

**THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH
MEETING AGENDA OF COUNCIL
DECEMBER 16, 2019 @ 6:30 P.M.
MUNICIPAL OFFICE COUNCIL CHAMBERS, KENILWORTH**

**PAGE
NUMBER**

CALLING TO ORDER – Mayor Lennox

ADOPTION OF THE AGENDA

Recommendation:

THAT the Agenda for the December 16, 2019 Regular Meeting of Council be accepted and passed.

DISCLOSURE OF PECUNIARY INTEREST

O ' CANADA

PRESENTATION

Adam McNabb, Director of Finance

- 2020 Budget Presentation (to follow under separate cover)

ADOPTION OF MINUTES OF COUNCIL MEETING

- Regular Meeting of Council, December 2, 2019 001

Recommendation:

THAT the minutes of the Regular Meeting of Council held on December 2, 2019 be adopted as circulated.

BUSINESS ARISING FROM PREVIOUS MEETINGS OF COUNCIL

ITEMS FOR CONSIDERATION

1. ADMINISTRATION

- a. Report EM2019-001 Annual Emergency Management Report to Council 008

Recommendation:

THAT the Council of the Corporation of Township of Wellington North receive the Emergency Manager's Report EM2019-001 regarding the Township's Emergency Management Program as prescribed by the Emergency Management and Civil Protection Act, R.S.O., 1990 and Regulation 380/04;

AND FURTHER THAT the Council of the Township of Wellington North accepts the annual report on the Township's Emergency Management Program for 2019.

- b. Report CAO 2019-008 KPMG Wellington County & Member Municipalities Service Review 023

Recommendation:

THAT Council of the Township of Wellington North receive Report CAO 2019-008 being a report on the KPMG Wellington County & Member Municipalities Service Review;

AND FURTHER THAT Council supports utilization of township resources including staff time in collaborating with member municipalities and the county on further investigating and implementation of the efficiency opportunities identified in the Top 20 in '20.

- c. Report HR 2019-006 Additional Personnel Policies 179

Recommendation:

THAT Council of the Township of Wellington North receive for information HR 2019-006 being a report on the addition of two personnel policy handbooks;

AND FURTHER THAT Council endorse the Holiday Shutdown and Sick and Emergency Leave policies for non-union staff.

AND FURTHER THAT Council endorse the removal of relevant policies that the Holiday Shutdown and Sick and Emergency Leave policies will replace.

2. MINUTES

- a. Arthur Downtown Revitalization Advisory Committee, November 27, 2019 183

Recommendation:

THAT the Council of the Corporation of Township of Wellington North receive the minutes of the Arthur Downtown Revitalization Advisory Committee meeting held on November 27, 2019.

- b. Mount Forest Downtown Revitalization Advisory Committee, November 28, 2019 186

Recommendation:

THAT the Council of the Corporation of Township of Wellington North receive the minutes of the Mount Forest Downtown Revitalization Advisory Committee meeting held on November 28, 2019.

- c. Recreation & Culture Committee, December 10, 2019 189

Recommendation:

THAT the Council of the Corporation of Township of Wellington North receive the minutes of the Recreation & Culture Committee meeting held on December 10, 2019.

Recommendation:

THAT the Council of the Corporation of Township of Wellington North, as per the agreement with the Damascus Hall Committee, and as it is a capital expense to replace the furnace; staff be directed to proceed with procurement as per standard practice for the inclusion in the 2020 budget, as recommended by the Recreation & Culture Committee.

Recommendation:

THAT the Council of the Corporation of Township of Wellington North support the first inaugural Downtown Mount Forest Group Christmas Tree Burn event by assisting with location, insurance, cleanup and Fire Department support, as recommended by the Recreation & Culture Committee.

Recommendation:

THAT the Council of the Corporation of Township of Wellington North, as recommended by the Recreation & Culture Committee, set the hours of operation for the Mount Forest and Arthur Splash Pads to be opened to the public for June 1, 2020 from 10am – 8 pm daily and remain open until the 30th day of September 2020;

AND FURTHER THAT the above 2020 scheduled hours of operation remains in effect for subsequent years unless revised by the Council of the Township of Wellington North.

Recommendation:

THAT the Council of the Corporation of Township of Wellington North direct staff to set priorities and establish a Playground Replacement Program, as recommended by the Recreation & Culture Committee.

Recommendation:

THAT the Council of the Corporation of Township of Wellington North direct staff to prepare terms of reference for the new Recreation Committee with consideration of option 1 outlined in report CAO 2019-007 for adoption at a future Council meeting, as recommended by the Recreation & Culture Committee.

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North direct staff to prepare a Recreation Agreement for 850 Princess Street, also know as the Mount Forest & District Sports Complex, between the Township of Wellington North and the Township of Southgate;

AND FURTHER THAT the Council of the Township of Wellington North authorize the Mayor and Clerk to sign the agreement between the Township of Wellington North and Township of Southgate.

3. FIRE

- a. Wellington North Fire Service, Communique #73, November 2019 195

Recommendation:

THAT the Council of the Corporation of Township of Wellington North receive the Wellington North Fire Service, Communique #73, November 2019.

- b. Wellington County Fire Training Officer's Annual Report for 2019 200

Recommendation:

THAT the Council of the Corporation of Township of Wellington North receive the Wellington County Fire Training Officer's Annual Report for 2019

4. PLANNING

- a. Report DC 2019-010, 861467 Ontario Inc. (Clark Brothers Contracting) Site Plan Agreement, 510 Eliza Street, Arthur 205

Recommendation:

THAT the Council of the Corporation of Township of Wellington North receive Report DC 2019-010, 861467 Ontario Inc. (Clark Brothers Contracting) Site Plan Agreement, 510 Eliza Street, Arthur; regarding the Final Approval of the 861467 Ontario Inc. Site Plan Agreement.

- b. Report DC 2019-011, Natasha Ferreira, Site Plan Agreement, 7294 Sideroad 5 West, Riverstown 214

Recommendation:

THAT the Council of the Corporation of Township of Wellington North receive Report DC 2019-011, Natasha Ferreira, Site Plan Agreement, 7294 Sideroad 5 West, Riverstown regarding the Final Approval of the Natasha Ferriera Site Plan Agreement.

5. ECONOMIC DEVELOPMENT

- a. Report EDO 2019-030 Mount Forest Business Improvement Area (BIA) 223

Recommendation:

THAT Council of the Corporation of Township of Wellington North receive for information Report EDO 2019-030 being a report on the Mount Forest Business Improvement Area (BIA);

AND FURTHER THAT Council authorize the Mayor and Clerk to sign the by-law to approve the area for the Business Improvement Area and repeal By-law 24-1985;

AND FURTHER THAT Council authorize the Mayor and Clerk to sign the By-law to establish the Board of Directors for the Mount Forest BIA; and repeal By-laws 28-2006 and 006-1986;

AND FURTHER THAT Council authorize the Mayor and Clerk to sign the By-law to appoint members to the Board of Directors for the Mount Forest BIA;

AND FURTHER THAT the Council dissolve the Mount Forest Downtown Revitalization Committee effective December 16th, 2019 with existing programs to be supported by the BIA.

- b. Report EDO 2019-031 Arthur Business Improvement Area (BIA)

226

Recommendation:

THAT Council of the Corporation of Township of Wellington North receive for information Report EDO 2019-031 being a report to establish an Arthur Business Improvement Area (BIA);

AND FURTHER THAT Council authorize the Mayor and Clerk to sign the By-law to approve the boundary of the Arthur BIA;

AND FURTHER THAT Council authorize the Mayor and Clerk to sign the By-law to establish the Board of Directors for the Arthur BIA;

AND FURTHER THAT Council authorize the Mayor and Clerk to sign the By-law to appoint members to the Board of Directors for the Arthur BIA;

AND FURTHER THAT the Council dissolve the Arthur Downtown Revitalization Committee effective December 16th, 2019 with any programs not yet completed to be supported by the Arthur & District Chamber of Commerce & Economic Development Office.

- c. Report EDO 2019-032 Wellington North Community Funds

232

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive Report EDO 2019-032 being a report to establish a Wellington North Community Fund and a Wellington North Youth Fund,

AND FURTHER THAT Council authorize the Mayor and Clerk to sign a by-law and direct staff to establish a partnership agreement with the Centre Wellington Community Foundation to administer these funds on our behalf,

AND FURTHER THAT Council approve the allocation of \$25,000 to the Wellington North Community Fund and an additional \$25,000 to the Wellington North Youth Fund.

6. FINANCE

- a. Cheque Distribution Report December 6, 2019

237

Recommendation:

THAT the Council of the Corporation of Township of Wellington North receive the Cheque Distribution Report dated December 6, 2019.

7. OPERATIONS

- a. Sewage Allocation Policy

241

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive the Sewage Allocation Policy;

AND FURTHER THAT the Council of the Corporation of the Township of Wellington North approve the Sewage Allocation Policy, effective December 16, 2019;

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

- b. Report OPS 2019-025 being a report on the Township's Drinking Water Quality Management System (DWQMS) – 2019 Management Review Meeting Minutes

248

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive Report OPS 2019-025 being a report on the Township's Drinking Water Quality Management System (DWQMS) – 2019 Management Review Meeting Minutes.

- c. OPS 2019-026 being a report on two intersections investigated pedestrian crossing infrastructure 263

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive Report OPS 2019-026 being a report on two intersections investigated for pedestrian crossing infrastructure.

- d. Arthur Wastewater Treatment Plan Expansion Project: Contract 1 – Quarterly Update 296

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive the Arthur Wastewater Treatment Plan Expansion Project: Contract 1 – Quarterly Update.

8. COUNCIL

- a. The Township of Greater Madawaska, November 18, 2019 Resolution No. 261-19 regarding support for ministers to allow for electronic delegation 314

Recommendation:

THAT the Council of the Corporation of Township of Wellington North receive The Township of Greater Madawaska, November 18, 2019 Resolution No. 261-19 regarding support for ministers to allow for electronic delegation.

- b. Wellington North Health Professional Recruitment Committee, correspondence dated December 6, 2019 requesting financial support 315

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive the correspondence dated December 6, 2019 from the Wellington North Health Professional Recruitment Committee requesting financial support.

IDENTIFICATION OF ITEMS REQUIRING SEPARATE DISCUSSION

ADOPTION OF ALL ITEMS NOT REQUIRING SEPARATE DISCUSSION

Recommendation:

THAT all items listed under Items for Consideration on the December 16, 2019 Council agenda, with the exception of those items identified for separate discussion, be approved and the recommendations therein be adopted.

CONSIDERATION OF ITEMS IDENTIFIED FOR SEPARATE DISCUSSION AND ADOPTION

NOTICE OF MOTION

COMMUNITY GROUP MEETING PROGRAM REPORT

Councillor Yake (Ward 1):

- North Wellington Health Care Corporation – Louise Marshall Hospital
- Lynes Blacksmith Shop Committee
- Wellington North Safe Communities Committee
- Upper Grand Trailway Wellington Sub Committee
- Wellington North Power
- Mount Forest Homecoming Committee (inactive)

Councillor Burke (Ward 2):

- Mount Forest Aquatic Ad Hoc Advisory Committee
- Mount Forest Downtown Revitalization Committee
- Wellington North Wellness & Team Building Committee
- Mount Forest Business Improvement Area

Councillor Hern (Ward 3):

- Wellington North Cultural Roundtable
- Mount Forest & District Chamber of Commerce
- Arthur & District Chamber of Commerce
- Arthur Downtown Revitalization Committee
- Arthur BMX/Skateboard Park Advisory Committee
- EarlyON Child and Family Services Committee

Councillor McCabe (Ward 4):

- Recreation & Culture Committee
- Saugeen Valley Conservation Authority
- Wellington North Health Professional Recruitment Committee
- Upper Grand Trailway Wellington Sub Committee

Mayor Lennox

- Wellington North Power Inc.
- Ex Officio on all committees

BY-LAWS

- | | | |
|----|---|-----|
| a. | By-law Number 104-19 being a by-law concerning the Collective Agreement with the Canadian Union of Public Employees (C.U.P.E.) Local 255.11 and The Corporation of the Township of Wellington North | 319 |
| b. | By-law Number 112-19 being a by-law to establish the fees and charges for various services provided by the municipality | 358 |
| c. | By-law Number 113-19 being a by-law to establish the fees and charges for recreation services provided by the municipality and to repeal By-law 047-19 and amending By-law 109-19 | 369 |
| d. | By-law Number 114-19 being a bylaw to establish the fees and charges for water and sewer services provided by the municipality and to repeal By-law 089-15 and By-law 005-17 | 374 |
| e. | By-law Number 115-19 being a by-law to establish and designate a Business Improvement Area within Mount Forest, Wellington North and to repeal By-law 24-1985 | 379 |
| f. | By-law Number 116-19 being a by-law to establish a Board of Directors and Membership for the Business Improvement Area within Mount Forest, Wellington North and to repeal by-laws 28-2006 and 006-1986 | 381 |
| g. | By-law Number 117-19 being a by-law to appoint members to the Mount Forest Business Improvement Area Board of Directors | 384 |
| h. | By-law Number 118-19 being a by-law to amend By-law 059-18 being a by-law for the imposition of Development Charges | 385 |
| i. | By-law Number 119-19 being a by-law to adopt a Sewage Allocation Policy for the Township of Wellington North and to repeal By-laws 27-1992 (Arthur Township) and 89-2005 and 90-2005 | 387 |
| j. | By-law Number 120-19 being a Procedure By-law for governing the calling, place and proceedings of meetings of the Business Improvement Areas in Wellington North | 395 |
| k. | By-law Number 121-19 being a by-law to establish and designate a Business Improvement Area within Arthur, Wellington North | 399 |

- l. By-law Number 122-19 being a by-law to establish a Board of Directors and membership for the Business Improvement Area within Arthur, Wellington North 401
- m. By-law Number 123-19 being a by-law to appoint members to the Arthur Business Improvement Area Board of Directors 404

Recommendation:

THAT By-law Number 104-19, 112-19, 113-19, 114-19, 115-19, 116-19, 117-19, 118-19, 119-19, 120-19, 121-19, 122-19 and 123-19 be read a First, Second and Third time and enacted.

CONFIRMING BY-LAW NUMBER 124-19 405

Recommendation:

THAT By-law Number 124-19 being a By-law to Confirm the Proceedings of the Council of the Corporation of the Township of Wellington North at its Regular Meeting held on December 16, 2019 be read a First, Second and Third time and enacted.

ADJOURNMENT

Recommendation:

THAT the Regular Council meeting of December 16, 2019 be adjourned at ____:____.pm.

MEETINGS, NOTICES, ANNOUNCEMENTS		
Holiday Administrative Office Closure	December 24, 2019 at	1:00 p.m.
	Reopen January 2, 2019 at	8:30 a.m.
Regular Council Meeting	January 13, 2020	2:00 p.m.
Cultural Roundtable Committee	January 16, 2020	12:00 p.m.
ROMA Conference	January 19 – 21, 2019	
Regular Council Meeting	January 27, 2019	7:00 p.m.

The following accessibility services can be made available to residents upon request with two weeks' notice:

Sign Language Services – Canadian Hearing Society – 1-877-347-3427

- Kitchener location – 1-855-656-3748

TTY: 1-877-843-0368 Documents in alternate forms – CNIB – 1-800-563-2642

- Food Hub Feasibility study led by Economic Development with \$25, 000 funding to conduct a feasibility study for a County-based food hub.
- A four-unit townhouse is being constructed at 440 King Street in Mount Forest. The units will have three bedrooms. Dakon Construction, Waterloo, submitted the only bid.
- Last week the County approved proceeding with the member municipalities service review. Each member municipality will decide if and which opportunities identified they want to participate in.
- The County partnered with the Region of Waterloo on an RFP to purchase green bins for organic waste pickup reducing the costs from \$850,000 to \$800,000.
- The County is looking for suitable land to locate a new works garage in Arthur. \$6,500,000 has been included in the 2021 budget for this project. Other shop rebuilds are scheduled for Erin/Bruceville in 2024 and Harriston in 2027.
- Wellington County has awarded a contract to Salter Pilon Architecture, Barrie, to refine the project design allowing County Council to look at the possibility of moving forward with the Continuum of Care project at Wellington Terrace. This will allow detailed cost, funding and design features to be worked out to determine the feasibility of continuing with the project.
- Weston Consulting has issued their Attainable Housing Report for Wellington County. A highlighted proposal is a community land trust containing a back to back townhouse development.
- Here 4 Hope, a conversation about mental health and suicide in Wellington County, is being held December 3 at the Fergus arena from 6:30 – 8:30 pm. Cheryl Pounder, two-time Canadian Olympic hockey gold medalist is the keynote speaker.

PRESENTATIONS

- a. Dick Hibma, Interim General Manager/Secretary and Laura Molson, Manager, Accounting
 - Saugeen Valley Conservation Authority 2020 Budget

Mr. Hibma and Ms. Molson presented the Saugeen Valley Conservation Authority 2020 Draft Budget. The budget progression process was outlined. Authority Members will vote on the budget at the December 2019 meeting. The 2020 Budget is \$3,560,000 with funding sources from the Province, special levy, general levy, self generated and reserves. The 2020 General Levy change is \$41,560. Wellington North's 2020 proposed levy is \$65,769. Challenges for the 2020 budget outlined included MNRF unexpectedly reducing annual operating grant by almost half in 2019, with no guarantee of funding in 2020; preparing a budget to take into consideration the possibility of no Provincial funding; a \$28,000 shortfall carry over for 2020 as a result of no general levy increase in 2019; and putting the Agricultural Outreach Program on hold due to increased budget pressures.

ADOPTION OF MINUTES OF COUNCIL AND PUBLIC MEETING

- Regular Meeting of Council, November 18, 2019

RESOLUTION: 2019-355

Moved: Councillor Hern

Seconded: Councillor Yake

THAT the minutes of the Regular Meeting of Council held on November 18, 2019 be adopted as circulated.

CARRIED

BUSINESS ARISING FROM PREVIOUS MEETINGS OF COUNCIL - None

OPEN FORUM

- Review of Wellington North Corporate Strategic Plan in light of KPMG service review. Do we need to alter our course?

The Township of Wellington North has made progress towards modernization and efficiency with the acceptance of e-transfers for payment of recreation program fees, moving to Docupet for dog licensing and the implementation of new recreation software. Wellington County is proposing a new County Works facility in 2021 and there could be an opportunity to partner with the County and update our works yard facility. Concern was raised that the twenty opportunities outlined in the County and member municipalities complete Operational Service Efficiency Review appear to lead towards moving to a one tier government, however it was noted the opportunities listed do not necessarily mean moving to a single tier or the County being involved in each opportunity. The County is a very diverse place with different needs in the north and south: the member municipalities are complex and deal with things the County doesn't such as water and waste water. Staff will need to spend time exploring opportunities to partner on projects and share resources. Wellington North has agreements for Fire and Recreation services with Southgate and West Grey and the Township is already looking at partnering for IT services. Council felt that we are making progress towards modernization and efficiencies and that the twenty opportunities align with the Township's Corporate Strategic Plan.

IDENTIFICATION OF ITEMS REQUIRING SEPARATE DISCUSSION

4b, 5b

ADOPTION OF ALL ITEMS NOT REQUIRING SEPARATE DISCUSSION

RESOLUTION: 2019-356

Moved: Councillor McCabe

Seconded: Councillor Hern

THAT all items listed under Items for Consideration on the December 2, 2019 Council agenda, with the exception of those items identified for separate discussion, be approved and the recommendations therein be adopted.

THAT Council of the Corporation of the Township of Wellington North receive the minutes of the Wellington North Cultural Roundtable meeting held on November 21, 2019.

THAT the Council of the Corporation of Township of Wellington North receive Report DC 2019-009 being a report on Consent Application B73-19 known as Part Park Lot 7 s/s Sligo Rd, w/s Main St (Mount Forest);

AND FURTHER THAT the Council of the Township of Wellington North supports consent application B73-19 as presented with the following conditions:

- *THAT Payment be made of the fee of \$130.00 (or whatever fee is applicable at the time of clearance under the municipal Fees and Charges By-law) for a letter of clearance;*
- *THAT a Parkland dedication fee be paid (\$1,000 in 2019);*

- *THAT the Owner satisfy all the requirements of the local municipality, financial and otherwise for the proper and orderly development of the subject lands, including but not limited to outstanding taxes;*

AND FURTHER THAT Council authorizes the Development Clerk to file with the Secretary-Treasurer of the Planning and Land Division Committee at the County of Wellington, a letter of clearance of these conditions on completion of same.

THAT Council of the Corporation of the Township of Wellington North receive the Economic Development Officer Community Improvement Program report EDO 2019-029; AND FURTHER THAT Council approve a \$2,500 grant and \$2,500 interest free loan under the Façade Improvement Grant & Loan Program for improvements to the exterior of the building occupied by Harvest Family Thrift at 143 George Street in Arthur;

AND FURTHER THAT Council support a \$450.00 grant request under the Downtown Revitalization Blade Signage Grant Program for Harvest Family Thrift.

THAT the Council of the Corporation of Township of Wellington North receive the Cheque Distribution Report dated November 25, 2019.

THAT the Council of the Corporation of the Township of Wellington North receive Report CLK 2019-036 being a report on delegation of authority regarding records management; AND FURTHER THAT Council delegate to the Clerk, or designate, the authority to administer By-law 092-17 being an information management and records retention policy and make modification to the Retention Schedule from time to time as may be required; AND FURTHER THAT the Delegation of Authority Policy be amended to include: The Clerk, or designate, is hereby delegated authority to administer By-law 092-17 and make modifications to the Retention Schedule from time to time as may be required.

THAT the Council of the Corporation of Township of Wellington North receive the request from Sarah Bowers-Peter, Program Coordinator, Crime Stoppers Guelph Wellington, to proclaim January 8, 2020 as "Crime Stoppers Guelph Wellington Day"; AND FURTHER THAT January 8, 2020 be proclaimed as "Crime Stoppers Guelph Wellington Day" in the Township of Wellington North.

That Council of the Corporation of the Township of Wellington North receive for information correspondence Grand River Conservation Authority dated November 21, 2019 re: Recognition for the Arthur wastewater treatment plan for 2018 performance.

That Council of the Corporation of the Township of Wellington North receive for information Report CBO 2019-17 being the Building Permit Review for the period ending October 31st, 2019.

CARRIED

CONSIDERATION OF ITEMS IDENTIFIED FOR SEPARATE DISCUSSION AND ADOPTION

RESOLUTION: 2019-357

Moved: Councillor Yake

Seconded: Councillor McCabe

THAT the Council of the Corporation of Township of Wellington North receive for information Report TR2019-016 being a report on the Ontario Municipal Modernization Program

AND FURTHER THAT Council support the submission of a Multi-party Expression of Interest (EOI) for the proposed 3rd party IT Service Delivery review project for the Township

of Wellington North, Town of Minto, Township of Mapleton, Township of Puslinch, Guelph Eramosa Township, The Township of Centre Wellington, and Wellington County.

CARRIED

RESOLUTION: 2019-358

Moved: Councillor Yake

Seconded: Councillor McCabe

THAT the Council of the Corporation of the Township of Wellington North receive for information Report CLK 2019-037 being a report on Wellington North municipal staff donation to local food banks.

CARRIED

NOTICE OF MOTION

COMMUNITY GROUP MEETING PROGRAM REPORT

Councillor Hern (Ward 3):

Councillor Hern, the Community Recreation Coordinator and members of the Arthur Lions Club met with the Arthur Public School Grade 6 Class to discuss the proposed BMX/Skateboard Park. The class looked at the budget and established priorities. They agreed to assist with fund raising initiatives.

The final Arthur Downtown Revitalization Committee meeting was held on November 27. The designs for the Canada flag banners, and the service group sign were finalized.

The Kenilworth Public School Kindergarten students helped her decorate the Council Christmas tree on November 28.

Councillor McCabe (Ward 4):

The Saugeen Valley Conservation Authority will review their budget at next week's meeting and focus on doing more with less without overstepping bounds.

BY-LAWS

- a. By-law Number 107-19 being a by-law to establish a delegation of powers and duties by municipal staff in the Township of Wellington North for the purpose of amending retention periods for certain documents and records
- b. By-law Number 108-19 being a by-law to authorize an extension agreement with respect to tax arrears proceedings
- c. By-law Number 109-19 being a by-law to amend By-law 047-19 being a by-law to establish the 2020 Fees and Charges for Recreation Services provided by the municipality
- d. By-law Number 110-19 being a by-law to authorize an extension agreement with respect to tax arrears proceedings

RESOLUTION: 2019-359

Moved: Councillor Yake

Seconded: Councillor McCabe

THAT the Corporation of the Council of Township of Wellington North authorize the Mayor and Clerk to enter into an extension agreement with respect to tax arrears proceedings as set out in By-law 110-19 and By-law 108-19.

CARRIED

RESOLUTION: 2019-360

Moved: Councillor Hern

Seconded: Councillor Yake

THAT the Corporation of the Council of Township of Wellington North authorize the Mayor and Clerk to sign By-law Number 109-19 being a by-law to amend By-law 047-19 being a by-law to establish the 2020 Fees and Charges for Recreation Services provided by the municipality.

CARRIED

RESOLUTION: 2019-361

Moved: Councillor Yake

Seconded: Councillor McCabe

THAT By-law Number 107-19, 108-19, 109-19 and 110-19 be read a First, Second and Third time and enacted.

CARRIED

CULTURAL MOMENT

- Celebrating International Christmases

Diversity may refer to many attributes such as language, cultural differences, traditions, religious beliefs, and more. This is what makes both Canada, and our own municipality an interesting place to live.

Christmas is approaching and we see decorations for the season that are typically the same: Christmas trees, decorations, Santa's, food, and gifts. This may not be the case in homes where some people have come from a variety of countries and will be celebrating Christmas in different ways and possibly at different times. Or they may not be celebrating at all, depending on their faith and/or beliefs. In Canada, we sing Christmas carols before and on December 25th but in Portugal they sing while strolling the streets in early January (holiday time called Janeiras).

Portugal's traditional Christmas Cake is called Bolo Rei (King Cake). It is round with raisins and crystalized fruit. In Germany, it's called Stollen and though it has fruits, it is rectangular with a ridge down the centre symbolizing Baby Jesus in swaddling clothes.

In Germany, the Christmas tree (Tannenbaum) originated in the 16th century and is usually put up on Christmas Eve and traditionally decorated with live candles. The glass balls and tinsel are German inventions. Every year Norway gives a huge Christmas tree to the UK as a 'thank you' for UK's help during World War II. It stands in Trafalgar Square in London and the lighting of it attracts thousands of people.

Cookies, especially a shortbread-type, are popular with many countries but each has a different name and unique characteristics.

Santa Claus is known in Canada, but is called Pere Noel in France, Grandfather Frost in Russia, St. Nicholas in England, and Noel Baba in Turkey. They each have a slightly different manner of dress and traditions.

Though each country's traditions are different and interesting, the reason for celebrating is the same. Countries in which Christians are a minority, may celebrate December 25th the same as any other day. Knox Conn Presbyterian Church celebrates the diverse Christmas traditions of 20 countries with 200 nativities. With our diversity we can learn to trust, respect, and understand each other.

Submitted by Penny Renken; Wellington North Cultural Roundtable

CONFIRMING BY-LAW NUMBER 111-19

RESOLUTION: 2019-362

Moved: Councillor McCabe

Seconded: Councillor Yake

THAT By-law Number 111-19 being a By-law to Confirm the Proceedings of the Council of The Corporation of the Township of Wellington North at its Regular Meeting held on December 2, 2109 be read a First, Second and Third time and enacted.

