derived from the County of Wellington, Phase 1 MCR Report: Urban Structure and Growth Allocations prepared by Watson & Associates Economists Ltd., 2022. Estimates for 2021 and 2024 are based on Statistics Canada Census and building permits issued for new housing since the 2021 Census.

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.

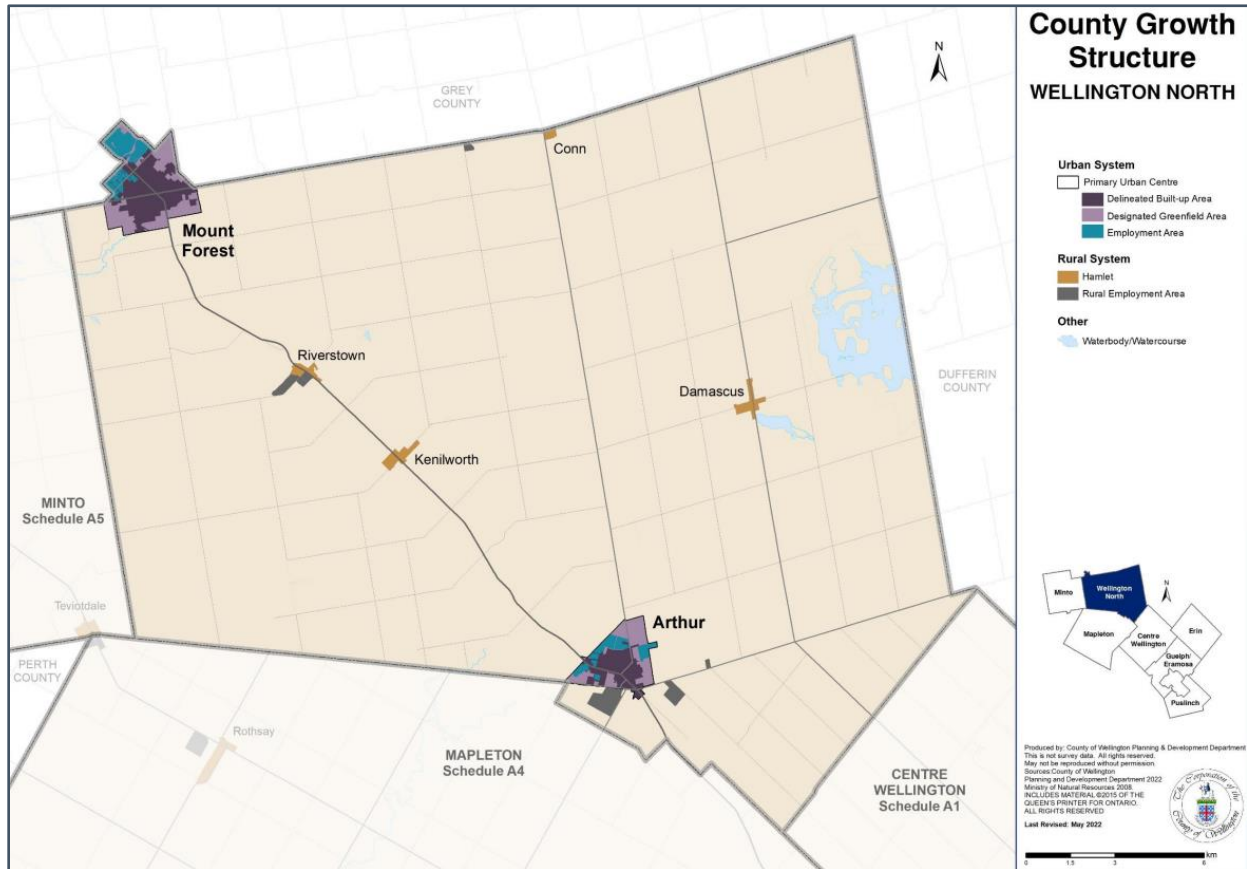
Rural System: This is where 6% of the Township's population growth and 9% of the Township's employment is forecast by 2051. The Rural System comprises the Hamlets, Rural Employment Areas, and agricultural lands. The Rural System does not offer full municipal servicing (water and wastewater). The Rural 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



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

^[3] 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

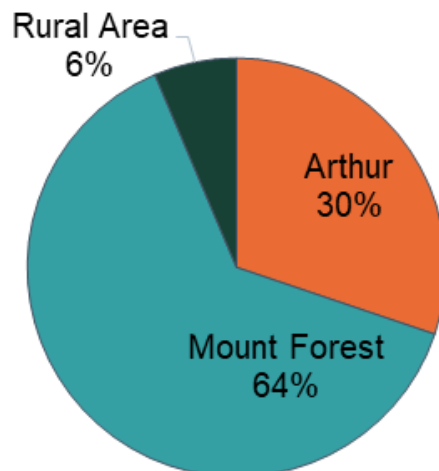
Time Period	Arthur	Mount Forest	Rural Area	Total
2024	2,370	3,840	1,390	7,600
2051	3,245	5,680	1,575	10,500
2024 to 2051	875	1,840	185	2,900

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

^[2] Based on the current County of Wellington Vacant Commercial Land Inventory.

^[1] 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

^[2] County of Wellington Official Plan, Updated February 2024, policy 8.10.4., pp. 104 and 105.

^[3] 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.