CARRIED

ADJOURNMENT

RESOLUTION: 2019-363

Moved: Councillor McCabe

Seconded: Councillor Hern

THAT the Regular Council meeting of December 2, 2019 be adjourned at 3:12 pm.

CARRIED

CLERK

MAYOR



Staff Report

To: Mayor and Members of Council
Meeting of December 16, 2019

From: Linda Dickson, Emergency Manager/CEMC

Subject: EM2019-001 Annual Emergency Management Report to Council

RECOMMENDATION

THAT Council of the Corporation of the Township of Wellington North receives the Emergency Manager's Report EM2019-001 regarding the Township's Emergency Management Program as prescribed by the Emergency Management and Civil Protection Act, R.S.O., 1990 and Regulation 380/04;

AND FURTHER THAT the Council of the Township of Wellington North accepts the annual report on the Township's Emergency Management Program for 2019.

PREVIOUS PERTINENT REPORTS / BY-LAWS / RESOLUTIONS

None

BACKGROUND

The following report outlines the Municipal Emergency Management Program requirements of the Emergency Management and Civil Protection Act, and Ontario Regulation 380/04 for 2019, and further, how the Township of Wellington North has satisfied the these requirements.

Program Committee:

The Township has an Emergency Management Program Committee (Committee). The Committee met on March 22, 2019 to review the Township's Emergency Management Program including its Hazard Identification and Risk Assessment, Emergency Response Plan, training needs, proposed annual exercise and Public Education. The minutes from the Committee meeting are attached.

Emergency Response Plan:

There are no changes proposed to the Emergency Response Plan for 2019. A review and update of the plan is currently underway. The revised plan will be brought forward to Council for consideration and adoption in 2020.

Training:

For 2018 and 2019, the Office of the Fire Marshall and Emergency Management (OFMEM) set out certain prescribed training requirements for CEMCs and Municipal Emergency Control

Group (Control Group) members. The CEMC has completed all of the training requirements prescribed.

OFMEM prescribes training to ensure Municipal Emergency Control Group (MECG) members have an adequate level of training and knowledge of their emergency management programs, their roles and responsibilities as set out in the Emergency Response Plan and knowledge of the capabilities of their Municipal Emergency Operation Centres. Control Group Training for the Township was held March 22 and August 22.

Annual Emergency Management Exercise:

Control Group members must participate in an annual exercise, which evaluates the Municipality's Plan and Procedures. On September 10, 2019, Emergency Services held a field exercise. The field exercise was the scenario for the Control Group exercise held on November 26, 2019.

The objectives of the exercise were as follows:

1. Test the Township's Emergency Notification Procedures.
2. Test the set-up of the Emergency Operations Centre and the capabilities of the Emergency Operation Centre.
3. Test the Emergency Information Procedures.
4. Test Evacuation Plan/ Procedures.

There were several observations and lessons learned from the exercise. The attached After Action Report contains a list of recommendations.

Public Education

Emergency Management Staff attended the Wellington North Showcase held March 25 and 26, 2019 at the Mount Forest Sportsplex.

During Emergency Preparedness Week - May 5 to 11 - information was available at the Wellington County Libraries and Municipal Office, and draws for 72-hour emergency preparedness kits were held.

Winter Weather material was available at the Wellington County Libraries throughout the winter months and at Car/Tire businesses throughout Wellington County.

The County page in the Wellington Advertiser and the County's social media accounts regularly contain emergency public information.

The Television screens in the County Libraries display preparedness information.

All preparedness messages displayed in the Libraries, posted on the County Page or on social media, focused on the following key messages for each month of the year:

January – Make a Plan

February - 211

March – Floods

April – Sheltering
 May – Emergency Preparedness Week
 June – Tornadoes
 July – 72 Hour Kit
 August – Business Continuity
 September – Be Informed
 October – Power Outages
 November – Winter Weather
 December – Unique Family Needs

Critical Infrastructure:

During the summer, the Common Operating Picture mapping that includes information on the Critical Infrastructure throughout the County including Wellington North was reviewed and updated with the assistance of County and Member Municipal staff.

FINANCIAL CONSIDERATIONS

None

ATTACHMENTS

Township of Wellington North Emergency Management Program Committee Minutes – March 22, 2019.
 Township of Wellington North Emergency Management Exercise After Action Report.

STRATEGIC PLAN 2019 – 2022

Do the report's recommendations align with our Strategic Areas of Focus?

Yes No N/A

Which priority does this report support?

Modernization and Efficiency Partnerships
 Municipal Infrastructure Alignment and Integration

Prepared By:	Linda Dickson, Emergency Manager/CEMC	<i>Linda Dickson</i>
Recommended By:	Michael Givens, Chief Administrative Officer	<i>Michael Givens</i>



**Wellington North Municipal Office – Council Chambers
7490 Side road 7 West, Kenilworth
March 22, 2019; 1000 hrs. (10:00 am)**

Linda Dickson, Emergency Manager/CEMC
Alex Post, EM Assistant
Dave Guilbault, Fire Chief
Marco Guidotti, Fire Prevention Officer
Jim Klujber, COO—Wellington North Power
Scott Lawson, Wellington OPP
Michael Givens, CAO
Andy Lennox, Mayor
Adam McNabb, Treasurer
Barry Trood, Water/Waste Water Superintendent
Donna Manser, Wellington Dufferin Guelph Public Health (WDGPH)
Dale Clark, Roads Superintendent
Karren Wallace, Clerk
Heather Lawson, EM Programme Coordinator
Paul Boshart, Wellington Guelph Paramedic Services (WGPS)

Regrets Lyndie Ramsey, Red Cross

1. Adoption of Minutes – April 11, 2018

Moved by: Dave Guilbault
Seconded by: Barry Trood

That the minutes from April 11, 2018 are approved as circulated.
Carried.

2. Delegations:

Wellington County Social Services

Small Emergency Response and Red Cross Agreement



Emergency Manager/ CEMC provided an overview of the Red Cross Agreement signed in September of 2018 between the County of Wellington and Canadian Red Cross. This agreement covers support needs from the Red Cross during large municipal emergencies and particularly those requiring the opening of shelters as well as registration. Wellington County Social Services will provide support for displaced families and individuals particularly for those without sufficient insurance coverage in small emergencies, which is generally less than 50 individuals affected. Red Cross responds for first 72 - 48 hours and then Social Services will support beyond the 48 hours. Important for Social Services to be contacted early to be able to support affected persons.

Public Education as well as Shelter management training can be provided through Red Cross. CEMC/ EM Manager will set up training sessions if sufficient interest.

Red Cross has a trailer located at the Centre Wellington OPP detachment with 50 cots, 50 blankets, 50 kits etc.

As part of the agreement, Red Cross will update shelter surveys. Arthur and Mount Forest will be suggested for 2019.

New Red Cross Agreement will be going in EOC binders.

Public Health:

Vaccination Clinics

Public Health is interested in a process to secure municipal facilities for vaccination clinics if needed. Public Health to contact Alternate CEMC for coordination. Possible scenarios i.e. H1N1 or pandemic.

Vulnerable Populations

Para medicine coordinator from Guelph Wellington Paramedic Services (GWPS) has a list of vulnerable individuals throughout Wellington County that is ever changing. Hydro has an emergency list, however, just for their areas of service.

Regarding facilities for vulnerable population, information is also provided in a number of sources such as the Common Operating Picture, and County Contact and Resource Guide.

3. Business Arising from Minutes

National Disaster Mitigation Program



Programme does not support storm water management plans. Programme no longer supported by Federal Government.

Alert Ready Spring Test

Alert Ready is Canada's emergency alerting system. Alert Ready delivers critical and potential life saving alerts to Canadians through television, radio and LTE-connected and compatible wireless devices. Next test happening May 8, 2019 at 14:55 hrs. You can find out more information on the Emergency Management of Ontario website, or the Alert Ready website.

Addendum 15 in Emergency Operation Procedures lays out alert procedures for municipality, can tune it down to cell towers in event is effected specific area. CEMC or Alternate CEMC's can contact province.

Dashboard

Running list of items from minutes and exercises. Showing what projects are currently in process, as well as which ones are almost completed.

Committee Reviewed items and discussed.

ACTION ITEM: Instruction sheet needed for Mount Forest Fire Smart Board.

ACTION ITEM: EM staff to coordinate with clerk to get all EM documents onto USB key. USB needed for Alternate EOC.

ACTION ITEM: Fire paging site at Mount Forest water tower to be added to dashboard.

4. 2019 Work Plans

Essential

Committee Reviewed plan, no changes were noted.

Enhanced

Committee Reviewed plan, no changes were noted.

5. HIRA review and approval

Committee discussed "Hazardous Materials Site and Explosion" section within Wellington North's Community Risk Profile. Facilities mentioned "Greenfield (West grey), Agrisan Specialty Chemical & Pharmaceutical (Arthur), and Golden Valley Farms Inc." Committee suggested Fire Chief and CEMC review this with respect to the inclusion of these industries in the Townships Hazard Identification and Risk Assessment.



ACTION ITEM: CEMC/ EM Manager to meet with Fire Chief to go over HIRA and make changes discussed.

Moved by: Karren Wallace

Seconded by: Michael Givens

That the HIRA be approved as per changes/ updates discussed.

Carried.

6. **Emergency Response Plan Review Update**

A major review to be completed by Q3 of 2020.

Debris Management Plan will be added to Emergency Response Plan as a specific annex.

ACTION ITEM: EM Programme Coordinator to contact Chris Beveridge to ensure terminology when referring to Public Health is proper. Currently in EOC Procedures and Control Group list it states "Medical Officer of Health." Donna Manser stated that maybe it should say "Wellington Dufferin Guelph Public Health."

7. **Exercises**

2018 Exercise After Action Report

Committee discussed 2018 Exercise After Action Report, specifically recommendations and observations. No further discussion.

2019 Exercise

Fire Chief noted that they would be conducting a live training exercise in May. Committee discussed if an opportunity exists to work this into their annual Control Group exercise for 2019. Committee suggested Fire Chief and EM staff to coordinate Fire and Control Group exercise in May.

8. **Public Education Plan for 2019**

Continue to promote the message of being 72 hours prepared.

Emergency preparedness messages will go in the Wellington Advertiser throughout 2019 as well as the County's social media pages.

Emergency preparedness week is May 5-11, 2019. There will be a display at the Arthur and Mount Forest library as well as the Township office during this week, as well as a chance to win an emergency kit.



EM staff attending Township of Wellington North Open House March 25 and 26 at the Mount Forest Arena.

There will be a focus on one message each month this year; however, if there is something occurring in the County additional messages will be put out.

Monthly Messages:

January – Making a Plan

February – 211

March – Flooding

April – Sheltering

May – Emergency Preparedness Week

June – Tornadoes/ Severe summer weather

July- 72 hour kit

August – Business Continuity

September – Be Informed

October – Power Outages

November – Winter Weather

October – Unique Family Needs

ACTION ITEM: EM Programme Coordinator to reach out to Fire Chief and ensure shelter in place information is consistent with Fire Departments information on shelter in place.

9. Training Plan for 2019

Required Control Group training for 2019 is using the five key competencies as set out by OFMEM in 2018. CEMC conducted training with the Committee and Control Group members in attendance.

BEM – May 7 and 8 at Museum

Crisis Communication Workshop– Need a minimum of eight people, EM Manager will book if sufficient interest.

Elected Officials Workshop – April 30

IMS 200 – October 8 and 9 in Guelph

Scribe – EM Programme Coordinator will reach out to see if there is interest

10. Critical Infrastructure – COP and Municipal 511

EM Assistant went over a brief presentation to Committee on how to access the COP and Municipal 511 and reviewed the capabilities of both. Additional training can be conducted if there is interest.



The Committee was advised to look at Municipal 511 for road updates. It contains information about road conditions and closed roads. The County has included the cost of the service in the 2019 budget. Login information for Municipal 511 is available from the EM Manager.

ACTION ITEM: EM Assistant to do refresher training with Township staff on COP and Municipal 511 site.

11. Emergency Operation Centres

No discussion

12. New Business

Voyent Alert

Discussed alert system with Committee, EM Manager will set up a demo if sufficient interest. Emergency notification tool for Wellington North residents. It also acts as a notification tool for every day notifications such as events going on or garage pick up.

Fuel Plan appendices

Generators and fuel capacity

ACTION ITEM: EM assistant will provide generator template to obtain information.

Snow Storm Debrief

People stranded in Arthur, CAO reached out to staff to get community centre opened as a warming centre. Not advertised as a shelter, however, motorists could use as shelter if they wish to do so.

Community volunteers have a billeting system in place for Arthur. This is not municipality run.

Recommendations made to have paper maps available to provide road information status.

Communication was the main role of staff that were at the facility. Staff used the London OPP, County of Wellington social media and 511 site to provide updates. It was important to have one location for individuals stranded to get information.

Message was put out in regards to people donating food. Unfortunately, staff is not able to accept food made in someone's home kitchen due to Public Health regulations. An option would be have people come to the kitchen, make food there, and serve food at Arthur Community Centre, as the kitchen there is a Public Health Inspected facility.

Committee discussed that when stranded motorists did come into the warming centre, some people were quite emotional when arriving. Important to train people on how to deal with someone's emotions in an event. This is something Red Cross could come in and assist with and/or train Township staff prior to events.

9-1-1 calls that include the telephone and address location information, the additional information on the sign is helpful for emergency services, public works and utilities that provide services in Wellington.

The inclusion of the road name on the green property sign would be an enhancement for all municipalities in Wellington and not just Mapleton. This would ensure the consistency of the signage originally envisioned by County Council in 1993. The Wellington County Fire Chiefs have reviewed the concept and support updating the green property signs to include the road name. It has also been noted that many of the existing signs (although the responsibility of the property owner once posted) are rusting and are in need of replacement.

It is estimated that the current number of green signs in the County is 13500.

Cost allocation options:

- 1) County budgets for the costs to replace all 13,500 green property signs in the 2020 budget at a cost of \$270,000. Member municipal staff would assist with the replacement of the signs in each municipality; or
- 2) Member municipalities replace all of the green property signs in their municipality and cover the costs of the signs; or
- 3) Cost of replacement of the green property signs be the responsibility of the property owner.

Recommendation:

That the Council for the County of Wellington authorizes staff to budget for the replacement of all current rural green property signs with the exception of intersection signage with green property signs that include the approved municipal road name in the 2020 EM Capital Budget.

Respectfully submitted,



Linda Dickson
Emergency Manager/CEMC, MCIP, RPP, CMMIII



In accordance with the Emergency Management and Civil Protection Act, R.S.O., 1990, the Township of Wellington North Municipal Emergency Control Group and supporting Emergency Operation Centre staff conducted an emergency management exercise as required by Regulation 380/04 Section 12 (6). The following report summarizes the details of the exercise, outcomes and recommendations of the exercise.

1. DATE:

November 26, 2019

2. TIME:

0930 hrs to 1130 hrs

3. LOCATION:

Secondary Emergency Operation Centre

4. EXERCISE PARTICIPANTS

Troy Van Buskirk, County of Wellington, Planning Technician

Linda Dickson, CEMC

Adam McNabb, Treasurer

Andy Lennox, Mayor

Matthew Aston, Director of Operations

Darren Jones, CBO

Bruce Aitken, Wellington OPP

Cathy Conrad, Duty Officer

Colin Murphy, WDGPH

Corey Schmidt, Water & Sewer Foreman

Marco Guidotti, Deputy Fire Chief

Dale Clark, Manager of Transportation

Karren Wallace, Clerk

Paul Boshart, GWPS

Tasha Grafos, Scribe

Mike Givens, CAO

Luisa Artuso, Wellington County Director of Social Services

Jennie Matthews, Wellington County Social Services

Dale Small, Alternate EIO

Wayne Robinson, Fire

Lisa Hern, Councillor

Tom Bowden, Recreation Services Manager

EXERCISE FACILITATORS:

Heather Lawson, Emergency Management Programme Coordinator

Dave Guilbault, Fire Chief

**OBSERVERS:**

Cathy Sweeney, Emergency Management Assistant
Sarah Bowers-Peter, Volunteer

5. EXERCISE OBJECTIVES/AIMS:

1. Test the Townships Emergency Notification Procedures
2. Test the set-up of the Emergency Operations Centre and the capabilities of the Emergency Operation Centre
3. Test the Emergency Information Procedures
4. Test Evacuation Plan/ Procedures

6. SCENARIO:

The Township of Wellington North's Hazard Identification and Risk Assessment has identified explosions as a risk/threat to the municipality. Explosions are listed as having a moderate effect on Wellington North. This year's exercise is based upon an explosion at Birmingham Retirement causing a complete evacuation of the building.

7. TYPE OF EXERCISE:

- a. Notification Drill
- b. Table Top Exercise

8. EXERCISE OBSERVATIONS/RECOMMENDATIONS:

Control Group training has assisted members with a good understanding of their respective roles and responsibilities.

Town's Notification Procedures:

A manual call out was done with the Townships Call Maker/ Scribe. The overall test was successful. Some updates were noted on the notification list (EM Assistant has updated). It was suggested that more than one person does the call out to speed up the process.

Set-Up of the Emergency Operations Centre and Control Group Registration

Using the established Alternate Emergency Operation Centre procedures, set-up went well. It was recommended that more than one person be responsible for set up. It was noted that some supplies would be needed to ensure the Alternate EOC meets all needs.

List of supplies needed:

- 24 Hour Clock
- Wireless Printer

Towns Emergency Information Procedures:

No changes to current policies or procedures were noted.

**Other Recommendations:**

- Recommendation made to bring ID badge if you have one.
- Recommendation made to have tent cards made for all members in the control group so roles are apparent.
- Recommendation made to have the internet (Wifi) sign in credentials posted for all members in EOC to view.
- Recommendation made to have the scribe beside the Mayor so they can hear all discussion from all. Group also talked about having the scribes notes on the board to view during an exercise (Main Event Log).
- It was noted that the phone line was not active; system check needs to be done. **EM Programme Coordinator to follow up.**
- Social services plan to be added to the County Emergency Response Plan. **In Progress.**
- Social services suggested that the Control Group communicate appropriately with them so staff assisting with the evacuation centre have all details needed to run the centre and get needed resources appropriately.
- Updates were noted for the EOC Procedures and EOC Check-In List. **EM Assistant completed.**
- Notification script to be change to include where individuals are to park as well as where they are to enter the building. **EM Assistant to complete.**
- Recommendation that scribe may require a support person. Actions occur quickly and a support person can help ensure information is not overlooked. Still maintain single main event log. It was noted that the County of Wellington have scribes available to call in for extra support during an emergency if needed.

Common Operating Picture (COP)

- The group thought the mapping tool was very useful, it was helpful to see the impact of the evacuation zone.
- It was noted by the Planning Technician that the evacuation zone should maybe not be in green but possibly yellow.
- Recommendation made for more training on icons within the COP mapping system, as well as hand out a legend for the icons prior to exercise.
- It was noted that the COP system can let individuals know how many properties are within the evacuation zone, as this was a questions asked by a member of the group.
- All members present were asked to try the COP system on their phones and provide feed back to the County on how the system can improve.



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Planning Committee
From: Linda Dickson, Emergency Manager/CEMC
Date: Thursday, September 12, 2019
Subject: **Report on the Rural Green Property Addressing Signage**

Background:

In May 1993, County Council supported a resolution from the Planning and Development Committee in Report PD93-11 to undertake a "rural addressing system for Wellington County for use in providing consistent County wide civic addresses", and further that "all (then) rural Townships be requested to use the County numbering system".

April 1994 PD94-11 report of the Planning and Development Committee indicated that the addressing system would be completed for all rural municipalities in Wellington. The report also indicated that that all of the rural Townships are working together to develop consistent signage for both property identification signs and road intersections signs. The County Roads Department assisted the Townships with this project and obtained a manufacturer for both the property signs and the posts. The May 1994 Roads Committee Report awarded tenders for the rural green property signs.

The consensus of County Council in 1993/94 for the rural addressing project was to ensure consistency of signage across all municipalities.

Mapleton Council Green Sign Resolutions:

Mapleton Council has indicated a desire to have the rural green property signs in Mapleton updated to include the Road/Street name. The Township of Woolwich has a similar signage system and the Floradale Fire Department in Woolwich Township services a large area of Mapleton. Mapleton Council supported the following two resolutions.

Resolution of Mapleton Council –January 22, 2019

"That the Township of Mapleton Council direct staff to assess our current system of Green Emergency Civic Numbers and determine viability of including both road number and name of street, and further staff report back to Council".

Resolution of Mapleton Council – February 2019

"THAT Township of Mapleton Council receive Fire/Rescue Report FR2019-02 dated February 12, 2019 regarding Emergency Locate Number Enhancements for information; AND FURTHER THAT Council supports further discussions at the County level for bulk pricing and consistent signage". Staff Report attached.

Green Sign Replacements:

The request to include the road/street name on the green property sign is a definite benefit for emergency location purpose. With the increase in cell phone usage today and less reliance on landline

9-1-1 calls that include the telephone and address location information, the additional information on the sign is helpful for emergency services, public works and utilities that provide services in Wellington.

The inclusion of the road name on the green property sign would be an enhancement for all municipalities in Wellington and not just Mapleton. This would ensure the consistency of the signage originally envisioned by County Council in 1993. The Wellington County Fire Chiefs have reviewed the concept and support updating the green property signs to include the road name. It has also been noted that many of the existing signs (although the responsibility of the property owner once posted) are rusting and are in need of replacement.

It is estimated that the current number of green signs in the County is 13500.

Cost allocation options:

- 1) County budgets for the costs to replace all 13,500 green property signs in the 2020 budget at a cost of \$270,000. Member municipal staff would assist with the replacement of the signs in each municipality; or
- 2) Member municipalities replace all of the green property signs in their municipality and cover the costs of the signs; or
- 3) Cost of replacement of the green property signs be the responsibility of the property owner.

Recommendation:

That the Council for the County of Wellington authorizes staff to budget for the replacement of all current rural green property signs with the exception of intersection signage with green property signs that include the approved municipal road name in the 2020 EM Capital Budget.

Respectfully submitted,



Linda Dickson
Emergency Manager/CEMC, MCIP, RPP, CMMIII



WELLINGTON NORTH
SEMPER PORRO

Staff Report

To: Mayor and Members of Council Meeting of December 16, 2019

From: Michael Givens, CAO

Subject: CAO 2019-008 KPMG Wellington County & Member Municipalities Service Review

RECOMMENDATION

THAT Council of the Township of Wellington North receive Report CAO 2019-008 being a report on the KPMG Wellington County & Member Municipalities Service Review;

AND FURTHER THAT Council supports utilization of township resources including staff time in collaborating with member municipalities and the county on further investigating and implementation of the efficiency opportunities identified in the Top 20 in '20.

PREVIOUS PERTINENT REPORTS

CAO 2019-001 Report to Council-Provincial Modernization, Efficiency Grant

BACKGROUND

The provincial government announced in March that Wellington municipalities would be among 405 across the province to benefit from a \$200-million pool of one-time funding to help improve service delivery.

In April, each member municipality agreed to contribute \$25,000, with the county providing \$175,000, to fund an operational review in response to the province's funding. County and member municipality CAOs worked with consulting firm KPMG to identify efficiencies and cost savings.

On November 28th the County's final report as well as the final reports for each member municipality were presented to County Council with all member municipalities invited to attend the presentation.

The final report was broken in to 2 key sections-

1. Top 20 in '20 Opportunities
2. Summary of Findings from Consultations

The 20 in '20 are the identified opportunities that require further detailed review and collaboration amongst the participating municipalities. It should be noted that some of the opportunities may be best regionalized, meaning, in some instances only certain member municipalities will be involved. Decisions around who is best prepared to determine feasibility and implement service deliver changes will be made on an opportunity by opportunity basis. Moving ahead with opportunities is a marathon, not a sprint. CAO's and senior staff at each municipality will consider several factors when determining which opportunities to pursue. (Factors-staff resources, budget, alignment with provincial mandates, political appetite, alignment with strategic plans, etc.)

The summary of findings looks at some key financial indicators and trends associated with those indicators as well as data from comparable municipalities. The findings further affirm Wellington North's strong financial position and ability to provide high level services while maintaining reasonable residential taxes per household. KPMG suggests that Wellington North will need to reconsider service delivery models and cost recovery approach to address anticipated changes in infrastructure and service demands. Considering more or increased fees for services to become less reliant on tax levy dollars to provide services.

Next Steps-

Wellington North is already playing a prominent role in moving ahead with an identified opportunity (ref no. 10). Led by our Director of Finance, we have supported the submission of a "multi-party expression of interest for a proposed third party IT service delivery review project" on behalf of the county and six of the seven member municipalities to the Ministry of Municipal Affairs and Housing's Ontario municipal modernization program.

Wellington North has already participated in preliminary conversations with the County of Wellington regarding a shared operations facility in Arthur (ref no. 1). Additional discussions geared around needs, location, site design and building design are expected in 2020.

It is anticipated that with Council support, staff will continue to explore modernization and efficiency opportunities and provide timely Council updates as needed.

FINANCIAL CONSIDERATIONS

The Township of Wellington North received \$618,175 through the Provinces Modernization, Efficiency Grant. Although the funds are unconditional, Wellington North, the County of Wellington and the 7 other member municipalities committed funds towards a Service Review that was completed by KPMG.

Wellington North remains committed to utilizing the balance of the funds to either implement opportunities identified in the Service Review Report "Top 20 in '20 Opportunities" or local projects identified by Township staff that promote modern, efficient service delivery through the use of technology, partnerships, shared services arrangements or other best practices.

ATTACHMENTS

KPMG Final Report-Township of Wellington North (November 28, 2019)
KPMG Final Report-County of Wellington (November 28, 2019)

STRATEGIC PLAN 2019 – 2022

Do the report's recommendations align with our Strategic Areas of Focus?

Yes

No

N/A

Which priority does this report support?

Modernization and Efficiency

Partnerships

Municipal Infrastructure

Alignment and Integration

KPMG's Service Review Report further affirms that Council's Strategic Areas of Focus are progressive and pointing Wellington North in a positive direction as we continue to address the service needs of the community.

Prepared By: Michael Givens, CAO

Recommended By: Michael Givens, Chief Administrative Officer *Michael Givens*



Wellington County & Member Municipalities Service Review

Final Report
Township of Wellington North

November 28, 2019



Disclaimer

This report is based on information and documentation that was made available to KPMG at the date of this report. KPMG has not audited nor otherwise attempted to independently verify the information provided unless otherwise indicated. Should additional information be provided to KPMG after the issuance of this report, KPMG reserves the right (but will be under no obligation) to review this information and adjust its comments accordingly.

Pursuant to the terms of our engagement, it is understood and agreed that all decisions in connection with the implementation of advice and recommendations as provided by KPMG during the course of this engagement shall be the responsibility of, and made by, the County of Wellington and the Township of Wellington North. KPMG has not and will not perform management functions or make management decisions for the County of Wellington and the Township of Wellington North.

This report may include or make reference to future oriented financial information. Readers are cautioned that since these financial projections are based on assumptions regarding future events, actual results will vary from the information presented even if the hypotheses occur, and the variations may be material.

Comments in this report are not intended, nor should they be interpreted, to be legal advice or opinion.

KPMG has no present or contemplated interest in the County of Wellington and the Township of Wellington North nor are we an insider or associate of the County of Wellington and the Township of Wellington North. Accordingly, we believe we are independent of the County of Wellington and the Township of Wellington North and are acting objectively.

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The contacts at KPMG in connection with this report are:

Bruce Peever

Advisory
Partner
Tel: 905-523-2224
bpeever@kpmg.ca

Esther Lin

Risk Consulting
Manager
Tel: 519-747-8291
estherlin@kpmg.ca

Aletta Duvenage

Risk Consulting
Manager
Tel: 905-523-2286
aduvanage@kpmg.ca

Tyler Reavell

Risk Consulting
Senior Consultant
Tel: 519-660-2138
treavell@kpmg.ca

Mei Ling Chapman

Risk Consulting
Senior Consultant
Tel: 519-747-8216
meilingchapman@kpmg.ca

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Project Overview

County of Wellington and Member Municipalities
Service Review
Final Report

Introduction

This final report was prepared to present observations and evidence to form a potential case for change arising from research and interviews with the County of Wellington (the “County”) and Member Municipalities management. This final report will provide the foundation for possible opportunities to improve the overall effectiveness and efficiency of the County’s current service delivery model.

Setting the Stage

The County of Wellington is located in southwestern Ontario, west of Toronto along Highway 401. The County is made up of seven member municipalities including the Town of Erin, Town of Minto, Township of Wellington North, Township of Mapleton, Township of Centre Wellington, Township of Guelph/Eramosa and the Township of Puslinch.

The County is responsible for providing a number of services including operating a long-term care home, libraries, the museum and archives, maintaining county roads, managing solid waste services including waste collection and landfills, and planning and development services including the Green Legacy tree planting service. In addition, the County of Wellington provides a number of social services to the residents of Wellington County and the City of Guelph, such as childcare, subsidized housing, and income support services. The County oversees a budget of \$221.3 million and employs approximately 850 people.

The County of Wellington has a vibrant economy and an active economic development office that promotes the dynamic industries of the County. The key industries in Wellington County are manufacturing, agriculture, health care and the creative economy. There are a number of local festivals and events that happen all year round in addition to the other many sites and activities that residents and visitors alike enjoy.

On March 20, 2019, the Minister of Municipal Affairs and Housing sent letters to the heads of 405 municipalities advising of a one-time distribution of funds (\$200 million) to assist, “small and rural municipalities’ efforts to become more efficient and reduce expenditure growth in the longer term.” The letter indicated that the grant is unconditional, and “it is intended to help modernize service delivery and reduce future costs through investments in projects such as: service delivery reviews, development of shared services agreements and capital investments.” This is consistent with the overall direction of the Province to support great efficiency in local government.

Given the Provincial expectation, the County of Wellington and its Member Municipalities undertook to review its systems and processes to find cost saving efficiencies for local service delivery and operations.

Services relating to long-term care, libraries, solid waste, and social services were determined to be out of the scope for the project.

Project Objectives

KPMG has been engaged by the County of Wellington and its Member Municipalities to undertake a Service Review. The overall objective of the Project is to conduct a complete a review of all operations within each Member Municipality to find efficiencies, operational savings and cost effectiveness without compromising the customers' service experience. Specific project objectives include:

- 1. Facilitate review** – Conduct a comprehensive review of services and operations along with recommendations for obtaining efficiencies throughout the County and its Member Municipalities through documentation review and stakeholder consultation. Consider all aspects of the County and its Member Municipalities' services including delivery methods, service expenditure, revenue streams and high level benchmarking with comparator municipalities.
- 2. Identify opportunities** – Identify and explore opportunities for sustainable approaches to service delivery and establishing and/or amending service levels.
- 3. Advise on implementation** – Evaluate and categorize opportunities to develop recommendations for short-term, mid-term, and long-term priorities. Provide strategic guidance to leadership on implementation and prioritization of new, innovative and/or leading service delivery models that improve upon organizational efficiency while balancing stakeholder expectations. In addition, highlight the risks associated with each proposed change/option to inform management of the key factors and risks which should be considered during the decision making process.

Project Principles

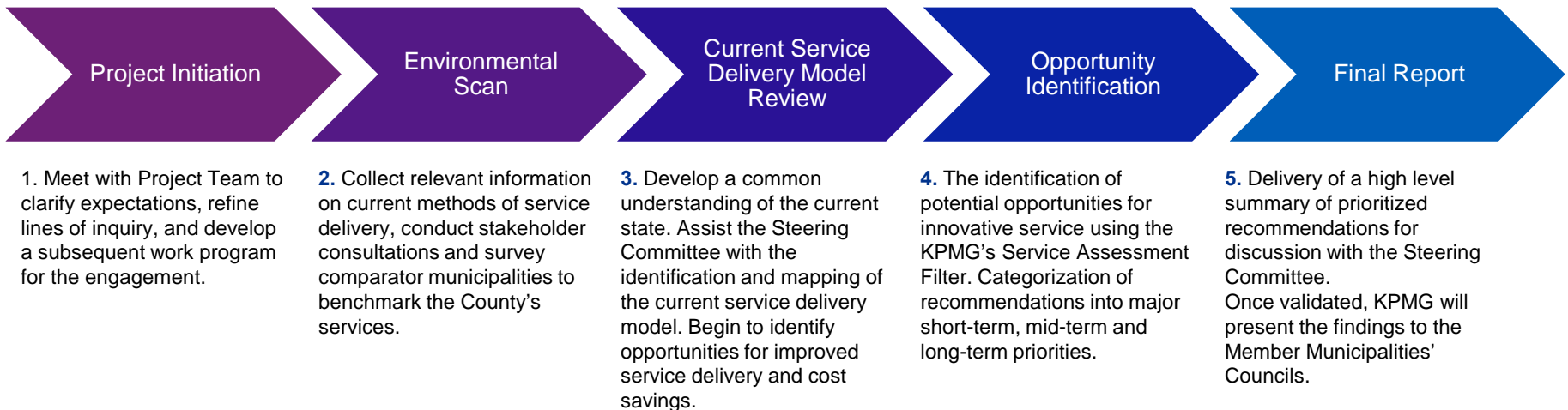
- We leveraged the knowledge and expertise of the County and its Member Municipalities' management and employees as a foundation to conduct the Service Review and to arrive at recommended actions through a transparent, participative and inclusive process facilitated by the consultant.
- The framework and approach was based on leading practice from municipal or other levels of government experience and/or private sector.
- While these reviews often go by many different names – including service efficiency reviews, value for money audits and cost saving studies – they all share the same goal: to determine if a municipality is delivering its services to its customers in the best possible manner, and further, to determine if there are more efficient, effective or economical means to delivering municipal services. For simplicity, this will be called a 'Service Review'.
- Lastly, this is not an audit. Phase 1 is a review to build on successes and identify opportunities to improve the efficiency of how the County and Member Municipalities deliver services to the community. Phase 2 will be implementation of the recommended opportunities identified and prioritized in Phase 1.

Project Scope

- **Project Initiation:** Meet with Project Sponsor and Project Steering Committee to clarify expectations, refine lines of inquiry, and develop a subsequent work program for the engagement.
- **Environmental Scan:** Collect relevant information on current methods of service delivery, conduct stakeholder engagement exercises and survey comparator municipalities to benchmark County and Member Municipalities services.
- **Current Service Delivery Model Review:** Develop an inventory of programs and services (service profiles) across the County using KPMG's service profiles.
- **Opportunity Identification:** Identify potential opportunities to achieve the most efficient and operationally effective approach to service delivery.
- **Final Report & Presentation:** Develop and present a final report with an implementation plan and recommendations on the County and its Member Municipalities' service delivery models to the Project Steering Committee.

Work Plan and Progress Report

This engagement commenced on July 12, 2019, and will be completed when the final report is submitted to the County and its Member Municipalities on or before November 29, 2019. The diagram below depicts the key project phases as outlined in the Project Charter where all key phases have been completed.



The final report provides a preliminary recommendation list of opportunities for consideration by the County and the Member Municipalities. Key activities completed to date include:

- Developed Project Charter with County's Project Team/Steering Committee;
- Worked with County and Member Municipalities management team to gain an understanding of current service delivery methods, perform stakeholder consultations and benchmarking analysis;
- Developed service profiles for each municipality as a common understanding of the current service delivery model;
- Identification of potential opportunities during Working Sessions held with the Steering Committee;
- Prioritization of opportunities for final report recommendation; and
- Delivery of the final report to the County and Member Municipalities.



Top 20 in '20 Opportunities

County of Wellington and Member Municipalities
Service Review
Final Report

Service Delivery Review Update

Introduction

KPMG was retained by the County of Wellington and its Member Municipalities to complete a Services Delivery Review. Such a review is a re-evaluation of the County's operations to determine if there are more efficient, effective or economical means to delivering municipal services. While these reviews often go by many different names – including service efficient reviews, value for money audits and cost saving studies – they all share the same goal: to determine if a municipality is delivering its services to its customers in the best possible manner.

Many jurisdictions are pursuing transformation of their public services using traditional approaches such as rapid cost reduction or across the board cuts. KPMG and the County believe there is an opportunity to look beyond “doing a little bit less with slightly fewer staff”. Instead, looking at the need to become more efficient as an opportunity to capitalize on new technologies, service delivery models and financing mechanisms that can help re-shape the organization. KPMG, in partnership with the University of Toronto, developed a framework (shown adjacent) that captures new public sector delivery models. The framework was developed based on the key insights from leading practices reports and consultations with industry leaders throughout the globe.

KPMG used this framework in workshops with the County's Project Team to analyze possible opportunities for change in the County's service delivery models.

It is clear that few municipal leaders believe that the footprint of government, how government is organized or its relationship with the public will look the same ten years from now as it does today. Municipalities are having change forced upon them by fiscal challenges on the one hand and technological and social evolutions on the other. These new public service delivery models will help local governments manage this change and ensure that they are not only effective and efficient, but also sustainable into the future.



The development of opportunities and their subsequent prioritization involved the following major work steps:

1. Review of Service Profiles & Benchmarking

The first major step in developing the list of opportunities was the review of the County's inventory of programs and services detailed in the County's Service Profiles. Through a series of meetings with County of Wellington and its member municipalities' staff, KPMG confirmed the service types and service levels for each of the County's identified services and the financial resources required to deliver them.

In parallel to the service profile analysis, KPMG undertook a jurisdictional review for the County. The jurisdictional review consisted of an analysis of financial statements, Financial Information Return (FIR) data of five comparable municipalities selected by the County and its member municipalities. The goal of the benchmarking was to identify areas where the County's performance indicators vary substantially from other municipalities.

2. Opportunity Identification

Using this initial analysis, the second step in the Service Delivery Review was for KPMG to work with the County's project team to identify potential opportunities to improve operations through the following types of opportunities:

- Elimination or transfer services, or increased cost recovery
- Re-engineered services to increase efficiency and effectiveness
- Alternative service delivery approaches
- Changed service levels

Once the opportunities were identified, the County's project team scored them against seven criteria identified on the following page. These scored opportunities were then ranked and grouped into a "Top 20 in '20 Opportunities" category.



3. Opportunities Ranking

Opportunities were evaluated using the criteria below. Opportunities that ranked high or were considered transformational for the County were grouped into a “Top 20 in ‘20 Opportunities” category.

Assessment Criteria	Description
Operating \$ Impact	Estimated impact on operating budget
Capital \$ Impact	Estimated impact on capital requirements
Barriers To Implementation	Barriers, issues or obstacles to implementing the opportunity. <ul style="list-style-type: none"> • Political • Legal • Labour and Contractual Obligations • Capital Costs
Recent Reviews	Recent reviews or studies conducted that provide insights on the opportunity.
Comparator Analysis	An assessment of service performance against comparable competitors, industry standards or leading practices.
Strategic Program Alignment	The opportunity aligns with the objectives and values of the County, the service, the Official Plan and/or Council priority(ies).
Client/Customer Impact	The impact of the opportunity on the number of clients, customers and/or people and the extent of the impact.

Service Review Opportunities

Top 20 in '20 Opportunities

Ref No.	Opportunity	Observation	Leading Practice
1	Share public works facilities	<p>The County and each member municipality currently operates and maintains their own public works facilities; each with its own service level standards.</p> <p>There is an opportunity to explore a shared service delivery model for public works facilities amongst municipalities within the County.</p>	Municipalities are increasingly trending towards sharing facility management and maintenance services in order to standardize services levels and right-sizing the amount of resources needed to maintain and manage such services.
2	Dispose surplus buildings	<p>Across the County, each municipality has several buildings in its possession that are considered surplus.</p> <p>There is an opportunity to dispose of these buildings and reduce the operational and capital expenditures associated with maintaining these surplus buildings.</p>	It has been a trend in the past decade for municipalities to dispose of large surplus capital assets, such as facilities/buildings, in order to make funds available for other operational and capital needs.
3	Explore winter maintenance services and service levels between the County and/or between lower tier municipalities	<p>The County and each member municipality currently deliver their own winter control services on their respective roads. Each municipality has their own service levels standards.</p> <p>There is an opportunity to explore a more collaborative and consistent service delivery approach for winter maintenance across municipal boundaries.</p>	Operational efficiencies could be achieved through a more synergized service delivery approach for winter maintenance across municipal boundaries.

Service Review Opportunities

Top 20 in '20 Opportunities

Ref No.	Opportunity	Observation	Leading Practice
4	Establish one Official Plan across the County and increase designated industrial land zones	The County establishes and provides updates/amendments to the County's Official Plan that can be utilized by lower tier municipalities. At the same time, some lower tier municipalities have established their own Official Plan. The County is moving towards a more centralized model of Planning and Development services; hence, the opportunity to establish one Official Plan across the county. It also creates an opportunity to review the industrial land zones designated across the county as a whole.	Municipalities are becoming more and more competitive in order to attract development for economic and employment growth. This opportunity allows the County and each member municipality to work together at a county-wide level to address development needs.
5	Improve group purchasing process and combine purchasing power	<p>There is an opportunity to gain economies of scale and achieve cost efficiencies through an improved group purchasing process.</p> <p>Example areas to consider:</p> <ul style="list-style-type: none"> • Procurement of contractors and professional services, such as engineering services, external auditors, legal services, and IT service providers. • Tendering for capital projects • Purchasing bulk materials and supplies, such as winter salt • County-wide group insurance • A common VoIP telephone network 	Moving towards a group purchasing process increases the buying power for each Wellington municipality to be able to solicit and procure higher quality services and materials at a more competitive price. It has become harder for individual municipalities, especially for small and/or rural municipalities, to achieve this on their own.
6	Develop a county-wide coordinated investment strategy and management approach	Each municipality within Wellington manages their investments individually. There is an opportunity to develop a county-wide investment strategy and management approach for cash, debt and reserve funds.	The main objective of this opportunity is to create greater rates of returns from municipal funds, which contributes to the long-term financial sustainability of each Wellington municipality. Municipalities are increasingly pooling their investments to achieve greater rates of returns with lower management fees.

Service Review Opportunities

Top 20 in '20 Opportunities

Ref No.	Opportunity	Observation	Leading Practice
7	Implement county-wide coordinated and/or shared communication, marketing and advertising services	Member municipalities recognize the need for improvements in communications, marketing and advertising services for public engagement and outreach. This could be achieved by streamlining the communication and social media processes across the county, including updates to municipal websites, and sharing of services and resources.	Citizens are expecting easy and transparent access to municipal information and news; communication, marketing and advertising services have become an increasingly important focus for municipalities in their engagement with the public.
8	Streamline the approval and decision-making processes across Wellington County	The County and member municipalities can benefit from a review of the approval process to shorten decision-making time and increase efficiency. Example areas to consider: <ul style="list-style-type: none"> • Delegation of authorities • Community Improvement Programme (CIP) Grants • Development application approvals 	Streamlining the approval process (or reducing the “red-tape”) allows leadership to focus on the most critical issues facing an organization, and improves efficiency, productivity and time management within the organization.
9	Consistent facility management services that can be shared across the County or across lower tier municipalities	The County’s and member municipalities’ current facilities service delivery model is delivered in-house through a partially decentralized model with individual departments responsible for facility maintenance. There is an opportunity to review how the County and member municipalities manage its facilities and the efficiency of the service delivery model. <p>Example areas to consider:</p> <ul style="list-style-type: none"> • Develop internal shared trades pool or shared contractors, i.e. electrical, plumbing, HVAC, etc. • Standardize facility management standards and service levels • Review business case to contract out custodial services 	Expenditures on facilities represent one of the largest costs to a municipality. In addition, the cost of both capital and operational expenditures is increasing as buildings become more complex and intelligent. A first step in managing the cost of facilities is consolidating the management of facilities into one business unit so that the true cost and state of repair is understood.

Service Review Opportunities

Top 20 in '20 Opportunities

Ref No.	Opportunity	Observation	Leading Practice
10	Explore common IT systems and resources across the County and/or member municipalities to move towards a “Digital County”	<p>Member municipalities recognize the need to enhance their technology capability in order to break down “IT system” barriers, better manage municipal data and improve online services.</p> <p>Example areas to consider:</p> <ul style="list-style-type: none"> • Standardize the use of financial software tools for budgeting and financial reporting purposes • Establish a common records management system • Explore the business case for county-wide cloud computing • Share or use a common IT service provider • Improve customer service by implementing one common Customer Relationship Management system that integrates with work order management • Deploy remote/teleworking technology • Create county-wide documents catalog for repository of commonly used agreements, policies and procedures, etc. • Implement a common VoIP telephone network 	<p>Across North America, municipalities and other public sector organizations are increasingly moving towards the digitization of services and activities to assist in optimizing business processes, faster and more accurate access to information, ability to integrate and share information, and meet customer demand.</p> <p>The most prevalent approach is the implementation of ERP systems. Adapting to cloud computing is another common trend. Replacing traditional telephone systems with VoIP technology, such as “Skype”, increases business flexibility and workforce mobility.</p> <p>In general, citizens are increasingly conducting businesses electronically and are expecting municipalities to be able to deliver services through technology and online channels.</p>

Service Review Opportunities

Top 20 in '20 Opportunities

Ref No.	Opportunity	Observation	Leading Practice
11	Share functional management expertise across the County and/or across lower tier municipalities	<p>The County and member municipalities have been experiencing challenges in attracting and retaining resources for specific service areas. There is an opportunity to establish a model to share functional management expertise or resources.</p> <p>Areas in need include Chief Building Officials, Clerks, Public Works, Fire Chiefs, Bylaw Officers and Animal Control Officers. There is also an opportunity to explore a business model for shared fleet resources and equipment pool.</p>	Sharing functional management expertise can address talent gap, reduce costs, avoid duplication of effort, and provide more consistent services across Wellington County.
12	Implement lean management system for cost improvement	Leadership recognizes the value of lean management and recognizes an opportunity to build internal lean management expertise across the County, and to assist member municipalities in addressing operational challenges. In addition, municipalities should encourage and recognize employees for identifying efficiency opportunities.	Lean management is an area which is becoming increasingly popular with municipalities. Several municipalities have realized significant savings through the implementation of a lean management system. Lean is a continuous improvement process that facilitates operational efficiency and focuses on value added activities with the objective of reducing "red tape."
13	Coordinate project management expertise to manage large capital projects	The County and each member municipality is facing challenges in terms of new development and/or the replacement of existing infrastructure. In some cases, these projects require coordination across municipal boundaries. There is an opportunity to share project management expertise among the member municipalities.	<p>Project management is a specific skillset often overlooked by municipalities.</p> <p>Municipalities are increasingly coordinating project management efforts to accomplish large capital projects that may otherwise be unattainable by a single municipality on their own.</p>

Service Review Opportunities

Top 20 in '20 Opportunities

Ref No.	Opportunity	Observation	Leading Practice
14	Explore a county-wide approach to municipal drains for lower tier municipalities	The County's lower tier municipalities are experiencing significant drainage challenges, i.e. securing drainage service providers/industry experts. There is an opportunity for municipalities to work together on this common issue and retain a drainage specialist for all of the member municipalities.	Municipalities are increasingly entering into shared service agreement with neighbouring municipalities to address common gaps in service delivery. Municipal drains is a significant issue for rural Ontario municipalities in terms of infrastructure maintenance and environmental management.
15	Establish county-wide land inventory and GIS data on employment land and municipal property	An opportunity was identified to leverage the power of GIS to greater effect across all the member municipalities in the County through the pooling of data on employment lands and municipal property.	GIS applications are a powerful way to store, analyze and present geographic data. GIS is now a standard tool for land use planning and economic development.
16	Establish county-wide Asset Management service delivery approach	The following opportunities were identified to improve Asset Management services between municipalities: <ul style="list-style-type: none"> • Establish and implement county-wide Asset Management System with centralized GIS functions and data, including shared/dedicated asset management expertise • Establish consistent asset management performance measurements and centralized performance measurement system • Implement consistent standards for infrastructure and asset condition assessments • Deploy and use mobile digital tools for asset management activities in order to reduce paper records 	Municipalities are increasingly moving towards sharing IT systems for Asset Management and the development of common standards.

Service Review Opportunities

Top 20 in '20 Opportunities

Ref No.	Opportunity	Observation	Leading Practice
17	Coordinated county-wide Human Resource ("HR") services	<p>Currently, the County and each member municipality operate and maintain their own HR services at various levels of expertise.</p> <p>The following services were identified to improve efficiency and effectiveness, as well as increase cost savings of HR services across municipalities:</p> <ul style="list-style-type: none"> • Coordinated training and professional development programs, including events for municipal staff across the County • Collaborated talent management process, i.e. job sharing, transfer opportunities, rotation opportunities • Health and safety services 	Municipalities are increasingly collaborating their HR services as employees continue to have a growing interest in professional development and career advancement.
18	Conduct county-wide User Fee Study to increase revenue and reduce the impact on the levy	<p>An opportunity was identified to review the user fee and cost recovery structure (both upper and lower tier combined) in areas, such as:</p> <ul style="list-style-type: none"> • Child care • Recreation services • Broader community services/programs • Parking fees in downtown areas • Red light cameras / photo radars for traffic violation tickets • Planning, i.e. a tiered fee structure • Corporate sponsorship for recreation and culture services, i.e. naming rights • Solid waste collection and treatment fees • Out of town/non-resident user fees and rental rates for recreation and cultural facilities • Cemetery services 	It is now a growing trend for municipalities to perform review of their revenue and cost recovery structure in order to determine how to best serve residents and their changing needs.

Top 20 in '20 Opportunities

Ref No.	Opportunity	Observation	Leading Practice
19	Explore a common climate change and energy efficiency service delivery approach	<p>Building on the success of the county-wide Source Water Protection model, there is an opportunity to explore a similar model to address climate change by:</p> <ul style="list-style-type: none"> • Designating a county-wide climate change officer that can lead and coordinate a task team to plan and address climate change issues • Sharing expertise to perform energy efficiency audits for all facilities 	Municipalities and other public sector organizations across Canada are increasingly considering their environmental “footprint”. They are working together on initiatives they can undertake to realize both environmental and financial benefit.
20	Streamline the economic development service delivery model	<p>An opportunity was identified in order to improve the efficiencies and effectiveness of economic development across the County, including:</p> <ul style="list-style-type: none"> • Clarification of roles and responsibilities • Shared services leveraging existing knowledge and resources • County-wide planning of tourism services 	Municipalities are increasingly identifying opportunities to spur economic development, including the coordination of services, the use of resources, the streamlining of processes, and the identification of tourism initiatives that contribute to the local economy.



Summary of Findings from Consultations

County of Wellington and Member Municipalities
Service Review
Final Report

The Engagement Process

As part of the County of Wellington and Member Municipalities' service review, senior leadership and managers of the Township of Wellington North were interviewed to obtain an understanding of the services provided by the Township, to identify challenges, to identify opportunities for financial and operational efficiencies, and sharing of services without compromising the customer's service experience.

The CAO and management of the Township's main functional departments were interviewed.

Interviews

- **Office of the CAO**
 - Clerk Services
 - Human Resources
 - Economic Development
- **Finance**
 - Asset Management
 - Information Technology
- **Building & Planning**
- **Operations**
 - Parks and Recreation
 - Water and Wastewater
 - Roads

Summary of Top Themes from Consultations

Key themes that were captured during interview discussions are summarized below:

Theme	
Strategy	<ul style="list-style-type: none"> Overall, respondents were aware of Council's strategic goals and priorities and are committed to providing high quality services to the community. We understand leadership is committed to positioning the Township as an attractive place to live and work by aligning resources and creating synergies with nearby municipalities for economic growth and development.
Structure	<ul style="list-style-type: none"> The Township's municipal services (in scope for this project) are currently delivered by the Office of the CAO and four main departments: Finance, Fire, Building and Planning, and Operations. Resources are staffed strategically to deliver service needs and meet Township strategic goals and priorities. Contractors are utilized for specific expertise and resource needs.
Processes	<ul style="list-style-type: none"> Information technology was identified as one of the key areas that could create efficiency; however, expertise is needed to help improve the Township's technology capabilities. We heard that improvements could be made to better the shared service arrangements with member municipalities or County in areas, such as sharing of resources and expertise knowledge, systems and applications, purchasing, infrastructure and asset management. Respondents noted that the Township is working on streamlining and documenting key internal processes to support and enhance the budgeting process.
People practices	<ul style="list-style-type: none"> We understand leadership has a strong focus on people by investing in training and providing career development opportunities to employees. The Township has also been working on addressing challenges regarding succession and talent attraction. Respondents noted that the Township is staffed to meet current service needs; roles and responsibilities could be re-assessed and further streamlined to build additional capacity and address future growth demands.
Culture	<ul style="list-style-type: none"> The Township has been working towards improving the quality of life for residents by providing more customer-oriented services and improving infrastructure in a fiscally responsible and sustainable way. Respondents believe this will also improve the response to anticipated growth demands.



Performance - Financial Perspectives

County of Wellington and Member Municipalities

Service Review

Final Report

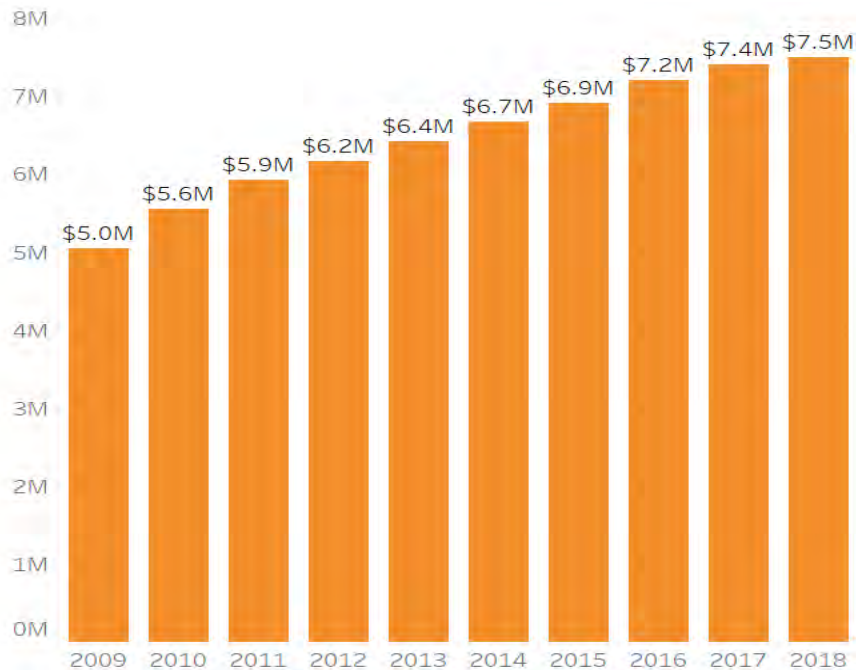
Overview of the Municipality's Financial Performance

The Township's 2018 Financial Information Return reflects a total municipal tax of approximately \$7.5 million.