^[1] 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:

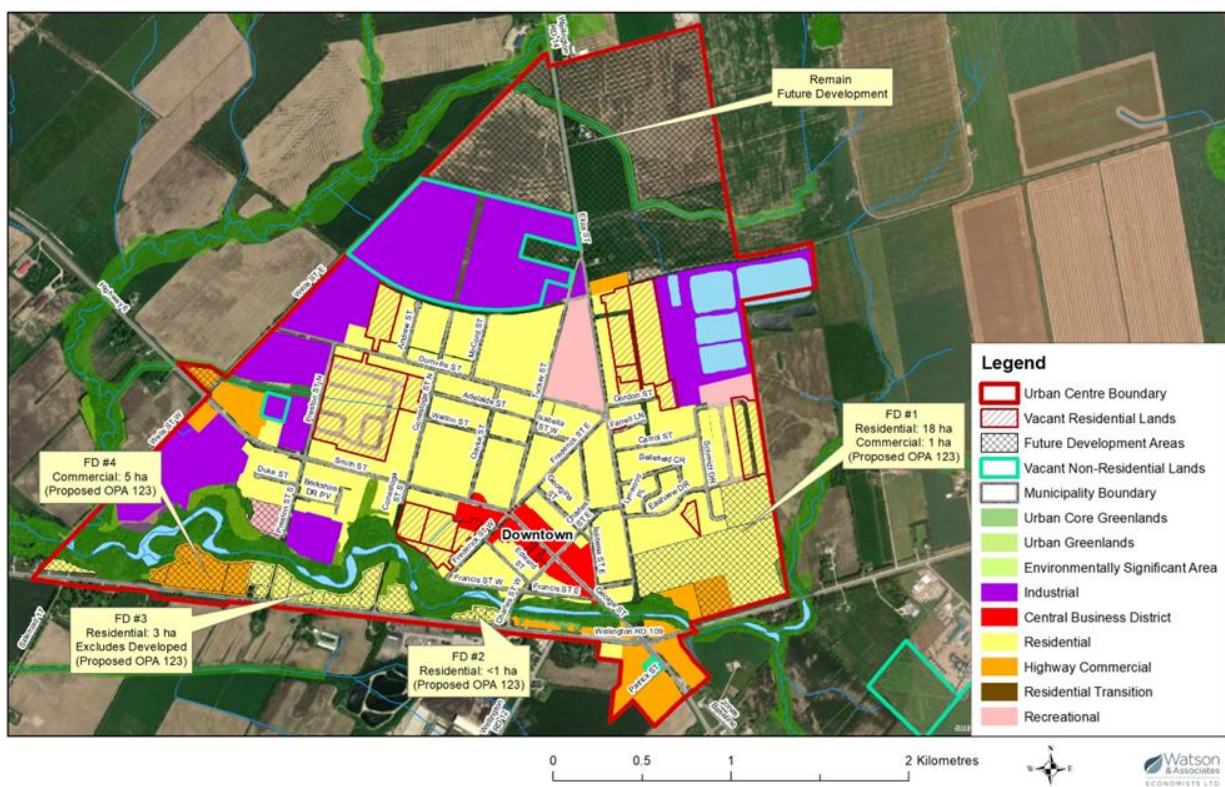
- Water – Water servicing to this site will require a 300 m watermain extension on Eliza St and a 1000 m watermain extension on the unopened Wells St ROW. Both watermain extensions are required to ensure redundancy. The site is anticipated to have static operating pressure ranging between 241 – 310 kPa (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.

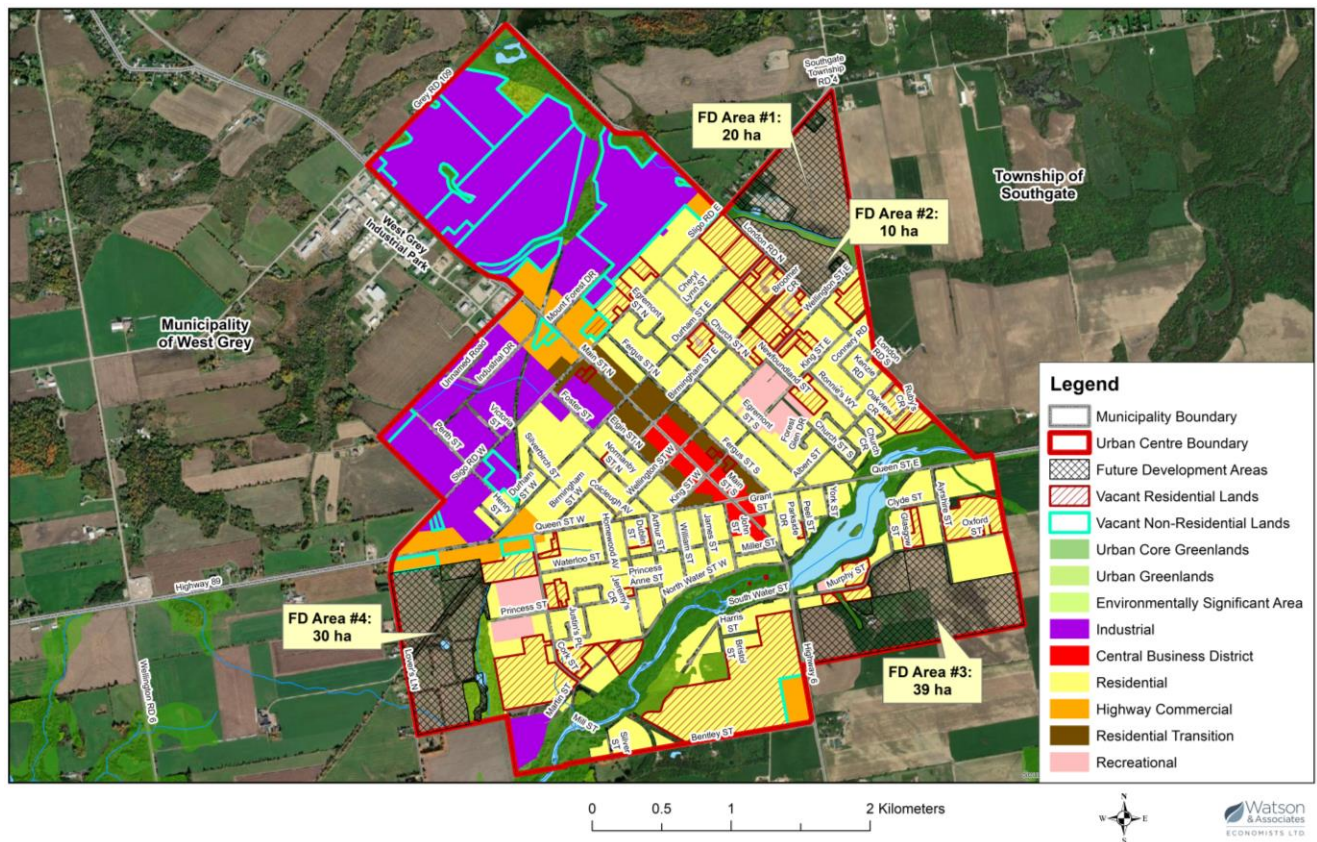
Based on review, it is recommended that the following potential new growth areas in Mount Forest, which offer collectivity and accommodate most of the land needs required (49 hectares), be considered as a priority for future growth phasing:

- 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

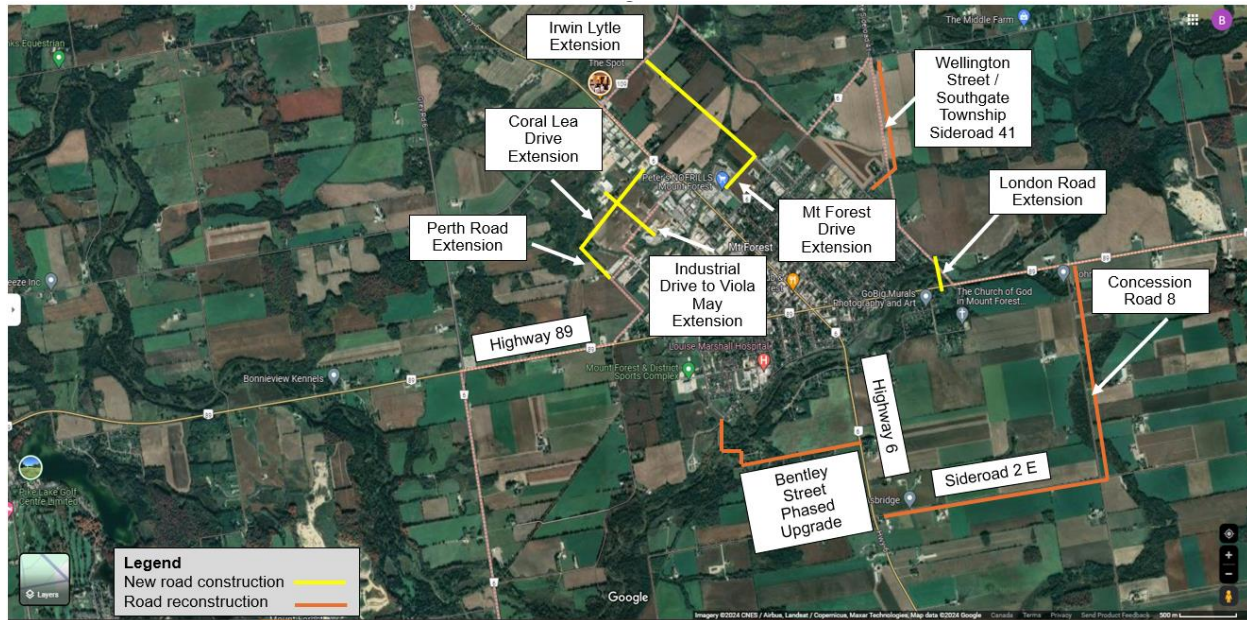


The same exercise was undertaken for Mount Forest, and the recommended road network improvements to accommodate growth are shown in Figure 18 and include:

- 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

^[2] County of Wellington website – Green Development Standards: <https://www.wellington.ca/business/planning-development/major-projects/green-development-standards>, retrieved August 24, 2024.

^[1] 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]		