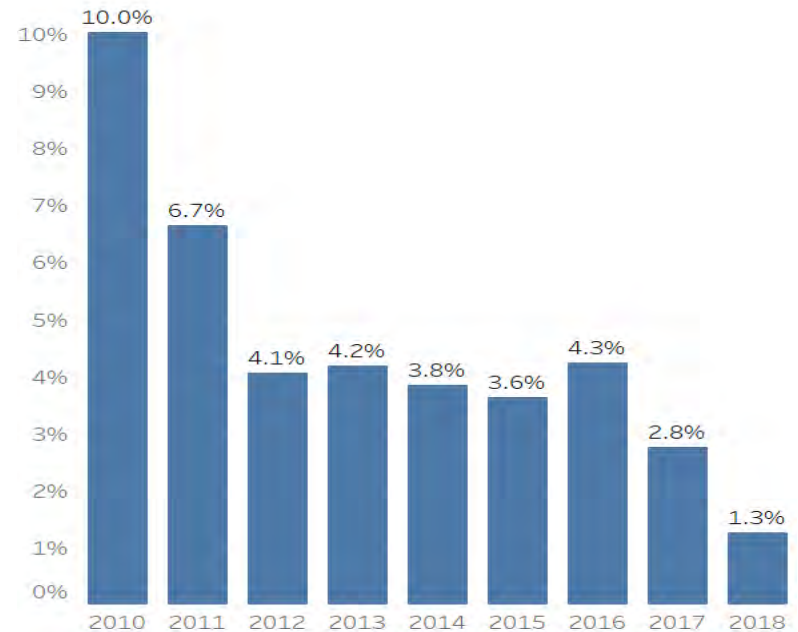
Over the period of 2009 – 2018, the Township's municipal taxes have increased by an average of \$272,000 or 4.5% per year. In comparison, the Ontario Consumer Price Index increased on average 2.4% annually since 2009¹ reflecting the increasing cost of local government services and the growth in the Township's physical operations and assets.

The annual increases in the Township's municipal taxes between 2012 to 2016 have been relatively consistent around 4% while 2017 and 2018 set the annual increases around 2%. These increases include supplemental taxation that is recognized at year end after the setting of the annual budget. Steady and predictable increases in taxes build confidence and sustainability in the Township's financial plan from residential, commercial and industrial ratepayers.

Total Municipal Taxes – 2009 to 2018 (millions of dollars)



Annual Increase in Municipal Taxes – 2009 to 2018



¹Source – Statistics Canada, Consumer Price Index Ontario, Historical Summary

²Source – Financial Information Returns Schedule 10

Reported Operating Results (In Millions)

Municipalities in Canada are not allowed to budget for an operational deficit.

Nonetheless, a review of a municipality's financial statements will indicate a financial trend of financing budget deficits through the use of reserves or debt financing.

Over the short term the financing of budget deficits is sustainable, but prolonged use of reserves or debt will place a municipality in a financially exposed position.

Wellington North has recorded an increase in net financial assets since 2012, which indicated strong financial stewardship.

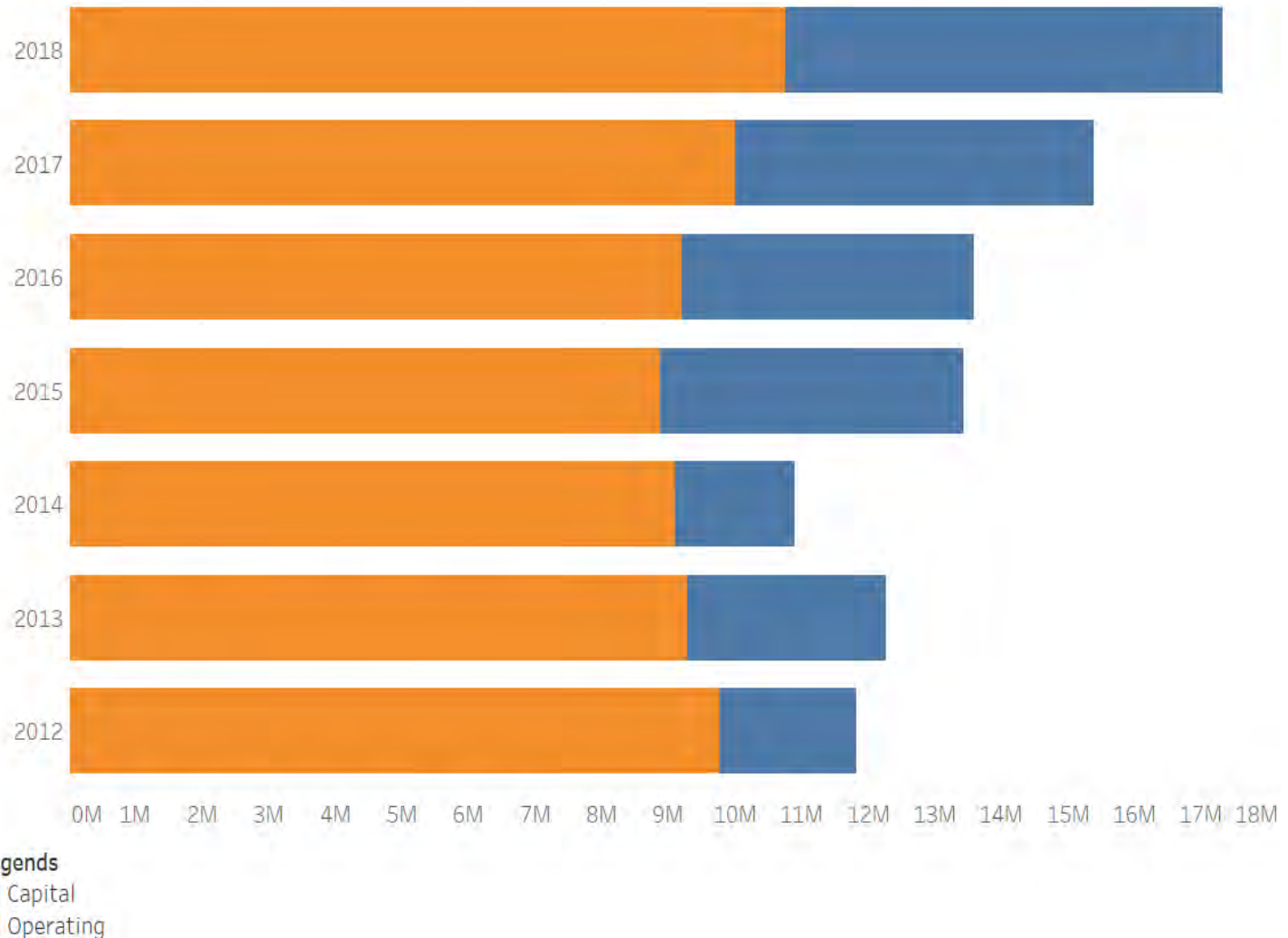


Source – Financial Information Returns, Schedule 10 & 53

Operating & Capital Expenditures (In Millions)

Between the period 2012 and 2018, the Township experienced an increase in its operating expenditures from \$9.7 million to \$10.7 million, or an annual average increase of 2%.

During the same period, capital expenditures increased from \$2.0 million to \$6.6 million, or an annual average increase of 34% where the Township invested in several major roads and infrastructure construction and rehabilitation projects.

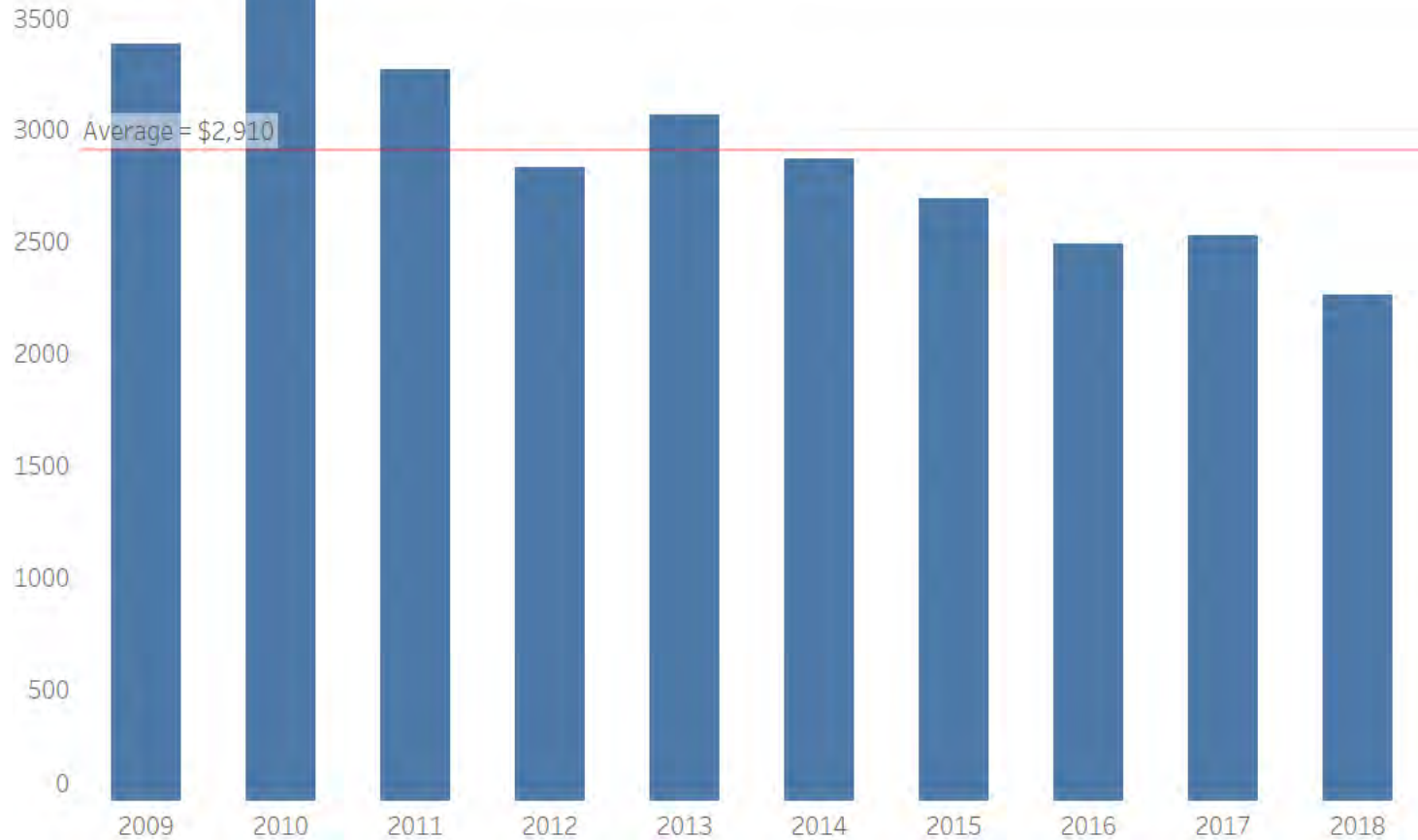


Source – Financial Information Returns, Schedule 10 & 53

Total Debt per Household

This financial indicator provides an assessment of the Wellington North's ability to issue more debt by considering the existing debt load on a per household basis. High debt levels per household may preclude the issuance of additional debt as a financing tool for capital projects.

From 2009 – 2018, the Township's debt level per household has declined from \$3,380 in 2009 to \$2,264 in 2018.



Source – Financial Information Returns, Schedule 2 & Schedule 70

Discretionary Reserves and Reserves per Household

From 2009 – 2018, the Township’s discretionary reserve and reserve position averages at \$2,387 per household. A significant increase in discretionary reserves occurred in 2014.

In practical terms, a strong discretionary reserve position allows for greater flexibility in financing options for new infrastructure.

The discretionary reserve and reserve position illustrated in this graph does not include development charges and gas tax reserves.

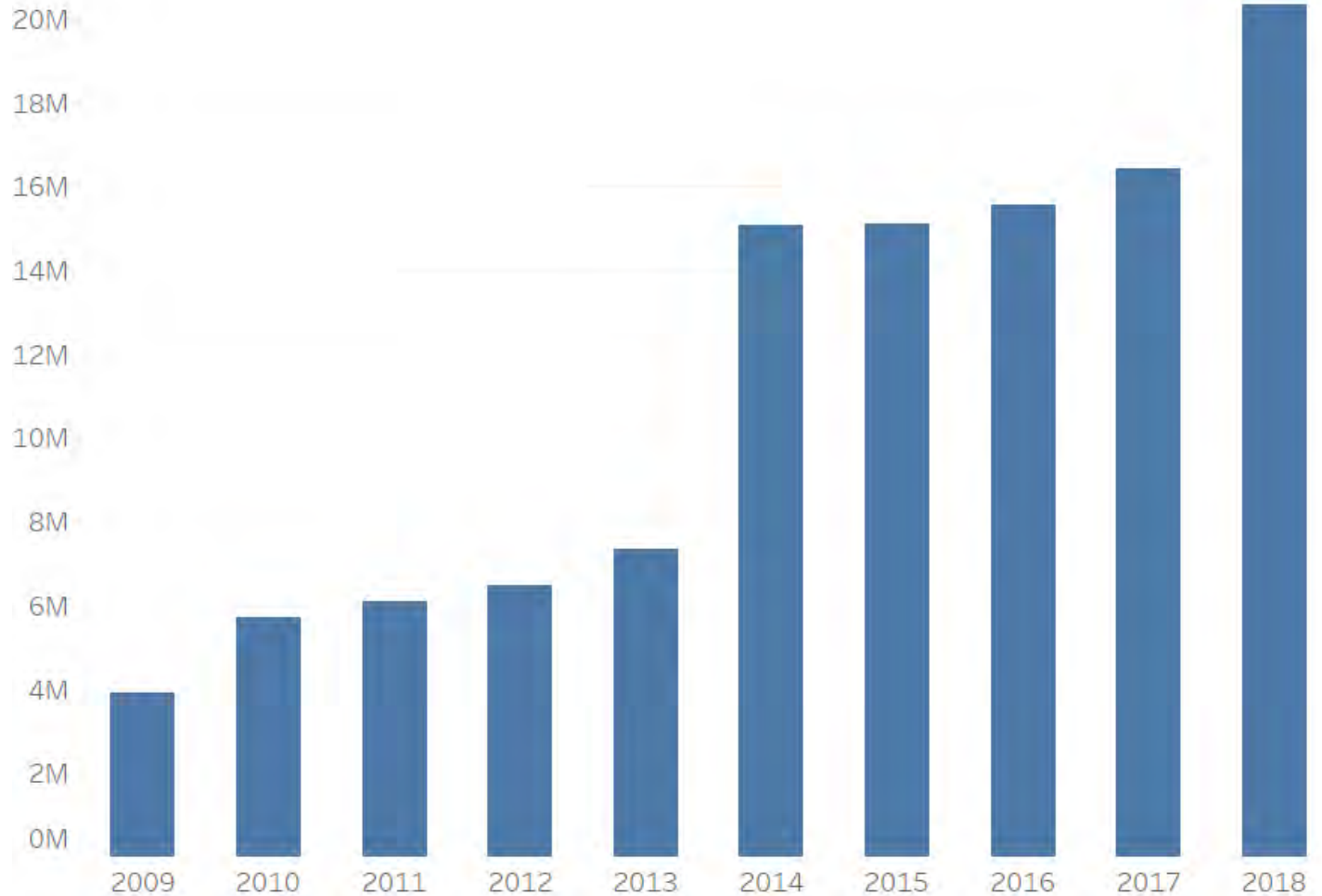


Source – Financial Information Returns, Schedule 2 & Schedule 60

Discretionary Reserves and Reserves

The discretionary reserve position of Wellington North has increased significantly since 2014.

Increasing discretionary reserves over time is an indicator of the municipality's flexibility for financing operations and projects from reserves.

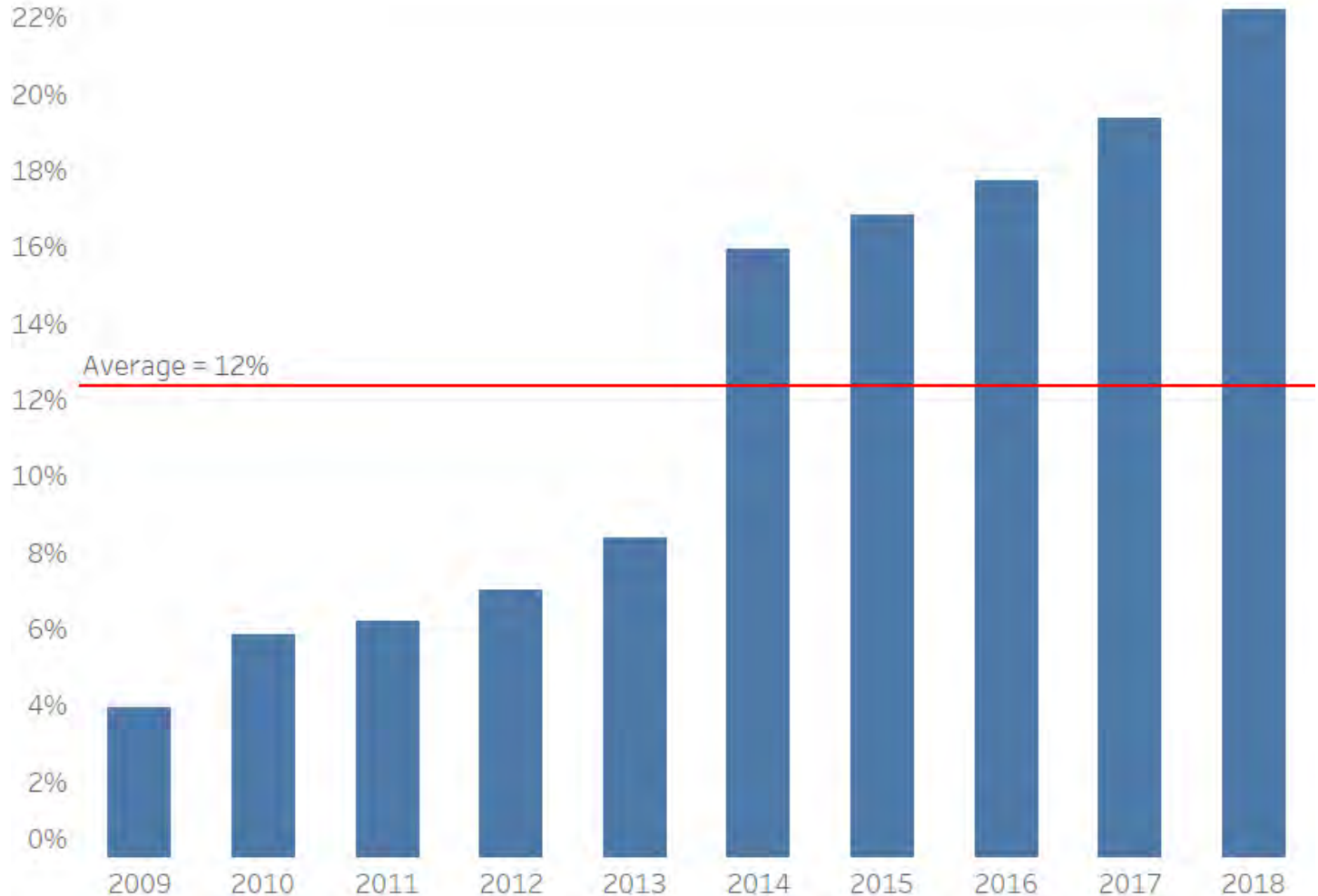


Source – Financial Information Returns, Schedule 60

Total Reserve Position Relative to Tangible Capital Assets

When a municipality's total reserve position (obligatory reserve funds, discretionary reserves and reserves) are expressed as a percentage of its tangible capital assets' net book value, it provides an indication of its ability to finance the replacement of its tangible capital assets from internal sources.

The Township's total reserve position relative to its tangible capital assets has increased significantly over the past 10 years from 4% to 22%.

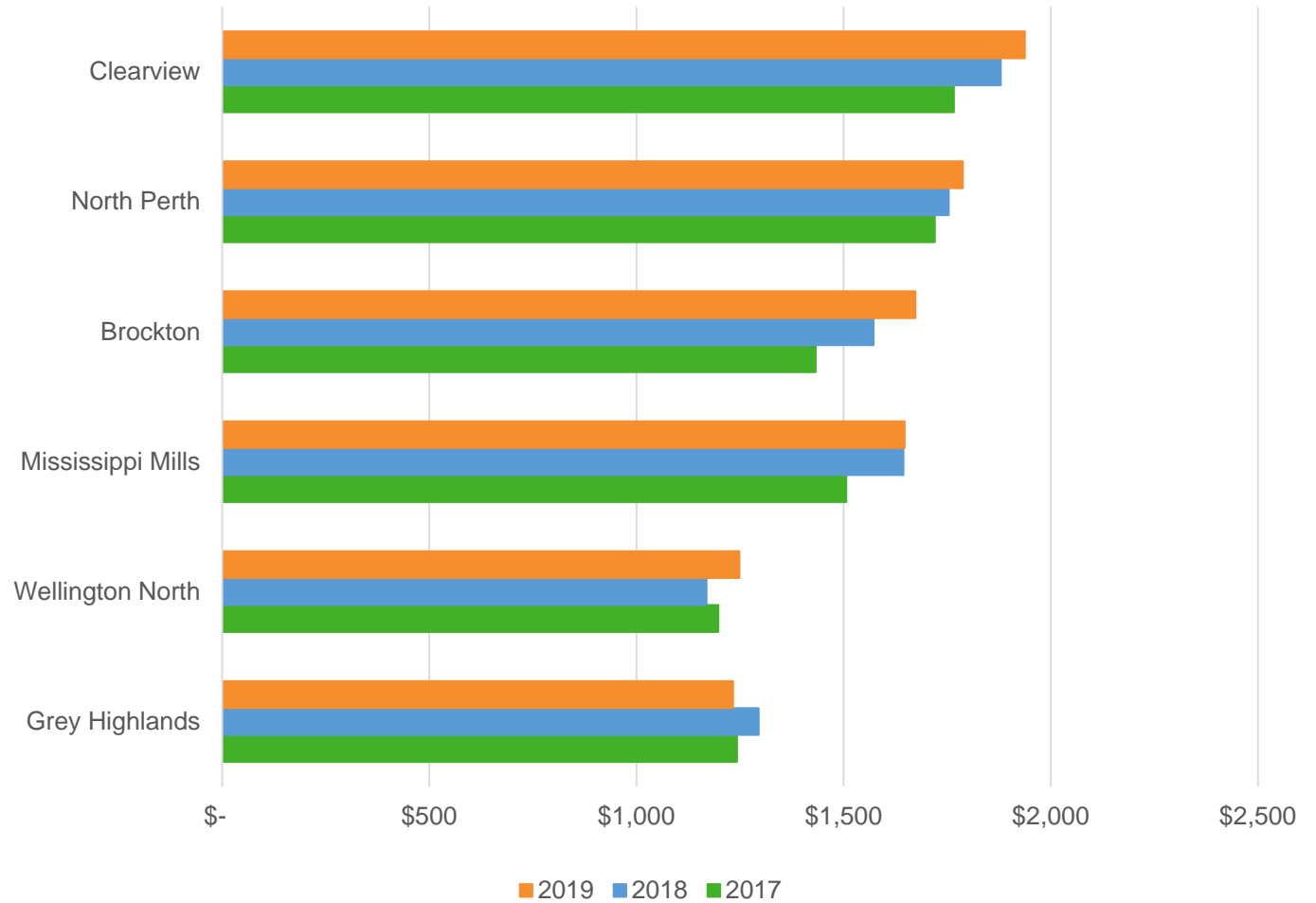


Source – Financial Information Returns, Schedule 51 & 60

Residential Taxes per Household (Avg/Typical Property) Lower Tier

When considered against its lower tier comparators, Wellington North has the second lowest residential taxes per household for an average property.

In 2019, the residential taxes per household for lower tier services for an average property in Wellington North is \$1,248.

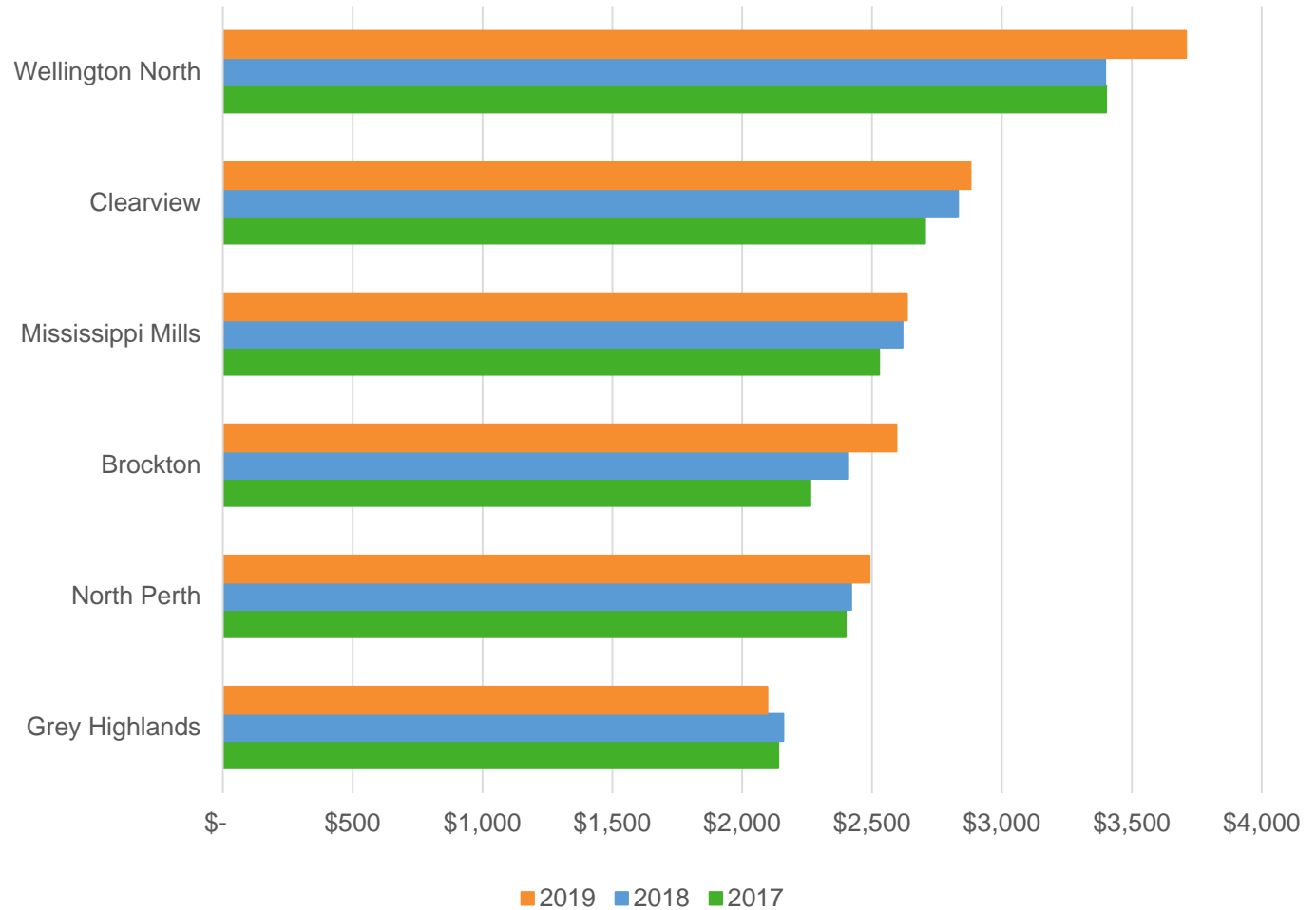


Source: Ontario Property Tax Analysis (OPTA)

Residential Taxes per Household (Avg/Typical Property) Combined

When upper tier services are combined with the lower tier, Wellington North has the highest residential taxes per household for an average property.

In 2019, the residential taxes per household for upper and lower tier services for an average property in Wellington North is \$3,709.



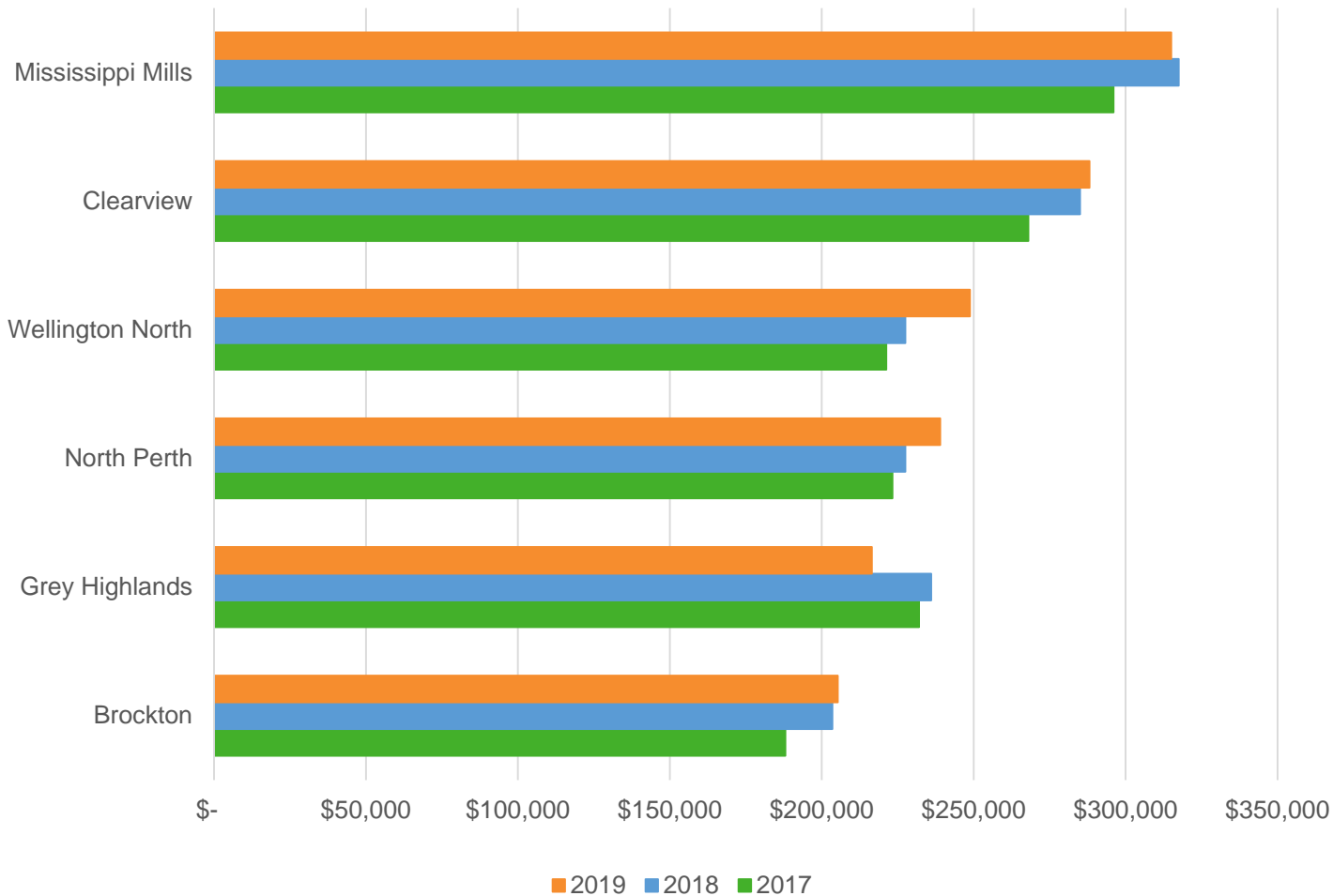
Source: Ontario Property Tax Analysis (OPTA)

Residential Median Current Assessment Value (Avg/Typical Property)

In 2019, Mississippi Mills had the highest residential median current assessment value of \$315,000.

Wellington North's residential median current assessment value is \$248,750 for the same year.

The relationship between the comparator municipalities with respect to residential median current assessment value has remained relatively consistent for the past three years. Wellington North had a 9% increase in assessment value in 2019, which is the highest among the comparator group.



Source: Ontario Property Tax Analysis (OPTA)



Performance - Staffing Perspectives

County of Wellington and Member Municipalities

Service Review

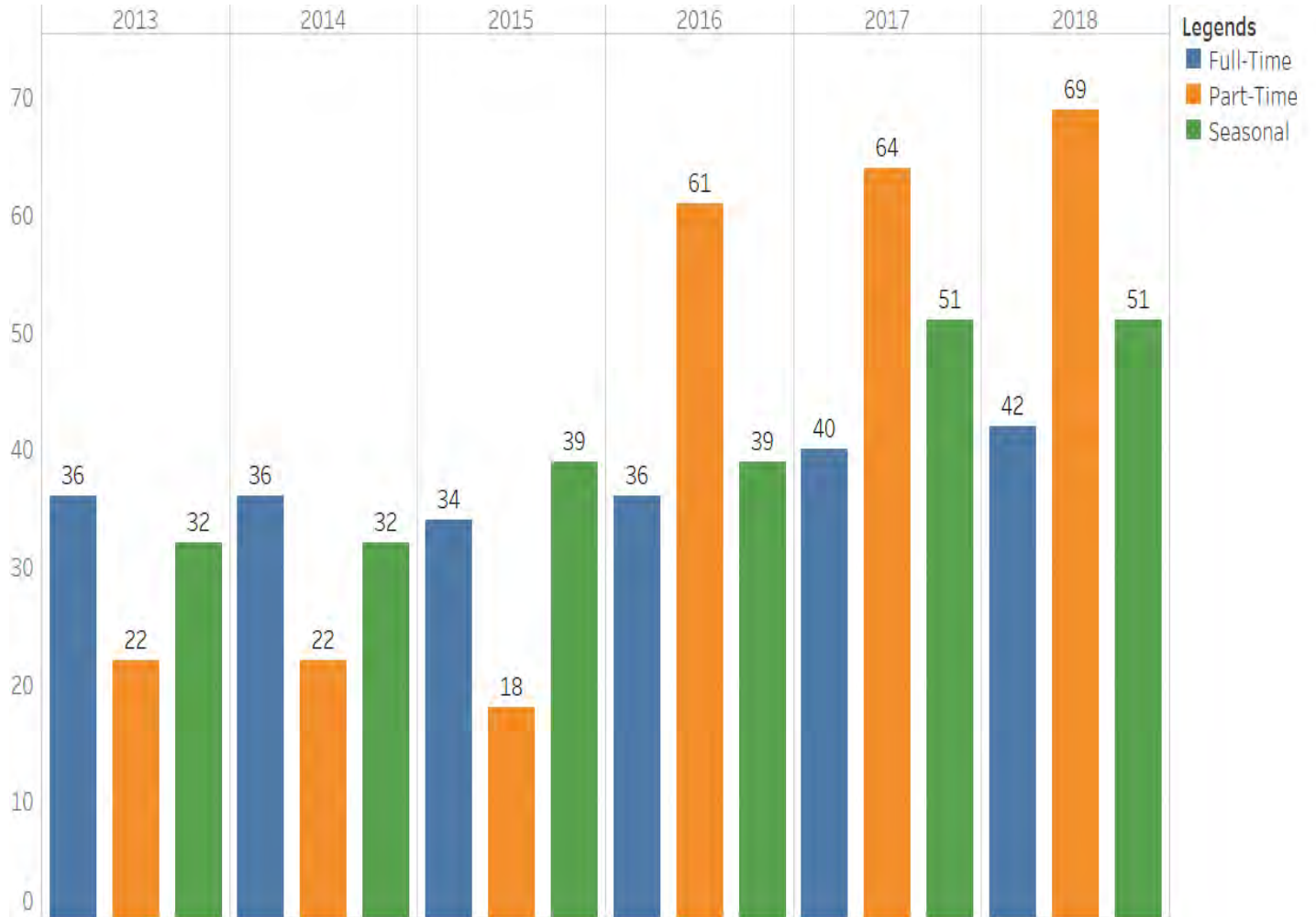
Final Report

Historical Staffing Levels By Type

When viewed over the past six years, the staffing levels for full-time employees has seen an increase of approximately 17% from 36 positions in 2013 to 42 positions in 2018.

The part-time staffing levels has experienced a significant change between 2013 and 2018 from 22 to 69 positions due to changes in how volunteer firefighters are reported in the FIRs .

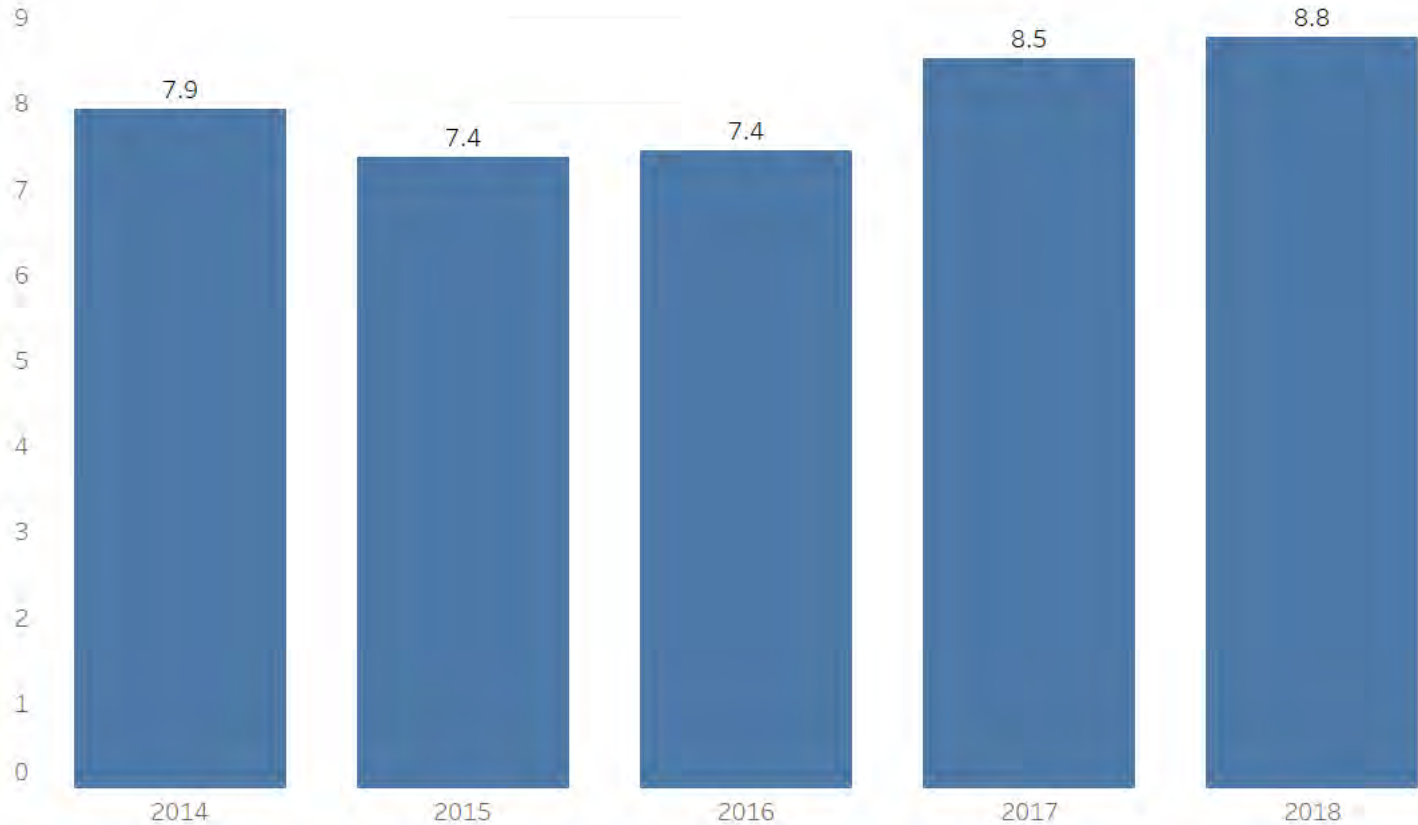
Similarly, over the past six years, the ratio of part-time staff to full-time staff has averaged around 1.11:1. This indicates that the Township's staffing model is reliant upon part-time staffing for the delivery of municipal services.



Source – Financial Information Returns, Schedule 80A

Full-Time Staffing Complement Per 1,000 Households

The full-time staffing complement per 1,000 households for the Township has averaged at 8.0 between the period of 2014 to 2018. In the same period of time, however, there has been an upward trend in staffing per 1,000 households.



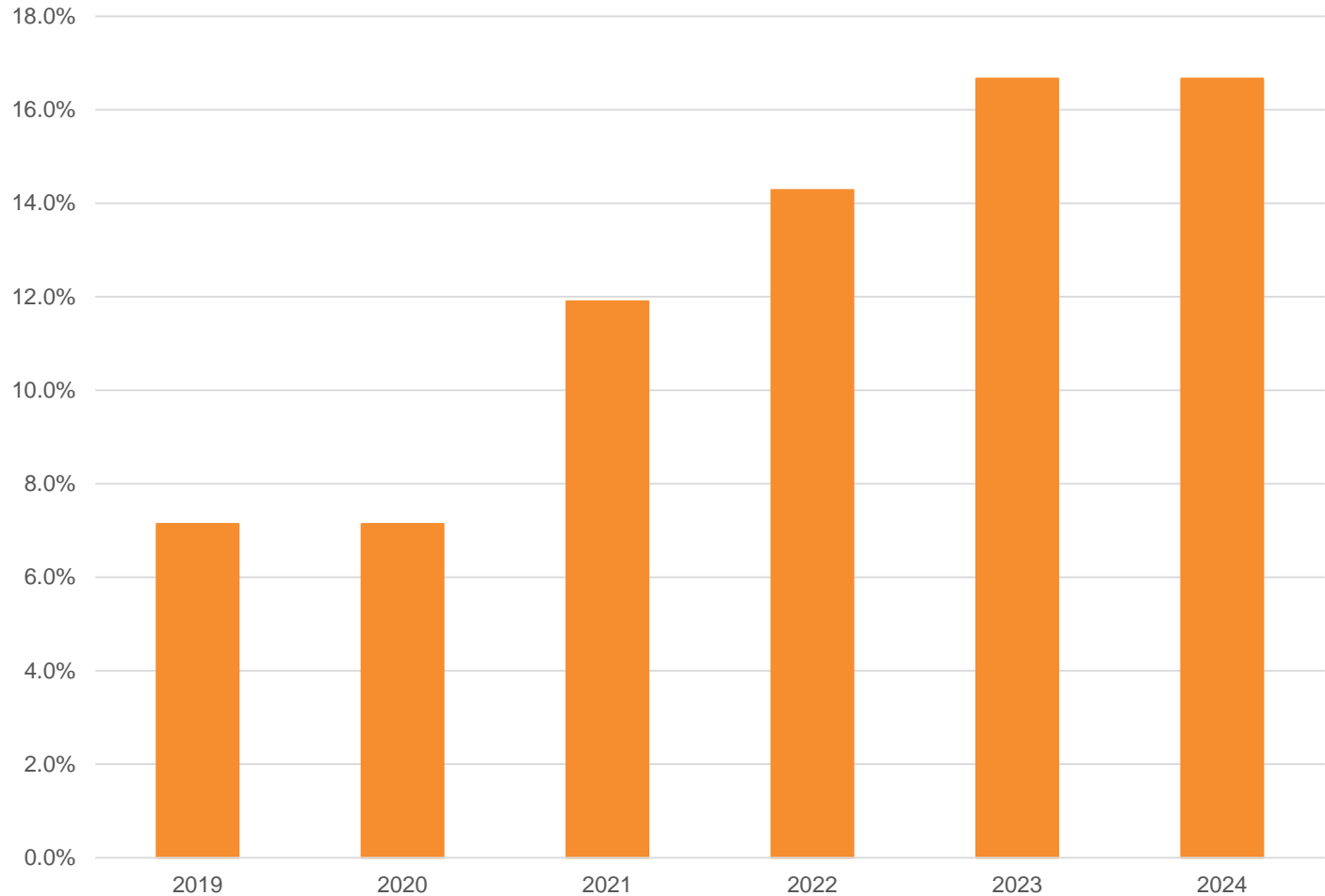
Source – Financial Information Returns, Schedule 2 and 80A

Retirement Profile of Current Municipal Employees

Within the next five years, 7 employees of the Township will be entitled to retire with unreduced pensions. This number represents approximately 17% of all full-time employees of the Township.

This is lower than recent findings of approximately 20%, when this analysis was conducted for other municipalities.

While certain of these positions need to be replaced, the upcoming attrition provides the Township with the opportunity to realign its organizational structure, roles and responsibilities, and method of service delivery.



Source: County of Wellington and Member Municipalities Provided OMERS Data



Performance - Services Perspectives

County of Wellington and Member Municipalities

Service Review

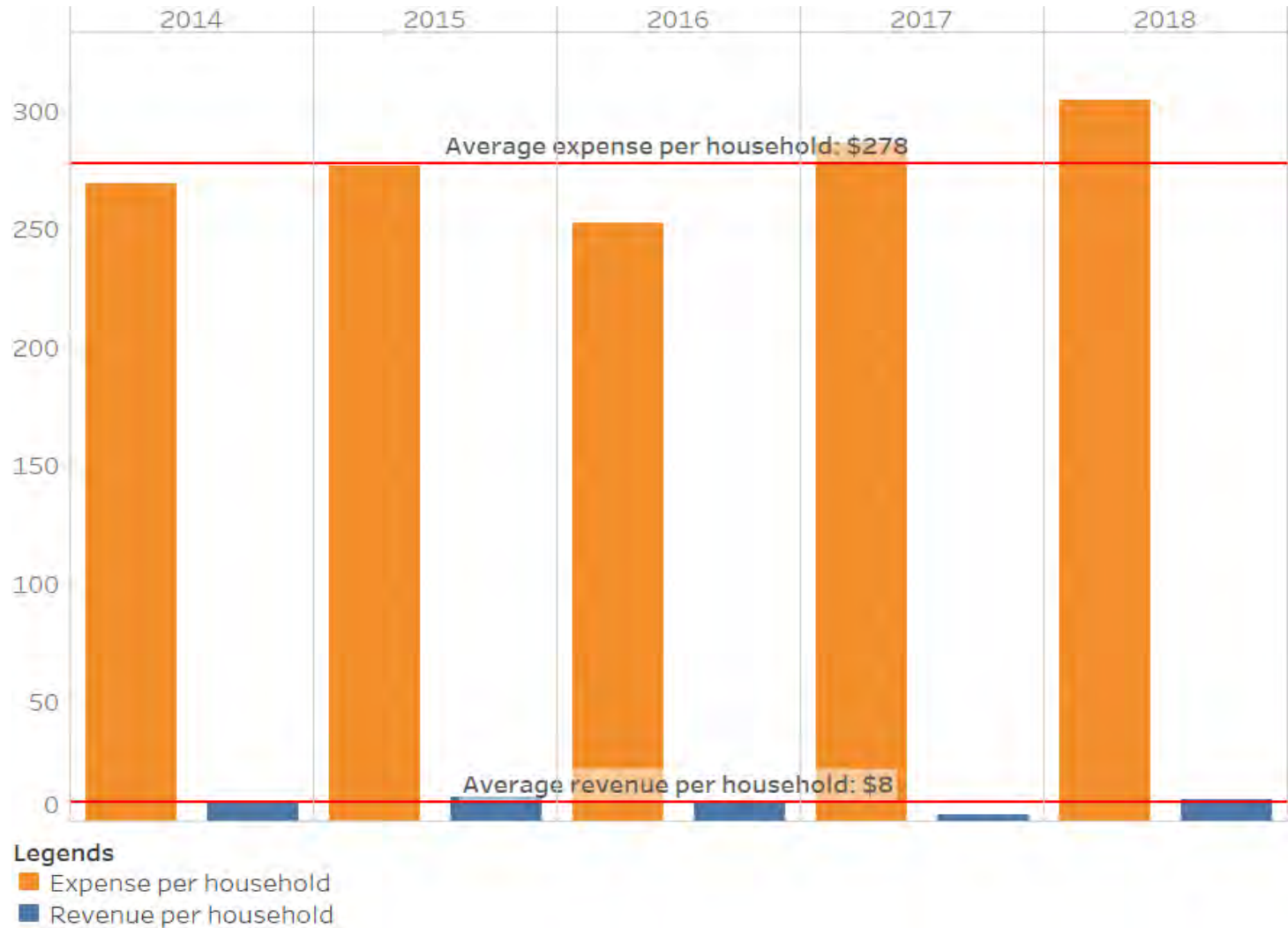
Final Report

General Government per Household

The Township's general government expenses per household averages \$278 per household¹ with 2018 at the highest of \$305 and 2016 at the lowest of \$253.

General government expenses include Council and senior leadership expenses, corporate administration expenses and general overhead.

¹**Average expense per household:** Total expense before adjustments net of amortization (FIR schedule 40 line 0299) divided by the number of households (FIR schedule 2, number of households)
²**Average revenue per household:** User fees and service charges (FIR schedule 12 line 0299)



Source – Financial Information Returns, Schedule 2, Schedule 12 & Schedule 40

Recreation Programs & Facilities per Household

The Township's operating expense for recreation programs and facilities per household averages \$322 per household¹ with 2017 at the highest of \$359 and 2018 at the lowest of \$296.

Revenue for recreation programs and facilities averages \$143 per household.²



Legends

- Expense per household
- Revenue per household

Source – Financial Information Returns, Schedule 2, Schedule 12 & Schedule 40

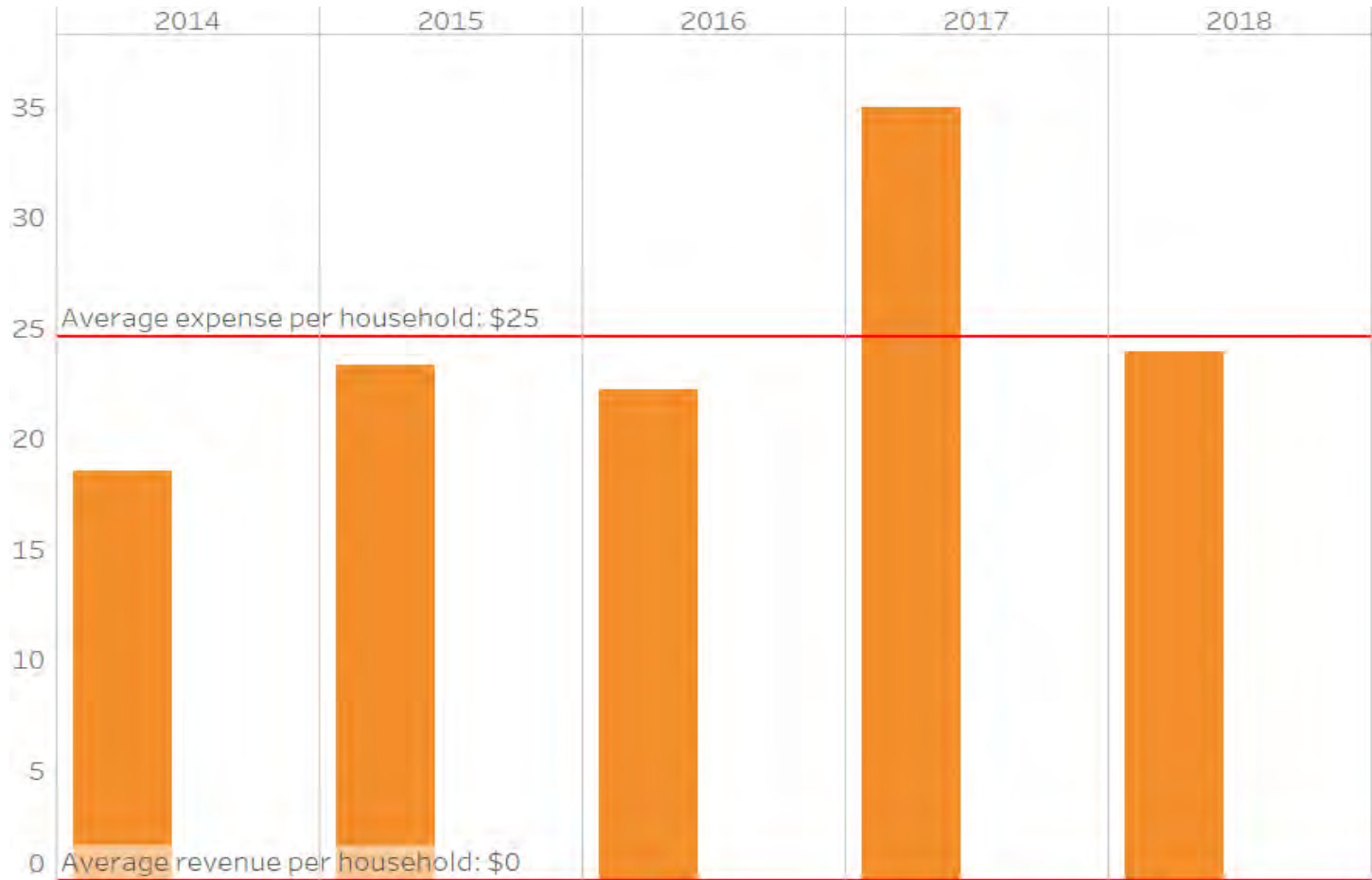
¹**Average expense per household:** Total expense before adjustments net of amortization (FIR schedule 40 lines 1620, 1631, 1634) divided by the number of households (FIR schedule 2, number of households)
²**Average revenue per household:** User fees and service charges (FIR schedule 12 lines 1620, 1631, 1634)

Performance Perspectives

Park Services per Household

The Township's operating expense for parks per household averages \$25 per household¹ with 2017 at the highest of \$35 and 2014 at the lowest of \$19.

There is no recovery of park operating expenses through user fees.²



Legends

- Expense per household
- Revenue per household

¹**Average expense per household:** Total expense before adjustments net of amortization (FIR schedule 40 line 1610) divided by the number of households (FIR schedule 2, number of households)

²**Average revenue per household:** User fees and service charges (FIR schedule 12 line 1610)

Source – Financial Information Returns, Schedule 2, Schedule 12 & Schedule 40

Fire Services per Household

The Township's operating expense for fire services per household¹ averages \$154, with 2018 at the highest of \$175 and 2016 at the lowest of \$143.