[8] 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



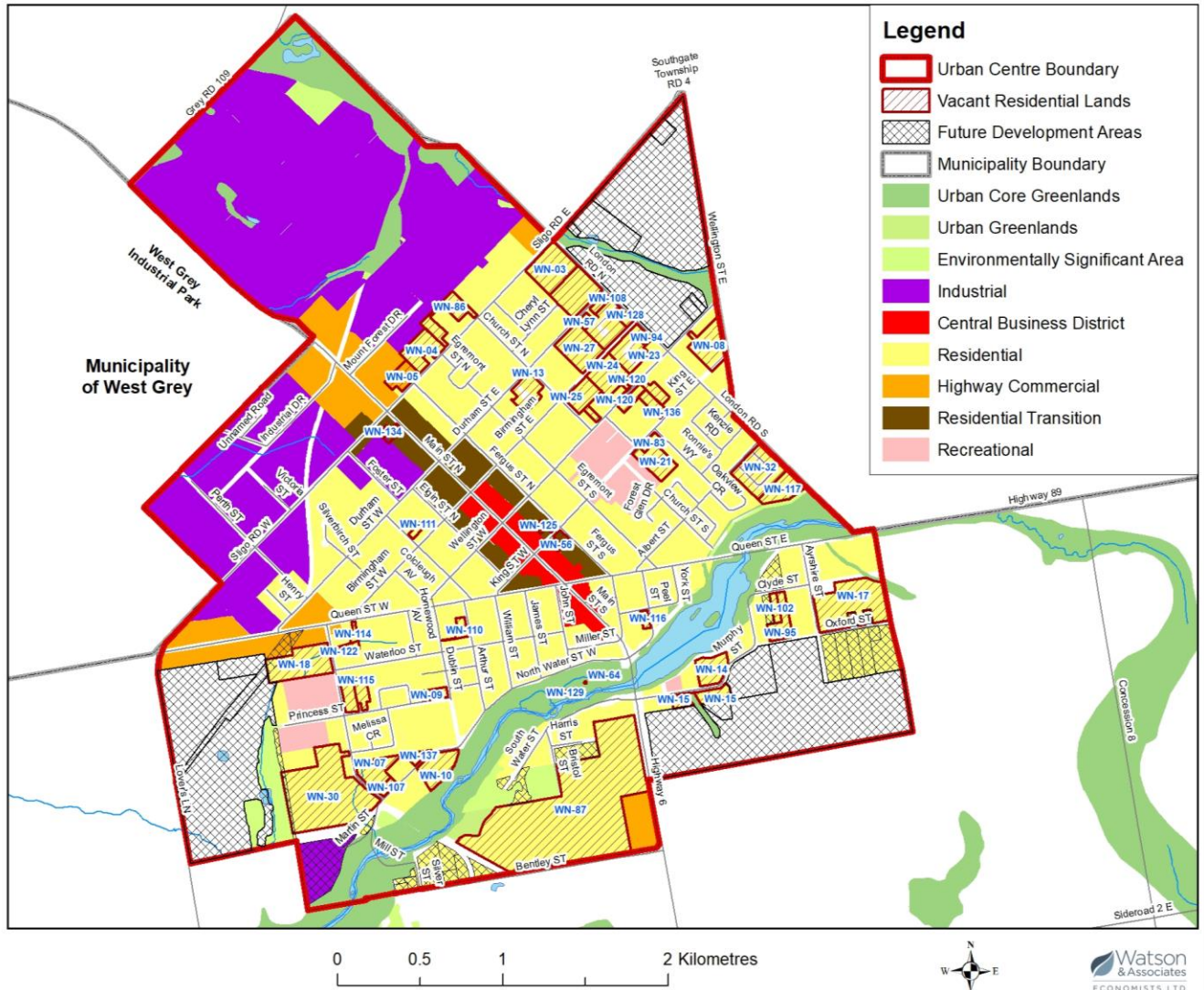
**Figure B-2
Arthur Urban Centre
Housing Unit Potential Supply**

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.



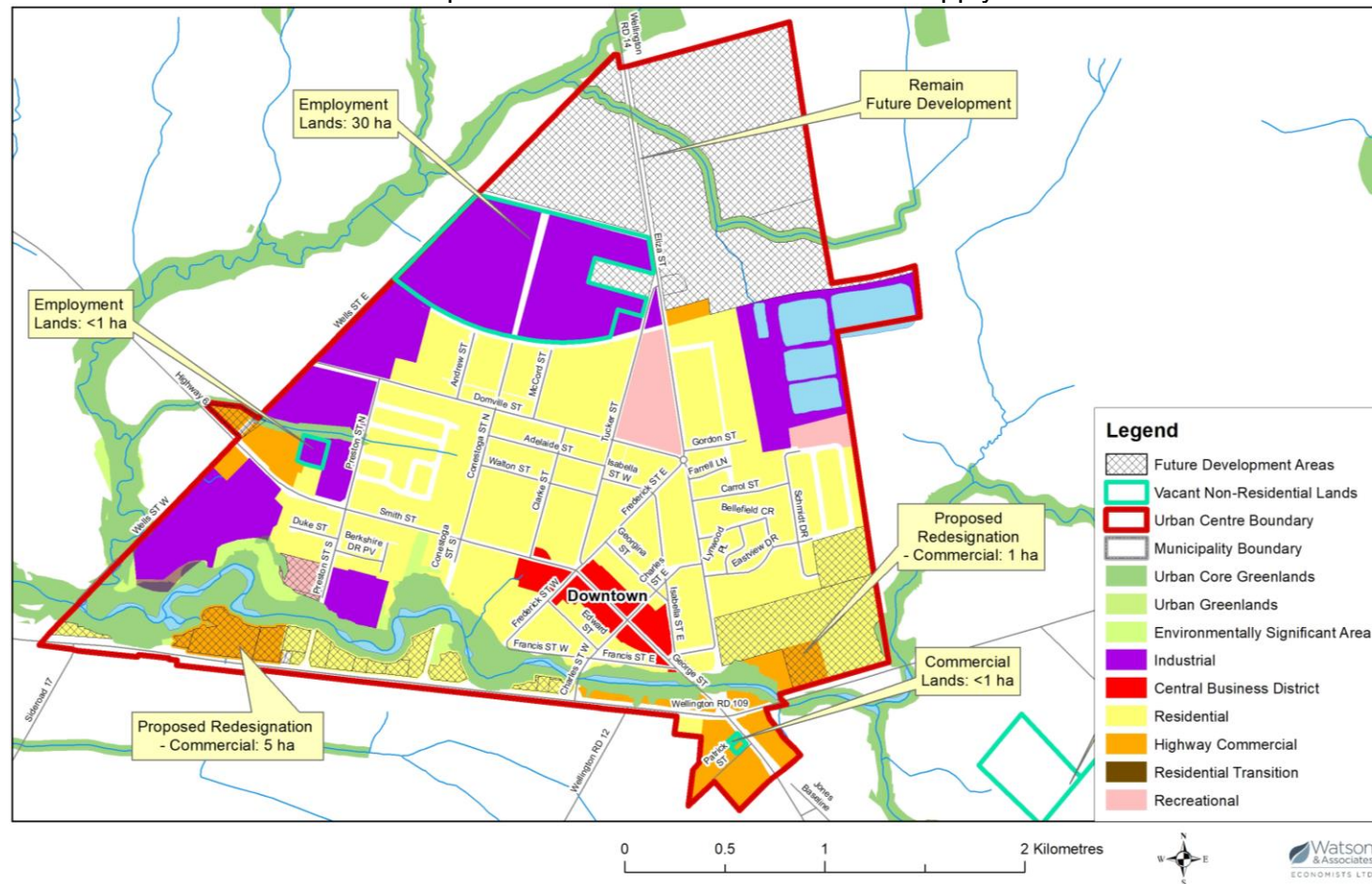
**Figure B-4
Mount Forest Urban Centre
Housing Unit Potential Supply**