There is minimum recovery of fire service operating expenses through user fees,²

¹**Average expense per household:**
Total expense before adjustments net of amortization (FIR schedule 40 line 0410) divided by the number of households (FIR schedule 2, number of households)

²**Average revenue per household:**
User fees and service charges (FIR schedule 12 line 0410)



Legends

- Expense per household
- Revenue per household

Source – Financial Information Returns, Schedule 2, Schedule 12 & Schedule 40

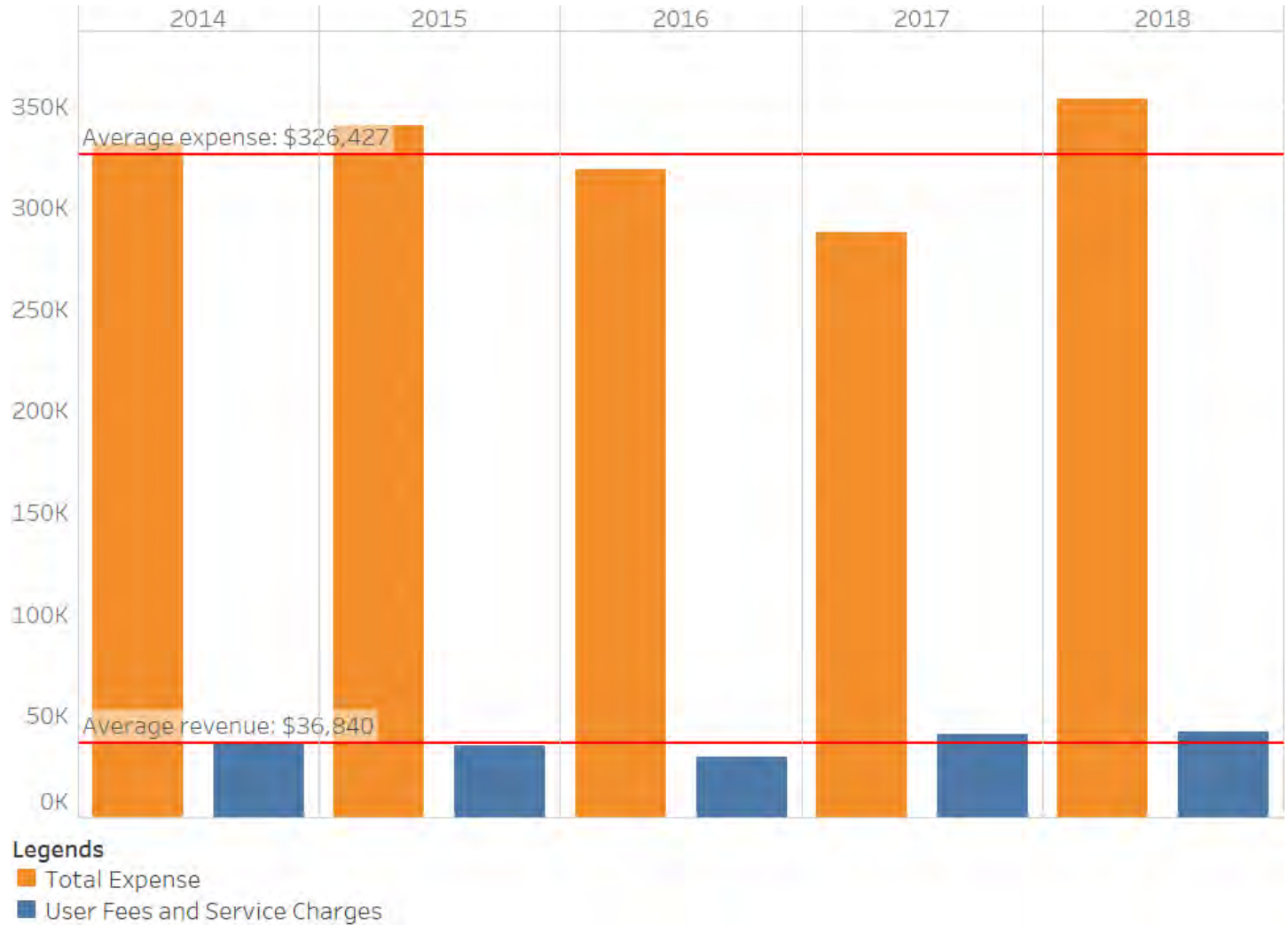
Planning & Development Services

From 2014 to 2018, the Township's Planning and Development expenses¹ have averaged around \$326K.

Through user fees and recoveries², revenue has averaged over the period around \$37K.

¹**Total Expenses:** Total expense before adjustments net of amortization (FIR schedule 40 line 1899)

²**User Fees and Service recoveries:** User fees and service charges (FIR schedule 12 line 1899)



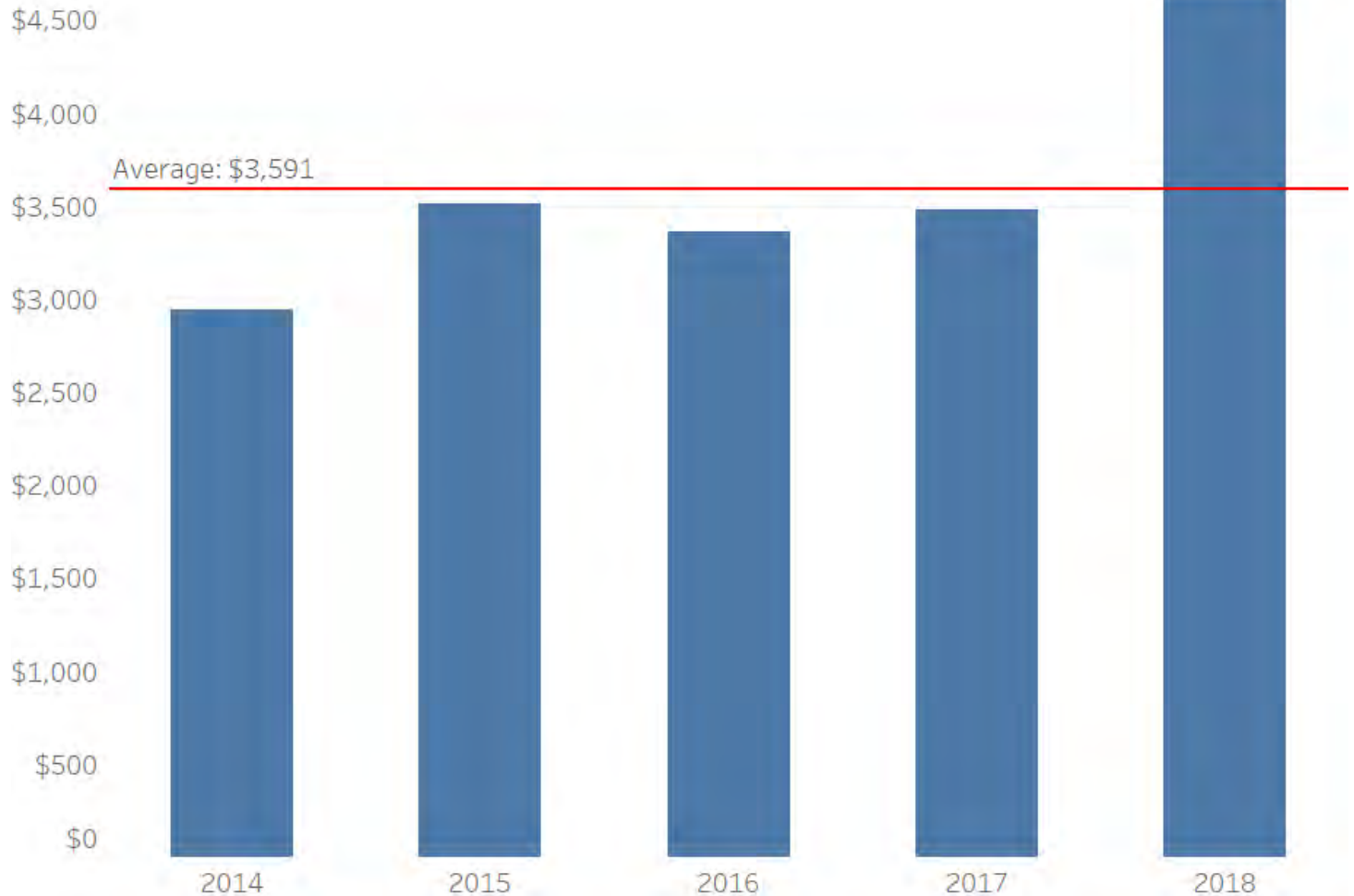
Source – Financial Information Returns, Schedule 12 & 40

Road Maintenance per Lane Kilometer

A lane kilometer is calculated by multiplying the total number of kilometres in the municipal road network by the number of lanes.

The Township's road maintenance expense per lane kilometre has averaged at \$3,591 between 2014 and 2018, with 2018 the highest at \$12K per lane kilometre.

Road maintenance includes expenses related to paved and unpaved roads, bridges and culverts, traffic operations and roadside maintenance. Lane kilometre includes total paved and unpaved lane kilometre.



Source – Financial Information Returns, Schedule 12, Schedule 40, & Schedule 80

Winter Maintenance

Winter maintenance expense per lane kilometre is calculated by taking the total expense for winter maintenance divided by the total lane kilometres of roads maintained during the winter.

The Township's expense per lane kilometre for winter maintenance averaged \$501 between 2014 and 2018.



Source – Financial Information Returns, Schedule 12, Schedule 40, & Schedule 80

Summary of General Themes

The performance analysis highlights that Wellington North is financially well positioned with opportunities to enhance its cost recovery structure and approach to delivering services.

General Themes

Municipal Debt

- Since 2009, the Township has been building up its reserve position and decreasing its debt levels providing flexibility in financing options for the Township to manage and plan operational and capital needs.

Reserve Balances

- The Township has increased its discretionary reserve position significantly since 2014. A strong discretionary reserve balance provides the Township with financial flexibility to manage infrastructure maintenance and capital demands. The reserve position relative to tangible capital assets also indicates a strong position for internal financing of its tangible capital assets.

Staffing Levels

- The Township's full-time staffing complement has increased by six positions since 2013. Part-time staffing complement has increased during the same period of time to deliver and meet service needs. The Township relies on part-time staffing for the delivery of services.

Operations and Services

- The performance trend analysis indicates there is an opportunity for the Township to review its user fees and recoveries structure to improve the recovery of costs for municipal services.

Taxation Levels

- Among the comparator group, Wellington North's residential taxes per household are the second lowest among the comparator group. When the upper tier portion is considered for a combined residential tax analysis, Wellington North is the highest. The Township's median current value assessment is below Mississippi Mills and Clearview.

Overall

- The performance analysis highlights that the Township is a financially strong municipality for its size and geography. The ongoing and anticipated change in infrastructure and service demands will require the Township to rethink its service delivery models and cost recovery approach to maintain its financial sustainability.



Appendix A Service Profiles

County of Wellington and Member Municipalities
Service Review
Final Report

Comparative Analysis – Why Compare to Other Communities

For the purposes of the project, five comparator communities were selected as municipal comparators based on population growth, urban/rural characteristics and geography:

Municipality	Population ¹	Households ¹	Area Square KM ²
1. Wellington North	12,483	4,690	526
2. North Perth	13,130	5,982	493
3. Brockton	9,432	4,358	565
4. Mississippi Mills	13,163	5,654	520
5. Grey Highlands	7,927	5,502	883
6. Clearview	14,151	6,243	557

The primary purpose of the comparative analysis is to understand the performance of comparator municipalities and to identify opportunities to change how the Town's organization is aligned to deliver municipal services.

- Communities with similar financial benchmarks/service levels – insight into operating efficiencies
- Communities with different financial benchmarks/service levels – opportunities to change existing organizational structure/processes to reflect common service levels

Comparing financial performance and taxation levels has both benefits and risks

- Provides insight into affordability issues; what a peer municipality can achieve with the same resources
- Assumes that all variables are the same (assessment base, non-taxation revenues)
- Assumes that taxation and service levels in other communities are 'right'.

Note -

¹ 2017 Financial Information Return, Schedule 02

² Statistics Canada census profile, 2016 census data– land area in square kilometres

³ Household numbers reported in the FIR may contain dwellings occupied by usual residents and non-usual residents

How to Read This Document – Service Profile Legend

Service Profile – Terms and Acronyms

Service Type:

1. **Mandatory** – Legislatively Required
 2. **Essential** – Not legislatively required, but service is necessary for the municipality in order to operate reasonably
 3. **Traditional** – Service that has been historically provided by the municipality
 4. **Other Discretionary** – Unique service only provided by the municipality
- E. External** – Service is primarily external facing
- I. Internal** – Service is primarily internal facing

Service Level:

A = Above standard

S = At standard

- S + : Some service levels of the sub-services/activities are higher
- S – : Some service levels of the sub-services/activities are lower





B = Below standard

Service level is assessed against legislative requirements, industry standards, council policies, or contractual agreements.

Budget:

- The budget figures of each service profile are based on the 2019 Budget provided by the County and Member Municipalities to KPMG.

Shade of RED reflects % of tax funding (% of net to gross). For internal services, costs allocated to public services are shown as recoveries

-  Self Supporting Service (User fees or funding from other governments) or no more than 5% tax supported
-  5% - 50%
-  50% - 90%
-  More than 90% tax supported

The size of the circle diagram reflects a proportionate scale of each services' budgeted cost to the municipality's total budgeted cost.

Governance and Civic Engagement

A program that encompasses the values and processes through which Council works with an engaged citizenry to ensure decisions meet the common good and reflect the values/needs of the community.

Service Profile

Council Representation

077

Program	
General Government	
Department	
Clerks	
Service Type	
Internal	
Budget (\$,000s)	
Employee Related	103
Other	32
Capital	0
Total Costs	135
User Fees/ Recoveries	0
Transfers/ Grants	0
Total Revenues	0
Net Levy	135
FTEs	2.0

Service Description
<p>Council is an elected body that conducts regular meetings to address issues facing the municipality; representing the public and considering the well-being and interests of the municipality, including:</p> <ul style="list-style-type: none"> Developing and evaluating the policies and programs of the municipality; Strategic direction of operations and services provided by the municipality; and Maintaining the financial integrity of the municipality.

Performance & Benchmarking			
<ul style="list-style-type: none"> The Township has 0.11 Councillors per 100 households, which is below the average of 0.14 for the comparator group. 			
Municipality	Number of Councillors	Households	Number of Councillors per 100 households
Wellington North	5	4,690	0.11
North Perth	10	5,982	0.17
Mississippi Mills	7	5,654	0.12
Grey Highlands	7	5,502	0.13
Clearview	9	6,243	0.14
Brockton	7	4,358	0.16
Average			0.14
Source - 2017 FIR Schedules 02 and Municipality Website			

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory		●	
Essential			
Traditional			
Other Discretionary			

Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> Mandatory service required pursuant to the <i>Municipal Act</i> and the <i>Municipal Elections Act</i>. Performance is consistent with the requirements of the legislation.

Corporate Services

A program that encompasses the collaborative and corporate efforts of the organization to plan, finance and support municipal assets, infrastructure and service delivery.

Service Profile

Office of the CAO & Clerk Services


079

Program	
Corporate Services	
Department	
Office of the CAO Clerks	
Service Type	
Internal / External	

Budget (\$,000s)	
Employee Related	413
Other	163
Capital	0
Total Costs	576
User Fees/ Recoveries	0
Transfers/ Grants	0
Total Revenues	0
Net Levy	576
FTEs	4.0

Service Description
The Chief Administrative Officer (CAO) is accountable to the Mayor and Council. Providing overall leadership, strategic direction, and policy advice on the Township's operations. Clerks provide legislative and administrative support to Council and Committees. In addition, Clerks provide corporate, customer, and statutory services to the public, such as licensing, FOI and records management.

Performance & Benchmarking			
<ul style="list-style-type: none"> The Township's governance net expense per household is \$24 is the lowest among the comparator group. 			
Municipality	Total Expenses Net Amortization	Households	Expense per household
Wellington North	110,223	4,690	24
North Perth	176,017	5,982	29
Mississippi Mills	253,534	5,654	45
Grey Highlands	423,387	5,502	77
Clearview	638,605	6,243	102
Brockton	120,726	4,358	28
Average			\$ 51
Source - 2017 FIR Schedule 02 and 40, Line 0240			

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			
Essential			
Traditional			
Other Discretionary			

Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> The <i>Municipal Act</i> provides for the establishment of a CAO position as the head of local government administration. Clerk Services are mandatory in accordance with the <i>Municipal Act</i>, and other applicable legislative and bylaw requirements. Services are currently being delivered at a standard service level in accordance with legislative requirements where services are not dissimilar to those of similar municipalities.

Service Profile

Human Resources

Program	
Corporate Services	
Department	
Human Resources	
Service Type	
Internal	

Budget (\$,000s)	
Employee Related	95
Other	104
Capital	10
Total Costs	209
User Fees/ Recoveries	0
Transfers/ Grants	10
Total Revenues	10
Net Levy	199
FTEs	1.0

Service Description
An internal support service that provides strategic and operational human resource management policies and services to support its workforce and enable the Township to meet its business objectives, consistent with Council direction and regulatory requirements.

Performance & Benchmarking
<ul style="list-style-type: none"> 2015 – 2018 Performance Highlights: <ul style="list-style-type: none"> ➤ Implement performance appraisal process and develop employee attraction and retention plan ➤ Promote a positive and healthy work environment by increasing training and team building activities 2019 – 2022 Strategic Plan Alignment Initiatives: <ul style="list-style-type: none"> ➤ Implement HRIS, online grant application process, electronic signatures and comprehensive online background checks ➤ Refresh social media channels for more effective citizen engagement channels ➤ Develop internal leadership program

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			
Essential			●
Traditional			
Other Discretionary			

Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> Human Resources is an essential service guided by the Employment Standards Act, Pay Equity Act, Records Retention By-law, MFIPPA, CRA, Collective Agreements, Ontario Human Rights Code, Accessibility for Ontarians with Disabilities Act, Occupational Health and Safety Act, Ontario Labour Relations Act, Fire Prevention and Protection Act, and human resources best practices. Services are delivered slightly above standard providing full suite of HR services, including strategic planning for change management, learning and development, and succession planning.

Service Profile


Financial Management

081

Program	
Corporate Services	
Department	
Finance	
Service Type	
Internal / External	
Budget (\$,000s)	
Employee Related	316
Other	163
Capital	62
Total Costs	541
User Fees/ Recoveries	0
Transfers/ Grants	62
Total Revenues	62
Net Levy	479
FTEs	4.0

Service Description
Financial Services ensures that the Township's finances are managed in accordance with legislative and contractual requirements as well as provides advice to Council, Committees and management. Financial Services provides budgeting and financial planning, accounting, cash and investment management, payroll and benefits, purchasing, asset management, property taxation, and grant funding.

Performance & Benchmarking			
<ul style="list-style-type: none"> The Township's corporate management and program support expense per household is below the average of \$293. 			
Municipality	Total Expenses Net Amortization	Households	Expense per household
Wellington North	1,234,056	4,690	263
North Perth	1,654,425	5,982	277
Mississippi Mills	1,291,208	5,654	228
Grey Highlands	1,820,591	5,502	331
Clearview	1,784,907	6,243	286
Brockton	1,621,039	4,358	372
			\$ 293
<i>Source - 2017 FIR Schedule 02 and 40, Line 0250 + 0260</i>			

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			
Essential			
Traditional			
Other Discretionary			

Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> Financial Services are either classified as mandatory or essential as they are required under provincial legislation, such as the Municipal Act, Pension Benefits Act, Trustee Act, Cemetery Act, Excise Tax Act, Retail Sales Tax Act, Procurement, By-Law, Development Charges Act, etc. Overall, service level is at standard and meeting all legislative requirements.

Service Profile

Information Technology

082

Program	
Corporate Services	
Department	
Finance – contracted service	
Service Type	
Internal	
Budget (\$,000s)	
Employee Related	21
Other	85
Capital	88
Total Costs	194
User Fees/ Recoveries	0
Transfers/ Grants	88
Total Revenues	88
Net Levy	106
FTEs	0.2

Service Description
Provides, manages and supports robust, reliable, and secure information technology and telecommunications architecture to enable all Township departments to achieve their strategic goals and objectives.

Performance & Benchmarking			
<ul style="list-style-type: none"> The Township's budgeted IT cost per household is the slightly above average among the comparator group. 			
Municipality	Budget	Households	Budget per household
Wellington North	193,632	4,690	41
North Perth	N/A - no data		
Mississippi Mills	N/A - no data		
Brockton	N/A - no data		
Grey Highlands	103,169	5,502	19
Clearview	364,118	6,243	58
Average			\$ 39
<i>Source - Published 2019 Budget Reports</i>			

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			
Essential		●	
Traditional			
Other Discretionary			

Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> Information Technology services are essential to manage the Township's vast information resources and support operational processes and business decisions. Information Technology services are currently operating slightly below standard as a result of systems capabilities and capacity limitations.

Service Profile

Facility Management

Program	
Corporate Services	
Department	
Building & Planning	
Service Type	
Internal / External	

Budget (\$,000s)	
Employee Related	0
Other	166
Capital	0
Total Costs	166
User Fees/ Recoveries	146
Transfers/ Grants	0
Total Revenues	146
Net Levy	20
FTEs	0

Service Description
Responsible for the leasing management and maintenance of the Township owned buildings by ensuring a healthy, productive, efficient and safe environment for client departments, tenants and customers.

Performance & Benchmarking
<p>Portfolio includes management and maintenance of the following types of facilities:</p> <ul style="list-style-type: none"> • Former Mount Forest Municipal Office • Arthur Medical Centre • Former Mount Forest Arena • School property in Kenilworth • Blacksmith Shop • Arthur Chamber Office • Arthur Seniors Hall

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			
Essential		●	
Traditional			
Other Discretionary			

Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> • Facilities Management is an essential service that provides critical building infrastructure for the day to day operations of the Township; determined by the numerous regulations and legislation governing built from: Workplace Health & Safety/Fire Code/Building Code/AODA /TSSA/CSA, etc.. • Services are delivered slightly below the standard service level requirements due to delays in preventive maintenance activities.

Wellington North Power, Inc. - Holding Co.

Program	
Corporate Services	
Department	
Finance	
Service Type	
Internal / External	
Budget (\$,000s)	
Employee Related	44
Other	9
Capital	0
Total Costs	53
User Fees/ Recoveries	49
Transfers/ Grants	0
Total Revenues	49
Net Levy	4
FTEs	0

Service Description
Pertains to Wellington North's share of ownership in Wellington North Power Inc., a local distribution company of electricity.

Performance & Benchmarking
<ul style="list-style-type: none"> Considered as a Township investment for its ownership in Wellington North Power Inc.

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			
Essential			
Traditional			
Other Discretionary			●

Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> Unique service arrangement that provides residents with necessary utility access for urban centres and rural areas within the municipality. Services are delivered at standard in accordance with contractual agreements. The CAO and members of Council sit on the board of Wellington North Power Inc. as an oversight role to service the community.

Community Development

A program that aims to achieve a socially progressive and diverse community that offers abundant social opportunities, and the opportunity to live a healthy and active lifestyle.

Service Profile


Arena and Community Centre

Program	
Community Development	
Department	
Operations	
Service Type	
External	
Budget (\$,000s)	
Employee Related	681
Other	1,795
Capital	427
Total Costs	2,903
User Fees/ Recoveries	635
Transfers/ Grants	1,237
Total Revenues	1,872
Net Levy	1,031
FTEs	10.0

Service Description
<p>Provide clean, safe and accessible facilities and programming services to the community to promote wellness and leisure activities to all residents.</p> <p>The Township's main arenas are the Arthur & Area Community Centre and the Mount Forest & District Sports Complex that features ice pads for winter sports and is used for indoor sports and events during the rest of the calendar year. It also houses community halls and meeting rooms.</p> <p>Community centres include the Conn Pavilion, and the Damascus Community Centre.</p>

Performance & Benchmarking			
<ul style="list-style-type: none"> The Township's Recreation Facility (All Other) net cost per household of \$359 is the highest among the comparator group. 			
Municipality	Total Expense Net Amortization	Households	Expense per Household
Wellington North	1,685,698	4,690	359
North Perth	2,120,423	5,982	354
Mississippi Mills	1,799,905	5,654	318
Grey Highlands	868,175	5,502	158
Clearview	1,000,901	6,243	160
Brockton	1,142,991	4,358	262
Average			\$ 269
Source - 2017 FIR Schedule 02 and 40, Line 1634			

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			
Essential			
Traditional			
Other Discretionary			



Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> Arenas and Community Centres are a traditional service of the municipality. The service is not guided by specific legislation but is expected to perform in accordance within Council policy and related provincial legislation. Access and programming currently operating at standard in relation to the other Townships.

Service Profile

Outdoor Pools

087

Program	
Community Development	
Department	
Operations	
Service Type	
External	

Budget (\$,000s)	
Employee Related	91
Other	87
Capital	0
Total Costs	178
User Fees/ Recoveries	69
Transfers/ Grants	0
Total Revenues	69
Net Levy	109
FTEs	1.5

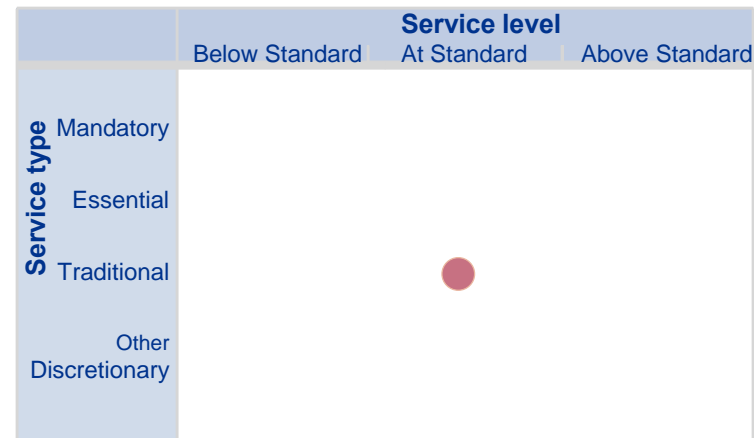
Service Description
The Township operates 2 outdoor pool facilities at Arthur & Area Aquatic Centre and the Lions Roy Grant Pool that provides the public with access to learn-to-swim and recreational swimming programs and opportunities.

Performance & Benchmarking

- The Township's Recreation Facility (All Other) net cost per household of \$359 is the highest among the comparator group.

Municipality	Total Expense Net Amortization	Households	Expense per Household
Wellington North	1,685,698	4,690	359
North Perth	2,120,423	5,982	354
Mississippi Mills	1,799,905	5,654	318
Grey Highlands	868,175	5,502	158
Clearview	1,000,901	6,243	160
Brockton	1,142,991	4,358	262
Average			\$ 269

Source - 2017 FIR Schedule 02 and 40, Line 1634



Rationale For Service Level Assessment & Service Type

- Outdoor pools have been a traditional service offered by the Township to support aquatic sports and programs.
- This service is currently being delivered at standard.

Service Profile

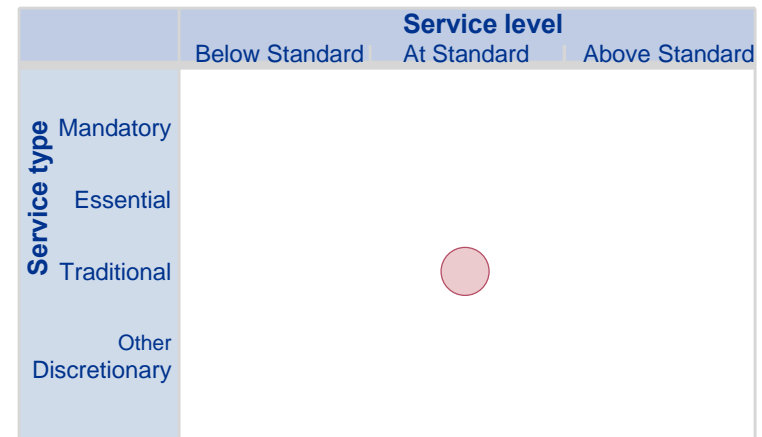
Parks & Open Spaces

Program	
Community Development	
Department	
Operations	
Service Type	
External	

Budget (\$,000s)	
Employee Related	59
Other	104
Capital	213
Total Costs	376
User Fees/ Recoveries	47
Transfers/ Grants	188
Total Revenues	235
Net Levy	141
FTEs	0.7

Service Description
This service includes the operations and maintenance of parks, trails and open space. This includes parkland, wood lots and open spaces, play structures, and sports fields.

Performance & Benchmarking			
<ul style="list-style-type: none"> The Townships net expense per household for Parks is below the average amongst the comparator group. 			
Municipality	Total Expense Net Amortization	Households	Expense per Household
Wellington North	164,177	4,690	35
North Perth	507,501	5,982	85
Mississippi Mills	N/A - no data		
Grey Highlands	50,481	5,502	9
Clearview	500,646	6,243	80
Brockton	260,726	4,358	60
Average			\$ 54
Source - 2017 FIR Schedule 02 and 40, Line 1610			



Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> All municipalities traditionally offer access to community parks for residents and visitors, while the ratio of parks per 1,000 of the population may vary. This service also includes wood lot access and recreational trails. This service is being maintained at standard.

Service Profile

Cemeteries

089

Program	
Community Development	
Department	
Clerks Operations	
Service Type	
External	
Budget (\$,000s)	
Employee Related	33
Other	67
Capital	34
Total Costs	134
User Fees/ Recoveries	36
Transfers/ Grants	36
Total Revenues	72
Net Levy	62
FTEs	0.5

Service Description
Cemetery services provide families and the community with attractive properties that are protected and preserved, and to provide a variety of products and services for the respectful disposition of the deceased while meeting legislated requirements.

Performance & Benchmarking			
<ul style="list-style-type: none"> The Township is below the average of cemetery expenses per household. 			
Municipality	Total Expense Net Amortization	Households	Expense per Household
Wellington North	49,287	4,690	11
North Perth	204,338	5,982	34
Mississippi Mills	N/A - No data		
Grey Highlands	72,623	5,502	13
Clearview	70,736	6,243	11
Brockton	53,922	4,358	12
Average			\$ 16
<i>Source - 2017 FIR Schedule 02 and 40, Line 1040</i>			

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory		●	
Essential			
Traditional			
Other Discretionary			

Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> Cemeteries are a mandatory service that is guided by the Funeral, Burial and Cremation Services Act. Operations and maintenance is delivered at standard.

Environmental Protection

A program that focuses on the environmental health and vibrancy of the community's natural assets and how they interface with the built environment.

Service Profile

Water Distribution

Program	
Environmental Protection	
Department	
Operations	
Service Type	
External	
Budget (\$,000s)	
Employee Related	576
Other	1,662
Capital	1,370
Total Costs	3,608
User Fees/ Recoveries	2,230
Transfers/ Grants	1,370
Total Revenues	3,600
Net Levy	8
FTEs	5.5

Service Description
Distribution of clean, safe drinking water to all properties connected to the Township's municipal water supply systems.
This includes all support and maintenance activities that are performed in order to achieve this service, including source water protection and conservation authority type activities.

Performance & Benchmarking			
<ul style="list-style-type: none"> The Township's water treatment and distribution cost per household is the 2nd highest among the comparator group due to maintaining two separate systems. 			
Municipality	Total Expense Net Amortization	Households	Expense per Household
Wellington North	1,287,973	4,690	275
North Perth	1,567,138	5,982	262
Mississippi Mills	1,883,679	5,654	333
Grey Highlands	534,097	5,502	97
Clearview	1,041,191	6,243	167
Brockton	723,245	4,358	166
Average			\$ 217
<i>Source - 2017 FIR Schedules 40, Line 0831 + 0832</i> <i>Households - Reflects FIR data that contains both households connected to water system & use of private wells.</i>			

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			
Essential			
Traditional			
Other Discretionary			

Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> The supply and distribution of safe drinking water is a mandatory service to protect public health and property. The Safe Drinking Water Act, the Ontario Water Resources Act, individual ECAs and the Clean Water Act dictate the service level for water supply and distribution. Services are delivered and infrastructure are maintained all through in-house staff. 24/7 (uninterrupted) supply of clean safe drinking water is consistently achieved. Budget includes cost associated with Conservation Authority and Wellington North Rural Water Works Systems.

Service Profile

Wastewater Collection

Program	
Environmental Protection	
Department	
Operations	
Service Type	
External	
Budget (\$,000s)	
Employee Related	58
Other	2,764
Capital	10,227
Total Costs	13,049
User Fees/ Recoveries	2,582
Transfers/ Grants	10,468
Total Revenues	13,050
Net Levy	(1)
FTEs	1.0

Service Description
Collection of sanitary wastewater from all connected properties within the Township to the sewage system.
This includes maintenance of all pumping stations and the collection system and associated support activities that are performed in order to achieve this service.

Performance & Benchmarking			
<ul style="list-style-type: none"> The Township's wastewater collection and treatment cost per household is the second highest among the comparator group. The Township maintains two separate systems. 			
Municipality	Total Expense Net Amortization	Households	Expense per Household
Wellington North	1,287,973	4,690	275
North Perth	1,567,138	5,982	262
Mississippi Mills	1,883,679	5,654	333
Grey Highlands	534,097	5,502	97
Clearview	1,041,191	6,243	167
Brockton	723,245	4,358	166
Average			\$ 217
<i>Source - 2017 FIR Schedules 02 and 40, Line 0811 + 0812</i> <i>Households - Reflects FIR data that contains both households connected to wastewater systems & use of private septic.</i>			

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			
Essential			
Traditional			
Other Discretionary			

Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> Wastewater collection and treatment is a mandatory service to protect public health, property and the environment. The Federal Fisheries Act, the Ontario Water Resources Act, the Environmental Protection Act and the individual ECAs dictate the service level for wastewater collection. The Township currently partners with a third party service provider to operate the wastewater treatment facility. Wastewater operators are licensed per Ont. Reg. 129/04.

Property Development

A program aimed at encouraging property owners to develop their properties, maintain/increase property values and to do so in compliance with applicable legislation, by-laws and regulations.

Service Profile

Land Use Planning

Program	
Property Development	
Department	
Building	
Service Type	
External	
Budget (\$,000s)	
Employee Related	12
Other	215
Capital	0
Total Costs	227
User Fees/ Recoveries	118
Transfers/ Grants	23
Total Revenues	141
Net Levy	86
FTEs	0.3

Service Description
<p>Establish and provide updates/amendments to the Township's Zoning By-law. Population and employment forecasts; residential, commercial and industrial inventories; and housing activity are monitored for growth management and community improvement plans.</p> <p>Administration of all development planning applications, including site plans, minor variances, heritage planning etc.</p>

Performance & Benchmarking			
<ul style="list-style-type: none"> The Township is below the average for the net expense per household of Planning & Development cost. 			
Municipality	Total Expense Net Amortization	Households	Expense per Household
Wellington North	287,699	4,690	61
North Perth	314,611	5,982	53
Mississippi Mills	526,939	5,654	93
Grey Highlands	4,676	5,502	1
Clearview	670,586	6,243	107
Brockton	800,198	4,358	184
Average			\$ 83
Source - 2017 FIR Schedules 02 and 40, Line 1899			

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory		●	
Essential			
Traditional			
Other Discretionary			

Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> An Official Plan is mandated by the <i>Planning Act</i> and is required to be reviewed every 5 years. Development approvals is a mandatory service under the <i>Planning Act</i>. The Township meets legislative deadlines for both planning and application review type activities. The Township relies on the County for Official Plan and technical support.

Service Profile

Economic Development

095

Program	
Economic Development	
Department	
Office of the CAO	
Service Type	
Internal / External	

Budget (\$,000s)	
Employee Related	79
Other	148
Capital	30
Total Costs	257
User Fees/ Recoveries	28
Transfers/ Grants	30
Total Revenues	58
Net Levy	199
FTEs	1.0

Service Description
Economic Development is service mandated by Council as a strategic priority to attract new assessment growth as well as retaining and growing the existing assessment base in the Township.

Performance & Benchmarking			
<ul style="list-style-type: none"> The Township's economic budget per household is above the average among the comparator group. 			
Municipality	Budget	Households	Budget per Household
Wellington North	277,000	4,690	59
North Perth	231,270	5,982	39
Mississippi Mills	293,827	5,755	51
Grey Highlands	352,708	5,502	64
Clearview	377,500	6,243	60
Brockton (2018)	155,740	4,358	36
Average			\$ 52
Source - Published 2019 Budget Report			

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			
Essential		●	
Traditional			
Other Discretionary			

Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> Service levels established by management through direction of Council. This service is essential for a long term sustainable community and to ensure continuous assessment is available to mitigate the impact of financial risks on the municipal budget.

Public Safety

A program aimed at protecting people and property through fire services, emergency management and enforcement of legislation related to building safety, property standards and animal control, with a view to increasing the safety and security of our citizens.

Service Profile

Bylaw Enforcement

Program	
Public Safety	
Department	
Building	
Service Type	
External	
Budget (\$,000s)	
Employee Related	20
Other	17
Capital	0
Total Costs	37
User Fees/ Recoveries	0
Transfers/ Grants	0
Total Revenues	0
Net Levy	37
FTEs	0.3

Service Description
By-laws and licensing regulations are enacted to encourage residents and businesses to be responsible and respectful of their neighbours and to contribute to the health, safety and vibrancy of the community.
By-law enforcement is responsible for the investigation, administration and enforcement of the majority of Township by-laws.

Performance & Benchmarking			
<ul style="list-style-type: none"> The Township's Protective Inspection and Control expense per household is below the average. 			
Municipality	Total Expense Net Amortization	Households	Expense per Household
Wellington North	8,898	4,690	2
North Perth	747,041	5,982	125
Mississippi Mills	173,969	5,654	31
Grey Highlands	249,205	5,502	45
Clearview	217,103	6,243	35
Brockton	15,404	4,358	4
Average			\$ 40
Source - 2017 FIR Schedule 02 and 40 Line 0440			

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory		●	
Essential			
Traditional			
Other Discretionary			

Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> By-law enforcement is guided by municipal by-laws and the Provincial Offences Act (POA), Building Code, Planning Act and Municipal Act. It is a mandatory service; the Township seeks compliance and has an obligation to enforce its by-laws and applicable provincial statutes when required. The Township's level of service is at standard; by-law enforcement is based upon a complaint driven basis. In 2018, the Township recruited a part-time by-law officer.

Service Profile

Building Inspections

098

Program	
Public Safety	
Department	
Building	
Service Type	
External	

Budget (\$,000s)

Employee Related	201
Other	157
Capital	0
Total Costs	358
User Fees/ Recoveries	358
Transfers/ Grants	0
Total Revenues	358
Net Levy	0
FTEs	3.0

Service Description
<p>A service that provides building permits for the construction or demolition of a building or structure on a property.</p> <p>The service includes plan review for compliance with the Ontario Building Code and applicable law, and performing required building and mechanical inspections under the Building Code Act.</p>

Performance & Benchmarking

- The net expense per household for the Township's building permit and inspection services is above the average.

Municipality	Total Expense Net Amortization	Households	Expense per Household
Wellington North	492,657	4,690	105
North Perth	N/A - no data		
Mississippi Mills	364,776	5,654	65
Grey Highlands	N/A - no data		
Clearview	362,768	6,243	58
Brockton	151,666	4,358	35
Average			\$ 66

Source - 2017 FIR Schedules 02 and 40 Line 0445

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory		○	
Essential			
Traditional			
Other Discretionary			

Rationale For Service Level Assessment & Service Type

- Building Inspection is required by legislation – the Ontario Building Code.
- Service level is at standard and determined by the Ontario Building Code and associated regulations.

Service Profile

Fire


099

Program	
Public Safety	
Department	
Fire	
Service Type	
Internal / External	

Budget (\$,000s)	
Employee Related	386
Other	601
Capital	48
Total Costs	1,035
User Fees/ Recoveries	151
Transfers/ Grants	48
Total Revenues	199
Net Levy	836
FTEs	10.7

Service Description
The Township's Fire and Emergency Response team provides fire suppression, medical aid, auto extrication, emergency rescue, and fire safety education.
The Township has 2 fire stations. The Fire Chief is in a contract position with 1 full-time personnel and approximately 45 volunteer firefighters.

Performance & Benchmarking			
<ul style="list-style-type: none"> Fire expense per household of \$156 is above the average of \$147 among the comparator group. 			
Municipality	Total Expense Net Amortization	Households	Expense per Household
Wellington North	730,173	4,690	156
North Perth	951,559	5,982	159
Mississippi Mills	598,440	5,654	106
Grey Highlands	487,538	5,502	89
Clearview	1,274,207	6,243	204
Brockton	744,505	4,358	171
Average			\$ 147
<i>Source - 2017 FIR Schedule 02 and 40, Line 0410</i>			

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			
Essential			
Traditional			
Other Discretionary			

Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> Fire rescue service is a mandatory service under the Fire Protection and Prevention Act, 1997. The service level is generally at standard for a volunteer-based delivery model.

Service Profile

Animal Control

Program	
Public Safety	
Department	
Clerks	
Service Type	
External	

Budget (\$,000s)	
Employee Related	0
Other	31
Capital	0
Total Costs	31
User Fees/ Recoveries	36
Transfers/ Grants	0
Total Revenues	36
Net Levy	(5)
FTEs	0

Service Description
<p>Providing animal control which protects the public from animals and promotes responsible pet ownership, standards of care and the overall well being of pets.</p> <p>Services include enforcement, animal rescue, investigation, and rehabilitation efforts.</p>

Performance & Benchmarking			
<ul style="list-style-type: none"> The Township's animal control budget per household is slightly above the average of the comparator group. 			
Municipality	Budget	Households	Budget per Household
Wellington North	31,353	4,690	7
North Perth	N/A - no data		
Mississippi Mills	26,400	5,755	5
Grey Highlands	54,400	5,502	10
Clearview	9,300	6,243	1
Brockton (2018)	19,800	4,358	5
Average			\$ 5
<i>Source - Published 2019 Budget Report</i>			

	Service level		
	Below Standard	At Standard	Above Standard
Service type	Mandatory		○
	Essential		
	Traditional		
	Other Discretionary		

Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> Services are delivered at standard in accordance with Township By-Law and Ontario SPCA Act.

Transportation

A program that focuses on the movement of people and goods through the delivery of appropriate infrastructure.

Service Profile

Road Maintenance

Program	
Transportation	
Department	
Operations	
Service Type	
External	
Budget (\$,000s)	
Employee Related	878
Other	3,021
Capital	5,788
Total Costs	9,687
User Fees/ Recoveries	57
Transfers/ Grants	6,088
Total Revenues	6,145
Net Levy	3,542
FTEs	14.0

Service Description
<p>Providing access to the Township's roads is a mandatory public service that enables road users to travel to destinations to carry out their daily activities. Some aspects of this service are required by Provincial legislation.</p> <p>Provide services such as new construction, reconstruction and ongoing maintenance of the Township roads and sidewalks.</p>

Performance & Benchmarking						
<ul style="list-style-type: none"> The Township's paved and unpaved road expense per lane kilometer is above the average amongst the comparator group. The Township did not segregate bridges, culverts, and sewer cost within the 2017 FIR. 						
	Roads - Paved			Roads - Unpaved		
Municipality	Total Expense Net Amortization	Total Paved Lane Km	Expense / Lane Km	Total Expense Net Amortization	Total Unpaved Lane Km	Expense / Lane Km
Wellington North	2,532,547	288	8,794	-	439	-
North Perth	1,031,723	349	2,956	1,613,723	549	2,939
Mississippi Mills	242,911	377	644	253,890	358	709
Grey Highlands	81,881	462	177	1,520,405	892	1,704
Clearview	1,347,893	539	2,501	708,267	478	1,482
Brockton	1,507,787	450	3,351	414,176	250	1,657
Average			3,070			1,415

Source - 2017 FIR Schedules 40 and 80D

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			
Essential			
Traditional			
Other Discretionary			

Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> Roadways are maintained according to the Minimum Maintenance Standards (MMS) established by the Province. Required pursuant to the Municipal Act, the Highway Traffic Act, and the Accessibility for Ontarians with Disabilities Act. Right of Way Infrastructure Maintenance is currently slightly above target levels. Resources have been able to proactively plan and maintain the Township's road network that includes a combination of urban and rural roads, and connecting links to County roads.

Service Profile


Winter Maintenance

Program	
Transportation	
Department	
Operations	
Service Type	
External	
Budget (\$,000s)	
Employee Related	282
Other	125
Capital	0
Total Costs	407
User Fees/ Recoveries	0
Transfers/ Grants	0
Total Revenues	0
Net Levy	407
FTEs	4.5

Service Description
Plans and delivers winter control services for the Township, including plowing/salting and required removal on roads, sidewalks, and parking lots throughout the Township.

Performance & Benchmarking			
<ul style="list-style-type: none"> The Township's winter maintenance net expense per winter lane kilometer maintained of \$541 is below the average of \$724. 			
Municipality	Total Expense Net Amortization	Winter Lane Km Maintained	Expense / Winter Lane Km Maintained
Wellington North	380,891	704	541
North Perth	568,138	874	650
Mississippi Mills	863,015	697	1,238
Grey Highlands	550,783	1,324	416
Clearview	980,571	934	1,050
Brockton	339,219	760	446
Average			\$ 724

Source - 2017 FIR Schedules 40 and 80D

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			
Essential			
Traditional			
Other Discretionary			

Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> Roadways are maintained according to the Minimum Maintenance Standards (MMS) established by the Province. Required pursuant to the Municipal Act, the Highway Traffic Act, and the Accessibility for Ontarians with Disabilities Act. Winter maintenance services are currently operating slightly above standard specifically with its delivery on rural roads that require gravel equipment.

Service Profile

Bridges & Culverts

Program
Transportation
Department
Operations
Service Type
External

Budget (\$,000s)	
Employee Related	21
Other	28
Capital	726
Total Costs	775
User Fees/ Recoveries	0
Transfers/ Grants	726
Total Revenues	726
Net Levy	49
FTEs	0.3

Service Description
Ensures the safe and efficient movement of traffic and people through installing, inspecting, supplying and maintaining the Townships bridges and culverts.

Performance & Benchmarking			
<ul style="list-style-type: none"> The Township did not report any expenses for bridges & culverts in the 2017 Financial Information Return. A total of \$19K is incurred in 2018 for bridges and culverts. 			
Municipality	Total Expense Net Amortization	Bridges & Culverts (Total SQM of Surface Area)	Expense / Surface Area
North Wellington	N/A - no data		
North Perth	59,860	9,347	6
Mississippi Mills	110,293	3,211	34
Grey Highlands	88,223	5,600	16
Clearview	83,036	5,888	14
Brockton	11,920	6,012	2
Average			\$ 15
<i>Source - 2017 FIR Schedules 40 Line 0613 and 80D Line 1760</i>			

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			
Essential			
Traditional			
Other Discretionary			

Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> Service is mandatory to ensure safe and efficient movement of traffic pursuant to the Municipal Act, the Highway Traffic Act, and the Ontario Traffic Manual. Service provided above standard service levels. The Township is up-to-date with its maintenance of bridges and culverts.

Service Profile

Storm Sewers

Program
Transportation
Department
Operations
Service Type
External

Budget (\$,000s)

Employee Related	19
Other	25
Capital	65
Total Costs	109
User Fees/ Recoveries	0
Transfers/ Grants	0
Total Revenues	0
Net Levy	109
FTEs	0.3

Service Description
Maintenance of all aspects of the storm drainage system including storm sewers, storm water ponds, surface drainage systems, creeks, and pumping station.

Performance & Benchmarking

- The Township's 2017 FIR did not report any storm sewer system expenses. For the comparator group, only Grey Highlands reported such data.

Municipality	Urban System Expenses Net Amortization	Rural System Expenses Net Amortization	Total KM of Urban System (No. of Catch Basins)	Total KM of Rural System (No. of Catch Basins)	Urban Expense / Km (Catch Basins)	Rural Expense / Km (Catch Basins)
Wellington North	-	-	37	-	-	-
North Perth	19,971	-	-	-	-	-
Mississippi Mills	N/A - no data					
Grey Highlands	29,438	-	13	-	2,264	-
Clearview	N/A - no data					
Brockton	N/A - no data					
Average					755	-

Source - 2017 FIR Schedules 40 and 80D

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			
Essential		●	
Traditional			
Other Discretionary			

Rationale For Service Level Assessment & Service Type

- Storm water collection is essential to prevent flooding and is a mandatory service to protect public health, property and the environment.
- The Federal Fisheries Act, the Ontario Water Resources Act, the Environmental Protection Act, Endangered Species Act and the individual ECAs dictate the service level for wastewater treatment and discharge.

Service Profile


Fleet Management

Program	
Transportation	
Department	
Operations	
Service Type	
Internal / External	
Budget (\$,000s)	
Employee Related	118
Other	614
Capital	630
Total Costs	1,362
User Fees/ Recoveries	0
Transfers/ Grants	395
Total Revenues	395
Net Levy	967
FTEs	2.0

Service Description
Fleet Management oversees the planning, procurement, maintenance, fuel and parts management, and replacement of the Townships fleet and equipment.

Performance & Benchmarking			
<ul style="list-style-type: none"> The Township is above the average of 20% and has the highest ratio of vehicles NBV to total expense net amortization. 			
Municipality	NBV Vehicles	Total Expense Net Amortization	NBV % of Expense
Wellington North	3,322,231	10,092,186	33%
North Perth	1,427,063	18,909,195	8%
Grey Highlands	3,416,328	12,249,857	28%
Clearview	3,867,317	16,515,973	23%
Mississippi Mills	3,626,412	16,913,748	21%
Brockton	1,001,713	14,150,521	7%
Average			20%
<i>Source - 2017 FIR Schedules 51B and 40 Replacement value of assets is not publicly available; use expense as an approximation</i>			

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			
Essential			
Traditional			
Other Discretionary			



Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> Fleet Management is an essential service that is required to keep the Townships vehicles and equipment in running order to be available for carrying out services. A third party contractor is used to provide fleet services to perform maintenance and inspections. Fleet management policy for lifecycle management is up-to-date.

Service Profile

Street Lighting

Program	
Transportation	
Department	
Operations	
Service Type	
External	
Budget (\$,000s)	
Employee Related	0
Other	182
Capital	347
Total Costs	529
User Fees/ Recoveries	7
Transfers/ Grants	347
Total Revenues	354
Net Levy	175
FTEs	0

Service Description
Street lighting ensures the efficient and safe movement of traffic and people through installing, inspecting, supplying and maintaining street light infrastructure within the right-of-way.

	Service level		
	Below Standard	At Standard	Above Standard
Service type	Mandatory		
	Essential		●
	Traditional		
	Other Discretionary		

Performance & Benchmarking			
<ul style="list-style-type: none"> The Township's street lighting net expense per household of \$35 is above the average of \$24 among the comparator group. 			
Municipality	Total Expense Net Amortization	Households	Expense per Household
Wellington North	163,001	4,690	35
North Perth	1,527	5,982	0
Mississippi Mills	164,791	5,654	29
Grey Highlands	46,661	5,502	8
Clearview	232,701	6,243	37
Brockton	148,038	4,358	34
Average			\$ 24

Source - 2017 FIR Schedule 02 and 40 Line 0650

Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> Service is essential to ensure safe and efficient movement of traffic. Provide preventative and reactive maintenance on all street lights in accordance with MMS where all street lights have been converted to LED lights.



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Wellington County & Member Municipalities Service Review

Final Report
County of Wellington

November 28, 2019



Disclaimer

This report is based on information and documentation that was made available to KPMG at the date of this report. KPMG has not audited nor otherwise attempted to independently verify the information provided unless otherwise indicated. Should additional information be provided to KPMG after the issuance of this report, KPMG reserves the right (but will be under no obligation) to review this information and adjust its comments accordingly.

Pursuant to the terms of our engagement, it is understood and agreed that all decisions in connection with the implementation of advice and recommendations as provided by KPMG during the course of this engagement shall be the responsibility of, and made by, the County of Wellington. KPMG has not and will not perform management functions or make management decisions for the County of Wellington.

This report may include or make reference to future oriented financial information. Readers are cautioned that since these financial projections are based on assumptions regarding future events, actual results will vary from the information presented even if the hypotheses occur, and the variations may be material.

Comments in this report are not intended, nor should they be interpreted, to be legal advice or opinion.

KPMG has no present or contemplated interest in the County of Wellington nor are we an insider or associate of the County of Wellington. Accordingly, we believe we are independent of the County of Wellington and are acting objectively.

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The contacts at KPMG in connection with this report are:

Bruce Peever

Advisory
Partner
Tel: 905-523-2224
bpeever@kpmg.ca

Esther Lin

Risk Consulting
Manager
Tel: 519-747-8291
estherlin@kpmg.ca

Aletta Duvenage

Risk Consulting
Manager
Tel: 905-523-2286
aduvnage@kpmg.ca

Tyler Reavell

Risk Consulting
Senior Consultant
Tel: 519-660-2138
treavell@kpmg.ca

Mei Ling Chapman

Risk Consulting
Senior Consultant
Tel: 519-747-8216
meilingchapman@kpmg.ca

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Project Overview

County of Wellington and Member Municipalities
Service Review
Final Report

Introduction

This final report was prepared to present observations and evidence to form a potential case for change arising from research and interviews with the County of Wellington (the “County”) and Member Municipalities management. This final report will provide the foundation for possible opportunities to improve the overall effectiveness and efficiency of the County’s current service delivery model.

Setting the Stage

The County of Wellington is located in southwestern Ontario, west of Toronto along Highway 401. The County is made up of seven member municipalities including the Town of Erin, Town of Minto, Township of Wellington North, Township of Mapleton, Township of Centre Wellington, Township of Guelph/Eramosa and the Township of Puslinch.

The County is responsible for providing a number of services including operating a long-term care home, libraries, the museum and archives, maintaining county roads, managing solid waste services including waste collection and landfills, and planning and development services including the Green Legacy tree planting service. In addition, the County of Wellington provides a number of social services to the residents of Wellington County and the City of Guelph, such as childcare, subsidized housing, and income support services. The County oversees a budget of \$221.3 million and employs approximately 850 people.

The County of Wellington has a vibrant economy and an active economic development office that promotes the dynamic industries of the County. The key industries in Wellington County are manufacturing, agriculture, health care and the creative economy. There are a number of local festivals and events that happen all year round in addition to the other many sites and activities that residents and visitors alike enjoy.

On March 20, 2019, the Minister of Municipal Affairs and Housing sent letters to the heads of 405 municipalities advising of a one-time distribution of funds (\$200 million) to assist, “small and rural municipalities’ efforts to become more efficient and reduce expenditure growth in the longer term.” The letter indicated that the grant is unconditional, and “it is intended to help modernize service delivery and reduce future costs through investments in projects such as: service delivery reviews, development of shared services agreements and capital investments.” This is consistent with the overall direction of the Province to support great efficiency in local government.

Given the Provincial expectation, the County of Wellington and its Member Municipalities undertook to review its systems and processes to find cost saving efficiencies for local service delivery and operations.

Services relating to long-term care, libraries, solid waste, and social services were determined to be out of the scope for the project.

Project Objectives

KPMG has been engaged by the County of Wellington and its Member Municipalities to undertake a Service Review. The overall objective of the Project is to conduct a complete a review of all operations within each Member Municipality to find efficiencies, operational savings and cost effectiveness without compromising the customers' service experience. Specific project objectives include:

- 1. Facilitate review** – Conduct a comprehensive review of services and operations along with recommendations for obtaining efficiencies throughout the County and its Member Municipalities through documentation review and stakeholder consultation. Consider all aspects of the County and its Member Municipalities' services including delivery methods, service expenditure, revenue streams and high level benchmarking with comparator municipalities.
- 2. Identify opportunities** – Identify and explore opportunities for sustainable approaches to service delivery and establishing and/or amending service levels.
- 3. Advise on implementation** – Evaluate and categorize opportunities to develop recommendations for short-term, mid-term, and long-term priorities. Provide strategic guidance to leadership on implementation and prioritization of new, innovative and/or leading service delivery models that improve upon organizational efficiency while balancing stakeholder expectations. In addition, highlight the risks associated with each proposed change/option to inform management of the key factors and risks which should be considered during the decision making process.