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

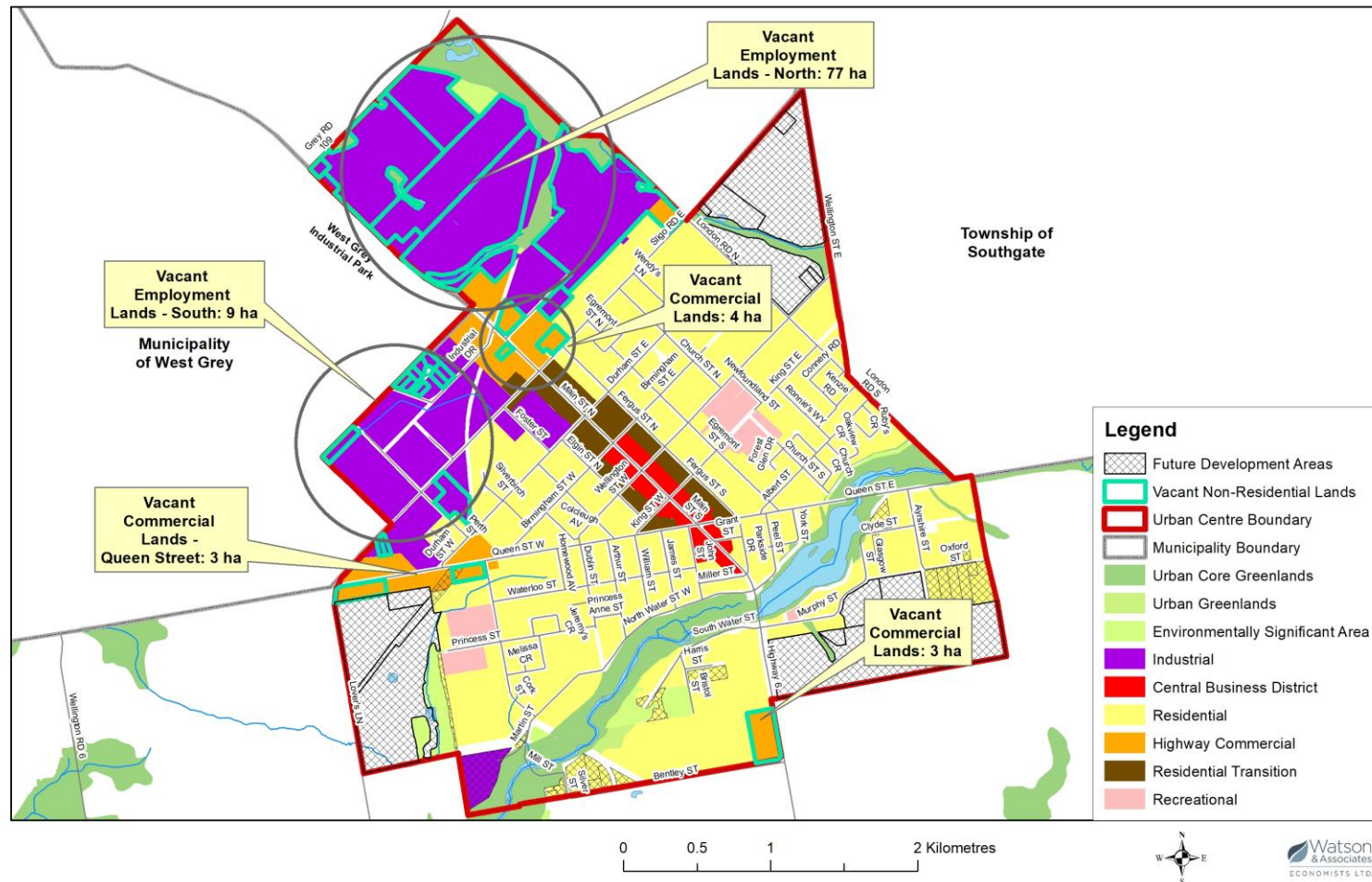


Note: Map includes proposed redesignation sites as part of County of Wellington O.P.A. 123. Vacant residential lands are outlined in the colour cyan.

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.



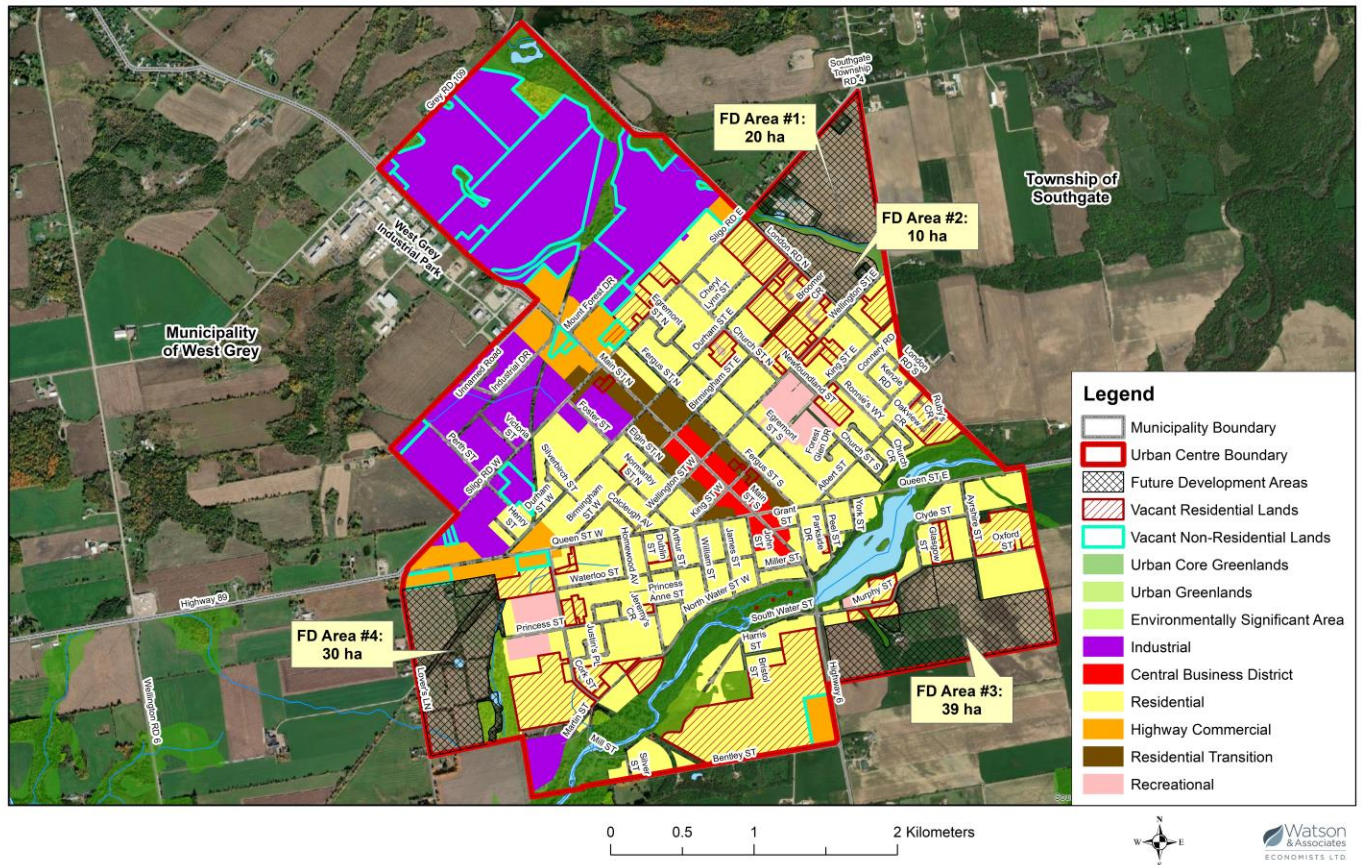
Appendix C

Future Development Lands



Appendix C: Future Development Lands

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



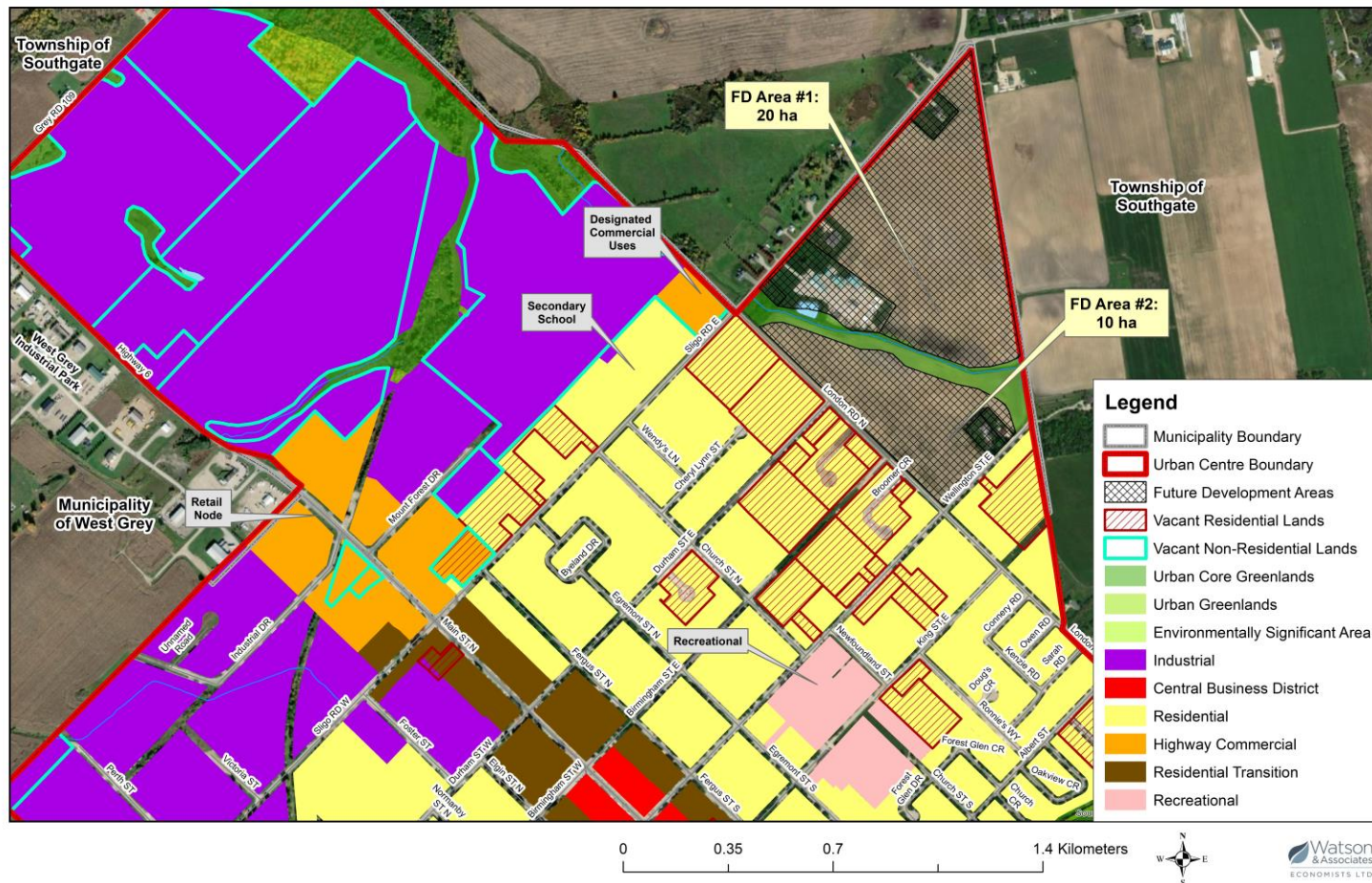
Note: Future Development lands have been refined to exclude the proposed O.P.A. 123 which proposes to remove Future Development lands that are largely already developed.

FD = Future Development

Source: Watson & Associates Economists Ltd.



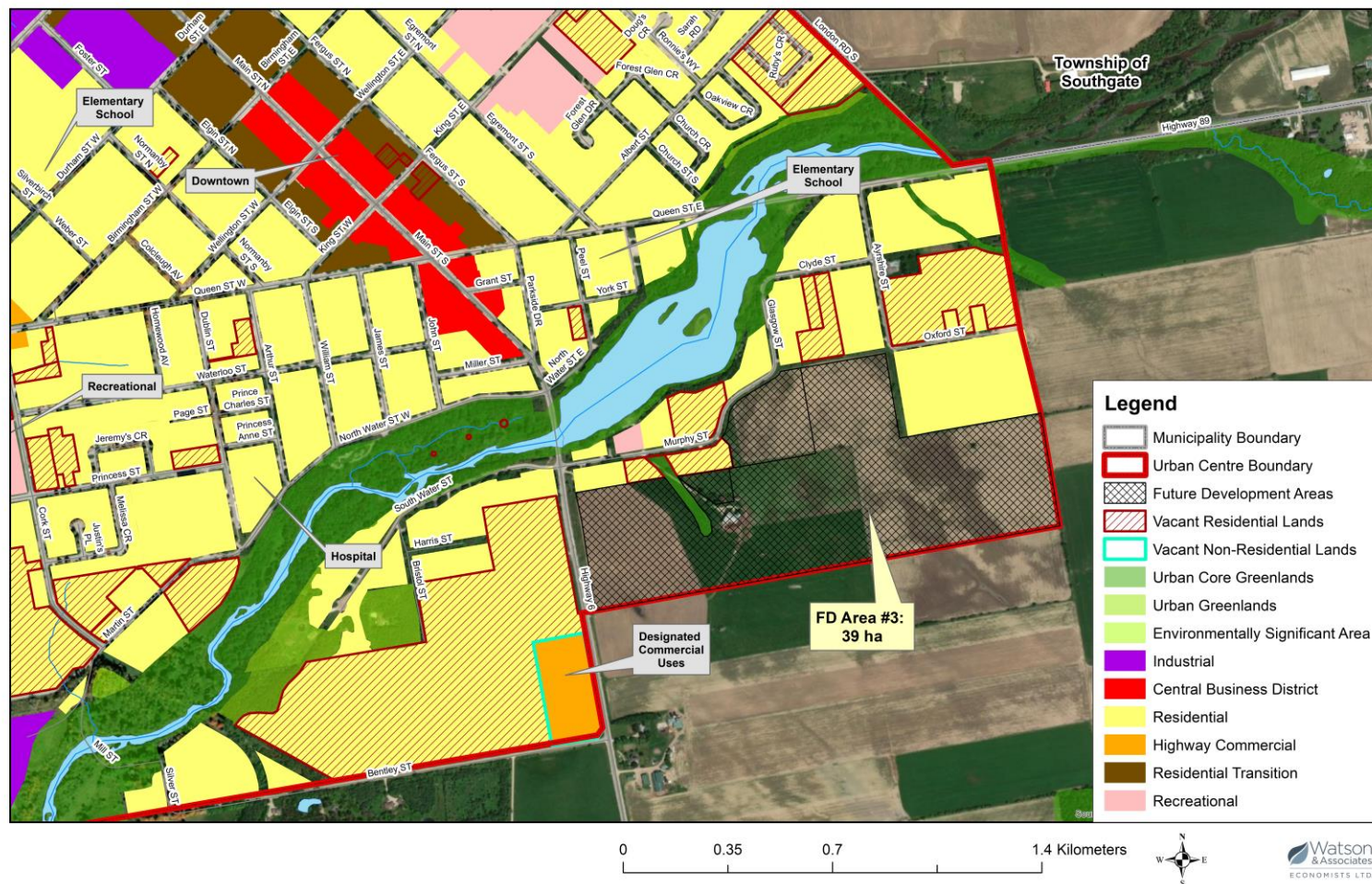
Figure C-2a
Mount Forest Urban Centre
Map of Future Development Areas – Future Development Areas #1 and #2



FD = Future Development



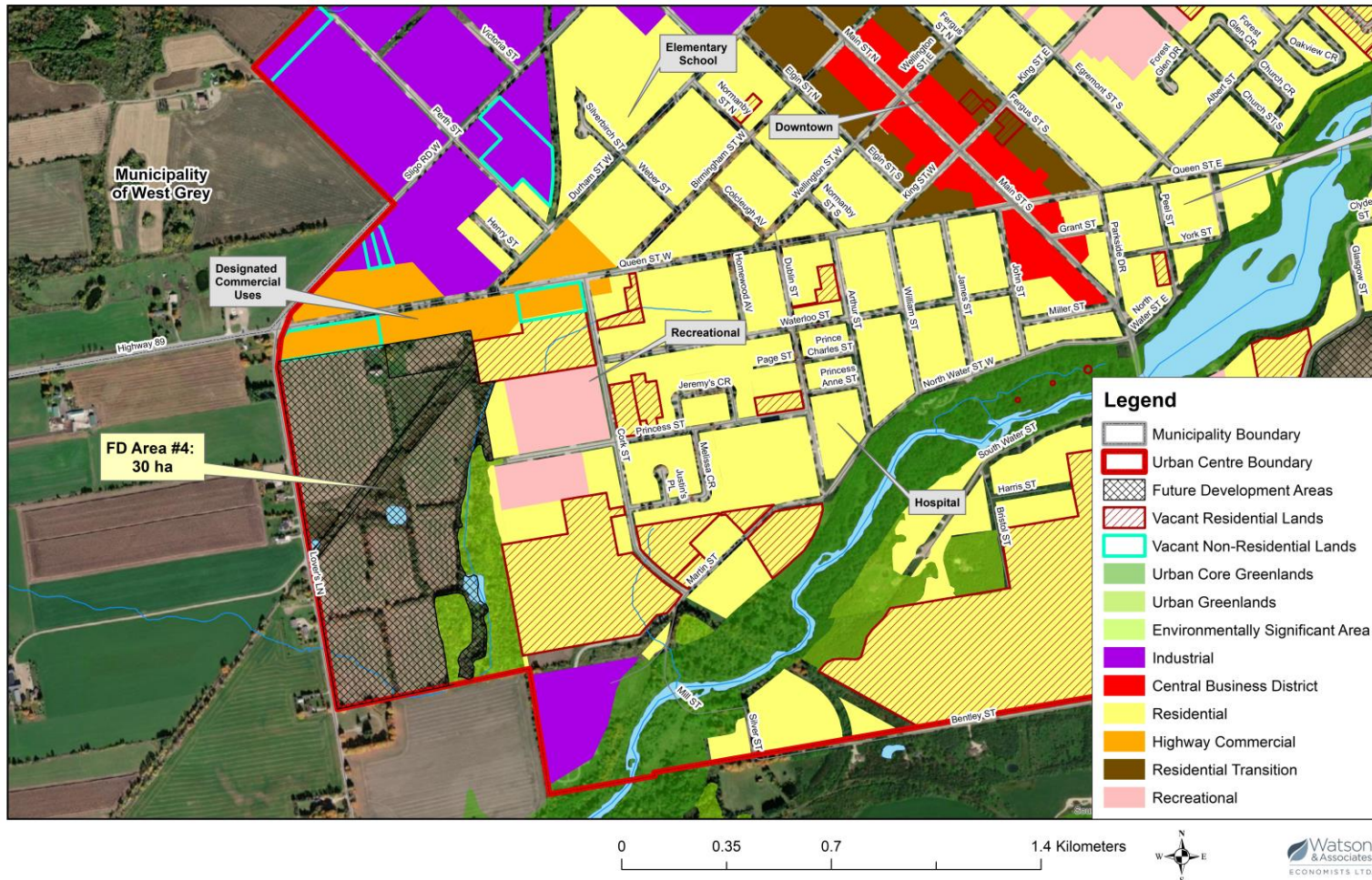
Figure C-2b
 Mount Forest Urban Centre
 Map of Future Development Areas – Future Development Area #3



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