Project Principles

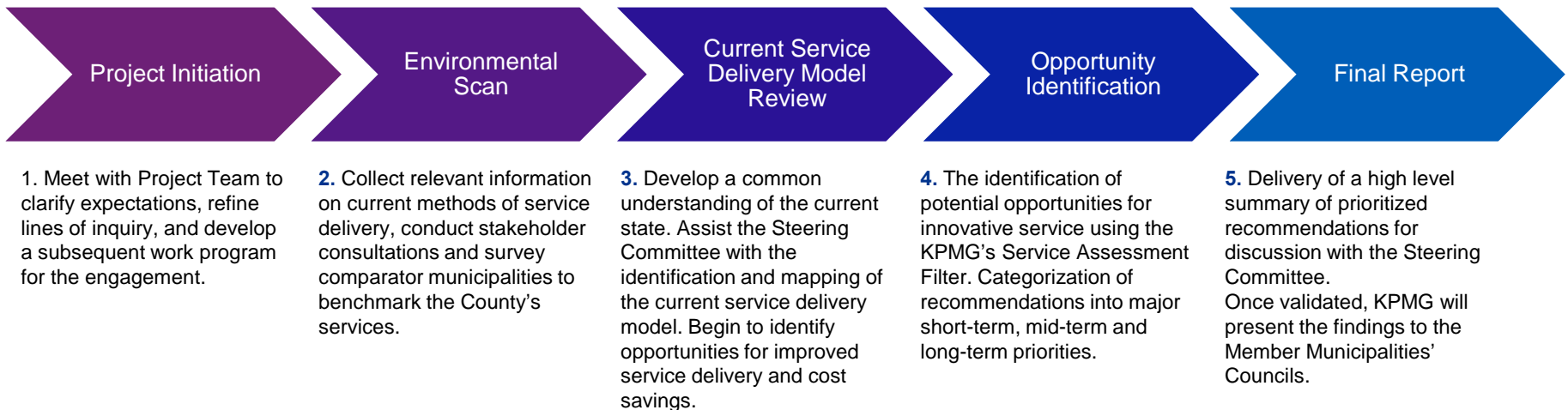
- We leveraged the knowledge and expertise of the County and its Member Municipalities' management and employees as a foundation to conduct the Service Review and to arrive at recommended actions through a transparent, participative and inclusive process facilitated by the consultant.
- The framework and approach was based on leading practice from municipal or other levels of government experience and/or private sector.
- While these reviews often go by many different names – including service efficiency reviews, value for money audits and cost saving studies – they all share the same goal: to determine if a municipality is delivering its services to its customers in the best possible manner, and further, to determine if there are more efficient, effective or economical means to delivering municipal services. For simplicity, this will be called a 'Service Review'.
- Lastly, this is not an audit. Phase 1 is a review to build on successes and identify opportunities to improve the efficiency of how the County and Member Municipalities deliver services to the community. Phase 2 will be implementation of the recommended opportunities identified and prioritized in Phase 1.

Project Scope

- **Project Initiation:** Meet with Project Sponsor and Project Steering Committee to clarify expectations, refine lines of inquiry, and develop a subsequent work program for the engagement.
- **Environmental Scan:** Collect relevant information on current methods of service delivery, conduct stakeholder engagement exercises and survey comparator municipalities to benchmark County and Member Municipalities services.
- **Current Service Delivery Model Review:** Develop an inventory of programs and services (service profiles) across the County using KPMG's service profiles.
- **Opportunity Identification:** Identify potential opportunities to achieve the most efficient and operationally effective approach to service delivery.
- **Final Report & Presentation:** Develop and present a final report with an implementation plan and recommendations on the County and its Member Municipalities' service delivery models to the Project Steering Committee.

Work Plan and Progress Report

This engagement commenced on July 12, 2019, and will be completed when the final report is submitted to the County and its Member Municipalities on or before November 29, 2019. The diagram below depicts the key project phases as outlined in the Project Charter where all key phases have been completed.



The final report provides a preliminary recommendation list of opportunities for consideration by the County and the Member Municipalities. Key activities completed to date include:

- Developed Project Charter with County's Project Team/Steering Committee;
- Worked with County and Member Municipalities management team to gain an understanding of current service delivery methods, perform stakeholder consultations and benchmarking analysis;
- Developed service profiles for each municipality as a common understanding of the current service delivery model;
- Identification of potential opportunities during Working Sessions held with the Steering Committee;
- Prioritization of opportunities for final report recommendation; and
- Delivery of the final report to the County and Member Municipalities.



Top 20 in '20 Opportunities

County of Wellington and Member Municipalities
Service Review
Final Report

Service Delivery Review Update

Introduction

KPMG was retained by the County of Wellington and its Member Municipalities to complete a Services Delivery Review. Such a review is a re-evaluation of the County's operations to determine if there are more efficient, effective or economical means to delivering municipal services. While these reviews often go by many different names – including service efficient reviews, value for money audits and cost saving studies – they all share the same goal: to determine if a municipality is delivering its services to its customers in the best possible manner.

Many jurisdictions are pursuing transformation of their public services using traditional approaches such as rapid cost reduction or across the board cuts. KPMG and the County believe there is an opportunity to look beyond “doing a little bit less with slightly fewer staff”. Instead, looking at the need to become more efficient as an opportunity to capitalize on new technologies, service delivery models and financing mechanisms that can help re-shape the organization. KPMG, in partnership with the University of Toronto, developed a framework (shown adjacent) that captures new public sector delivery models. The framework was developed based on the key insights from leading practices reports and consultations with industry leaders throughout the globe.

KPMG used this framework in workshops with the County's Project Team to analyze possible opportunities for change in the County's service delivery models.

It is clear that few municipal leaders believe that the footprint of government, how government is organized or its relationship with the public will look the same ten years from now as it does today. Municipalities are having change forced upon them by fiscal challenges on the one hand and technological and social evolutions on the other. These new public service delivery models will help local governments manage this change and ensure that they are not only effective and efficient, but also sustainable into the future.



The development of opportunities and their subsequent prioritization involved the following major work steps:

1. Review of Service Profiles & Benchmarking

The first major step in developing the list of opportunities was the review of the County's inventory of programs and services detailed in the County's Service Profiles. Through a series of meetings with County of Wellington and its member municipalities' staff, KPMG confirmed the service types and service levels for each of the County's identified services and the financial resources required to deliver them.

In parallel to the service profile analysis, KPMG undertook a jurisdictional review for the County. The jurisdictional review consisted of an analysis of financial statements, Financial Information Return (FIR) data of five comparable municipalities selected by the County and its member municipalities. The goal of the benchmarking was to identify areas where the County's performance indicators vary substantially from other municipalities.

2. Opportunity Identification

Using this initial analysis, the second step in the Service Delivery Review was for KPMG to work with the County's project team to identify potential opportunities to improve operations through the following types of opportunities:

- Elimination or transfer services, or increased cost recovery
- Re-engineered services to increase efficiency and effectiveness
- Alternative service delivery approaches
- Changed service levels

Once the opportunities were identified, the County's project team scored them against seven criteria identified on the following page. These scored opportunities were then ranked and grouped into a "Top 20 in '20 Opportunities" category.



3. Opportunities Ranking

Opportunities were evaluated using the criteria below. Opportunities that ranked high or were considered transformational for the County were grouped into a “Top 20 in ‘20 Opportunities” category.

Assessment Criteria	Description
Operating \$ Impact	Estimated impact on operating budget
Capital \$ Impact	Estimated impact on capital requirements
Barriers To Implementation	Barriers, issues or obstacles to implementing the opportunity. <ul style="list-style-type: none"> • Political • Legal • Labour and Contractual Obligations • Capital Costs
Recent Reviews	Recent reviews or studies conducted that provide insights on the opportunity.
Comparator Analysis	An assessment of service performance against comparable competitors, industry standards or leading practices.
Strategic Program Alignment	The opportunity aligns with the objectives and values of the County, the service, the Official Plan and/or Council priority(ies).
Client/Customer Impact	The impact of the opportunity on the number of clients, customers and/or people and the extent of the impact.

Service Review Opportunities

Top 20 in '20 Opportunities

Ref No.	Opportunity	Observation	Leading Practice
1	Share public works facilities	<p>The County and each member municipality currently operates and maintains their own public works facilities; each with its own service level standards.</p> <p>There is an opportunity to explore a shared service delivery model for public works facilities amongst municipalities within the County.</p>	Municipalities are increasingly trending towards sharing facility management and maintenance services in order to standardize services levels and right-sizing the amount of resources needed to maintain and manage such services.
2	Dispose surplus buildings	<p>Across the County, each municipality has several buildings in its possession that are considered surplus.</p> <p>There is an opportunity to dispose of these buildings and reduce the operational and capital expenditures associated with maintaining these surplus buildings.</p>	It has been a trend in the past decade for municipalities to dispose of large surplus capital assets, such as facilities/buildings, in order to make funds available for other operational and capital needs.
3	Explore winter maintenance services and service levels between the County and/or between lower tier municipalities	<p>The County and each member municipality currently deliver their own winter control services on their respective roads. Each municipality has their own service levels standards.</p> <p>There is an opportunity to explore a more collaborative and consistent service delivery approach for winter maintenance across municipal boundaries.</p>	Operational efficiencies could be achieved through a more synergized service delivery approach for winter maintenance across municipal boundaries.

Service Review Opportunities

Top 20 in '20 Opportunities

Ref No.	Opportunity	Observation	Leading Practice
4	Establish one Official Plan across the County and increase designated industrial land zones	The County establishes and provides updates/amendments to the County's Official Plan that can be utilized by lower tier municipalities. At the same time, some lower tier municipalities have established their own Official Plan. The County is moving towards a more centralized model of Planning and Development services; hence, the opportunity to establish one Official Plan across the county. It also creates an opportunity to review the industrial land zones designated across the county as a whole.	Municipalities are becoming more and more competitive in order to attract development for economic and employment growth. This opportunity allows the County and each member municipality to work together at a county-wide level to address development needs.
5	Improve group purchasing process and combine purchasing power	<p>There is an opportunity to gain economies of scale and achieve cost efficiencies through an improved group purchasing process.</p> <p>Example areas to consider:</p> <ul style="list-style-type: none"> • Procurement of contractors and professional services, such as engineering services, external auditors, legal services, and IT service providers. • Tendering for capital projects • Purchasing bulk materials and supplies, such as winter salt • County-wide group insurance • A common VoIP telephone network 	Moving towards a group purchasing process increases the buying power for each Wellington municipality to be able to solicit and procure higher quality services and materials at a more competitive price. It has become harder for individual municipalities, especially for small and/or rural municipalities, to achieve this on their own.
6	Develop a county-wide coordinated investment strategy and management approach	Each municipality within Wellington manages their investments individually. There is an opportunity to develop a county-wide investment strategy and management approach for cash, debt and reserve funds.	The main objective of this opportunity is to create greater rates of returns from municipal funds, which contributes to the long-term financial sustainability of each Wellington municipality. Municipalities are increasingly pooling their investments to achieve greater rates of returns with lower management fees.

Service Review Opportunities

Top 20 in '20 Opportunities

Ref No.	Opportunity	Observation	Leading Practice
7	Implement county-wide coordinated and/or shared communication, marketing and advertising services	Member municipalities recognize the need for improvements in communications, marketing and advertising services for public engagement and outreach. This could be achieved by streamlining the communication and social media processes across the county, including updates to municipal websites, and sharing of services and resources.	Citizens are expecting easy and transparent access to municipal information and news; communication, marketing and advertising services have become an increasingly important focus for municipalities in their engagement with the public.
8	Streamline the approval and decision-making processes across Wellington County	The County and member municipalities can benefit from a review of the approval process to shorten decision-making time and increase efficiency. Example areas to consider: <ul style="list-style-type: none"> • Delegation of authorities • Community Improvement Programme (CIP) Grants • Development application approvals 	Streamlining the approval process (or reducing the “red-tape”) allows leadership to focus on the most critical issues facing an organization, and improves efficiency, productivity and time management within the organization.
9	Consistent facility management services that can be shared across the County or across lower tier municipalities	The County’s and member municipalities’ current facilities service delivery model is delivered in-house through a partially decentralized model with individual departments responsible for facility maintenance. There is an opportunity to review how the County and member municipalities manage its facilities and the efficiency of the service delivery model. <p>Example areas to consider:</p> <ul style="list-style-type: none"> • Develop internal shared trades pool or shared contractors, i.e. electrical, plumbing, HVAC, etc. • Standardize facility management standards and service levels • Review business case to contract out custodial services 	Expenditures on facilities represent one of the largest costs to a municipality. In addition, the cost of both capital and operational expenditures is increasing as buildings become more complex and intelligent. A first step in managing the cost of facilities is consolidating the management of facilities into one business unit so that the true cost and state of repair is understood.

Service Review Opportunities

Top 20 in '20 Opportunities

Ref No.	Opportunity	Observation	Leading Practice
10	Explore common IT systems and resources across the County and/or member municipalities to move towards a “Digital County”	<p>Member municipalities recognize the need to enhance their technology capability in order to break down “IT system” barriers, better manage municipal data and improve online services.</p> <p>Example areas to consider:</p> <ul style="list-style-type: none"> • Standardize the use of financial software tools for budgeting and financial reporting purposes • Establish a common records management system • Explore the business case for county-wide cloud computing • Share or use a common IT service provider • Improve customer service by implementing one common Customer Relationship Management system that integrates with work order management • Deploy remote/teleworking technology • Create county-wide documents catalog for repository of commonly used agreements, policies and procedures, etc. • Implement a common VoIP telephone network 	<p>Across North America, municipalities and other public sector organizations are increasingly moving towards the digitization of services and activities to assist in optimizing business processes, faster and more accurate access to information, ability to integrate and share information, and meet customer demand.</p> <p>The most prevalent approach is the implementation of ERP systems. Adapting to cloud computing is another common trend. Replacing traditional telephone systems with VoIP technology, such as “Skype”, increases business flexibility and workforce mobility.</p> <p>In general, citizens are increasingly conducting businesses electronically and are expecting municipalities to be able to deliver services through technology and online channels.</p>

Service Review Opportunities

Top 20 in '20 Opportunities

Ref No.	Opportunity	Observation	Leading Practice
11	Share functional management expertise across the County and/or across lower tier municipalities	<p>The County and member municipalities have been experiencing challenges in attracting and retaining resources for specific service areas. There is an opportunity to establish a model to share functional management expertise or resources.</p> <p>Areas in need include Chief Building Officials, Clerks, Public Works, Fire Chiefs, Bylaw Officers and Animal Control Officers. There is also an opportunity to explore a business model for shared fleet resources and equipment pool.</p>	Sharing functional management expertise can address talent gap, reduce costs, avoid duplication of effort, and provide more consistent services across Wellington County.
12	Implement lean management system for cost improvement	Leadership recognizes the value of lean management and recognizes an opportunity to build internal lean management expertise across the County, and to assist member municipalities in addressing operational challenges. In addition, municipalities should encourage and recognize employees for identifying efficiency opportunities.	Lean management is an area which is becoming increasingly popular with municipalities. Several municipalities have realized significant savings through the implementation of a lean management system. Lean is a continuous improvement process that facilitates operational efficiency and focuses on value added activities with the objective of reducing "red tape."
13	Coordinate project management expertise to manage large capital projects	The County and each member municipality is facing challenges in terms of new development and/or the replacement of existing infrastructure. In some cases, these projects require coordination across municipal boundaries. There is an opportunity to share project management expertise among the member municipalities.	<p>Project management is a specific skillset often overlooked by municipalities.</p> <p>Municipalities are increasingly coordinating project management efforts to accomplish large capital projects that may otherwise be unattainable by a single municipality on their own.</p>

Service Review Opportunities

Top 20 in '20 Opportunities

Ref No.	Opportunity	Observation	Leading Practice
14	Explore a county-wide approach to municipal drains for lower tier municipalities	The County's lower tier municipalities are experiencing significant drainage challenges, i.e. securing drainage service providers/industry experts. There is an opportunity for municipalities to work together on this common issue and retain a drainage specialist for all of the member municipalities.	Municipalities are increasingly entering into shared service agreement with neighbouring municipalities to address common gaps in service delivery. Municipal drains is a significant issue for rural Ontario municipalities in terms of infrastructure maintenance and environmental management.
15	Establish county-wide land inventory and GIS data on employment land and municipal property	An opportunity was identified to leverage the power of GIS to greater effect across all the member municipalities in the County through the pooling of data on employment lands and municipal property.	GIS applications are a powerful way to store, analyze and present geographic data. GIS is now a standard tool for land use planning and economic development.
16	Establish county-wide Asset Management service delivery approach	<p>The following opportunities were identified to improve Asset Management services between municipalities:</p> <ul style="list-style-type: none"> • Establish and implement county-wide Asset Management System with centralized GIS functions and data, including shared/dedicated asset management expertise • Establish consistent asset management performance measurements and centralized performance measurement system • Implement consistent standards for infrastructure and asset condition assessments • Deploy and use mobile digital tools for asset management activities in order to reduce paper records 	Municipalities are increasingly moving towards sharing IT systems for Asset Management and the development of common standards.

Service Review Opportunities

Top 20 in '20 Opportunities

Ref No.	Opportunity	Observation	Leading Practice
17	Coordinated county-wide Human Resource ("HR") services	<p>Currently, the County and each member municipality operate and maintain their own HR services at various levels of expertise.</p> <p>The following services were identified to improve efficiency and effectiveness, as well as increase cost savings of HR services across municipalities:</p> <ul style="list-style-type: none"> • Coordinated training and professional development programs, including events for municipal staff across the County • Collaborated talent management process, i.e. job sharing, transfer opportunities, rotation opportunities • Health and safety services 	Municipalities are increasingly collaborating their HR services as employees continue to have a growing interest in professional development and career advancement.
18	Conduct county-wide User Fee Study to increase revenue and reduce the impact on the levy	<p>An opportunity was identified to review the user fee and cost recovery structure (both upper and lower tier combined) in areas, such as:</p> <ul style="list-style-type: none"> • Child care • Recreation services • Broader community services/programs • Parking fees in downtown areas • Red light cameras / photo radars for traffic violation tickets • Planning, i.e. a tiered fee structure • Corporate sponsorship for recreation and culture services, i.e. naming rights • Solid waste collection and treatment fees • Out of town/non-resident user fees and rental rates for recreation and cultural facilities • Cemetery services 	It is now a growing trend for municipalities to perform review of their revenue and cost recovery structure in order to determine how to best serve residents and their changing needs.

Service Review Opportunities

Top 20 in '20 Opportunities

Ref No.	Opportunity	Observation	Leading Practice
19	Explore a common climate change and energy efficiency service delivery approach	<p>Building on the success of the county-wide Source Water Protection model, there is an opportunity to explore a similar model to address climate change by:</p> <ul style="list-style-type: none"> • Designating a county-wide climate change officer that can lead and coordinate a task team to plan and address climate change issues • Sharing expertise to perform energy efficiency audits for all facilities 	Municipalities and other public sector organizations across Canada are increasingly considering their environmental “footprint”. They are working together on initiatives they can undertake to realize both environmental and financial benefit.
20	Streamline the economic development service delivery model	<p>An opportunity was identified in order to improve the efficiencies and effectiveness of economic development across the County, including:</p> <ul style="list-style-type: none"> • Clarification of roles and responsibilities • Shared services leveraging existing knowledge and resources • County-wide planning of tourism services 	Municipalities are increasingly identifying opportunities to spur economic development, including the coordination of services, the use of resources, the streamlining of processes, and the identification of tourism initiatives that contribute to the local economy.



Summary of Findings from Consultations

County of Wellington and Member Municipalities
Service Review
Final Report

The Engagement Process

As part of the County of Wellington and Member Municipalities' service review, senior leadership and managers of the County were interviewed to obtain an understanding of the services provided by the County, to identify challenges, to identify opportunities for financial, and operational efficiencies and sharing of services without compromising the customer's service experience.

The Warden and management of each of the County's six (6) functional departments were interviewed.

Interviews
<ul style="list-style-type: none">• The Warden's Office• Office of the CAO<ul style="list-style-type: none">➤ Clerk Services➤ Communications➤ Economic Development➤ Construction & Property Management• Human Resources• Treasury<ul style="list-style-type: none">➤ Financial Management➤ Procurement• Engineering<ul style="list-style-type: none">➤ Roads Department• Planning & Development• Wellington Place Museums & Archives

Summary of Top Themes from Consultations

Key themes that were captured during interview discussions are summarized below:

Theme	
Strategy	<ul style="list-style-type: none"> Overall, management and staff were aware of Council and leadership’s strategic goals and priorities. Employees are committed to delivering high quality municipal services to the community. The County is working on becoming more efficient through examining, updating and streamlining its policies and processes, such as performing a holistic review of the County’s budgeting process, debt management, reserve policy, investment strategy, asset management and infrastructure gap.
Structure	<ul style="list-style-type: none"> The County’s municipal services (in scope for this project) are currently delivered by the six departments: Office of the CAO, Treasury, Human Resources, Engineering, Planning and Development, and Wellington Place Museums & Archives. In addition, specific functions within the Office of the CAO and Treasury were engaged: Clerks, Economic Development, Communication, Construction and Property Management, and Procurement. In order to minimize the impact of working “in silos,” leadership has been promoting cross-department collaboration to encourage strategic thinking and shorten decision-making cycle times.
Processes	<ul style="list-style-type: none"> County staff indicated the need for improved system capabilities to allow for a more streamlined approach in the delivery of municipal services, e.g. asset management software to enhance more data analytical capabilities to support business decisions. Although an asset management plan has been developed, continuous improvement efforts are needed to enhance the corporate culture of integrating asset management with the budgeting and asset maintenance processes. We heard that improvements could be made to establish better cross-functional or upper-lower tier collaboration in areas, such as training, procurement, systems and applications, strategic planning for service delivery models, and cohesive communication platforms.
People practices	<ul style="list-style-type: none"> The County has been working on long term initiatives to strategically address succession, talent attraction, employee career growth and mobility opportunities, and to transform its workforce skill sets. Respondents noted that the County has a strong positive and collaborative working environment which has permitted employees to focus on their core responsibilities and also seek more innovative ways to perform their day-to-day activities.
Culture	<ul style="list-style-type: none"> It was commonly remarked that the County has a culture that strives to provide high quality services to its residents and customers, including elevating the County’s profile as an attractive place to live and work. Service levels are established based on the County’s financial capabilities while factoring in customer needs and expectations.



Performance - Financial Perspectives

County of Wellington and Member Municipalities

Service Review

Final Report

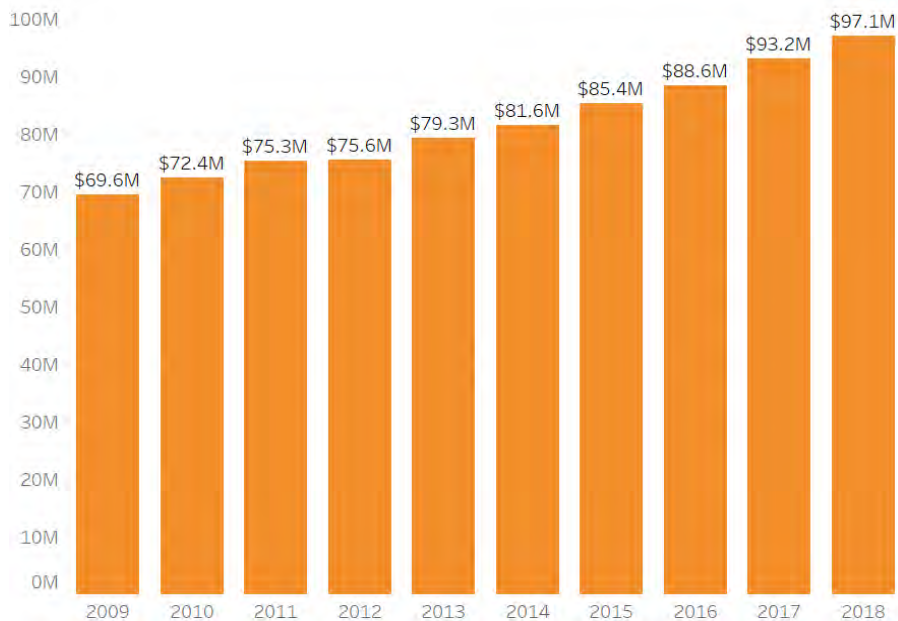
Overview of the Municipality's Financial Performance

The County's 2018 Financial Information Return reflects a total municipal tax of approximately \$97 million.

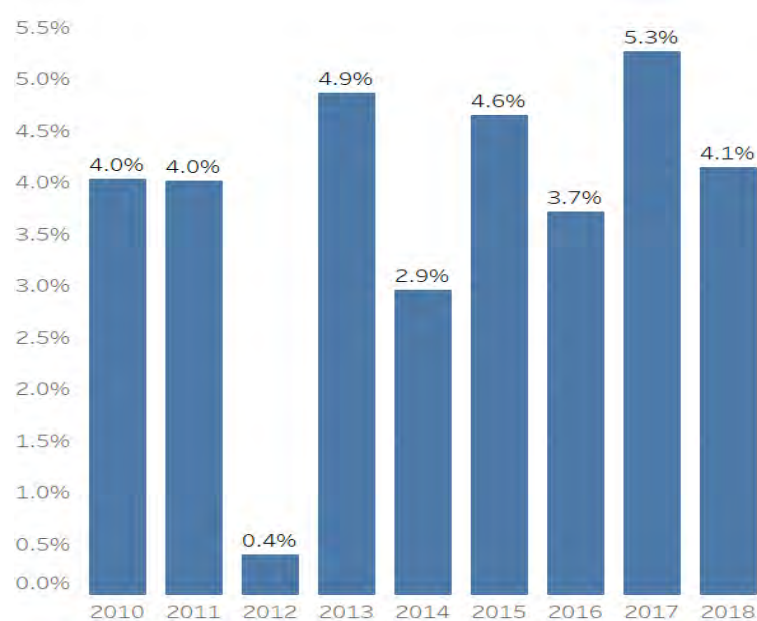
Over the period of 2009 – 2018, the County's municipal taxes have increased by an average of \$3 million or 3.8% per year. In comparison, the Ontario Consumer Price Index increased on average 2.3% annually since 2009¹ reflecting the increasing cost of local government services and the growth in the County's physical operations and assets.

The annual increases in the County's municipal taxes since 2014 have been relatively consistent averaging 4.1%. These increases include supplemental taxation that is recognized at year end after the setting of the annual budget. The County has been working towards aligning tax increases to a long term financial plan. Steady and predictable increases in taxes build confidence and sustainability in the County's financial plan from residential, commercial and industrial ratepayers.

Total Municipal Taxes – 2009 to 2018 (millions of dollars)



Annual Increase in Municipal Taxes – 2009 to 2018



¹Source – Statistics Canada, Consumer Price Index Ontario, Historical Summary

²Source – Financial Information Returns Schedule 10

Reported Operating Results (In Millions)

Municipalities in Canada are not allowed to budget for an operational deficit. Nonetheless, if we look at their financial statements we can understand if the municipality is financing budget deficits through the use of reserves or debt financing.

Over the short term the financing of budget deficits is sustainable, but prolonged use of reserves or debt will place a municipality in a financially exposed position.

The County recorded an increase in net financial assets for the past six years, except for 2014, indicating strong financial stewardship.



- Legends**
- Revenue
 - Operating
 - Capital
 - Surplus (Deficit)

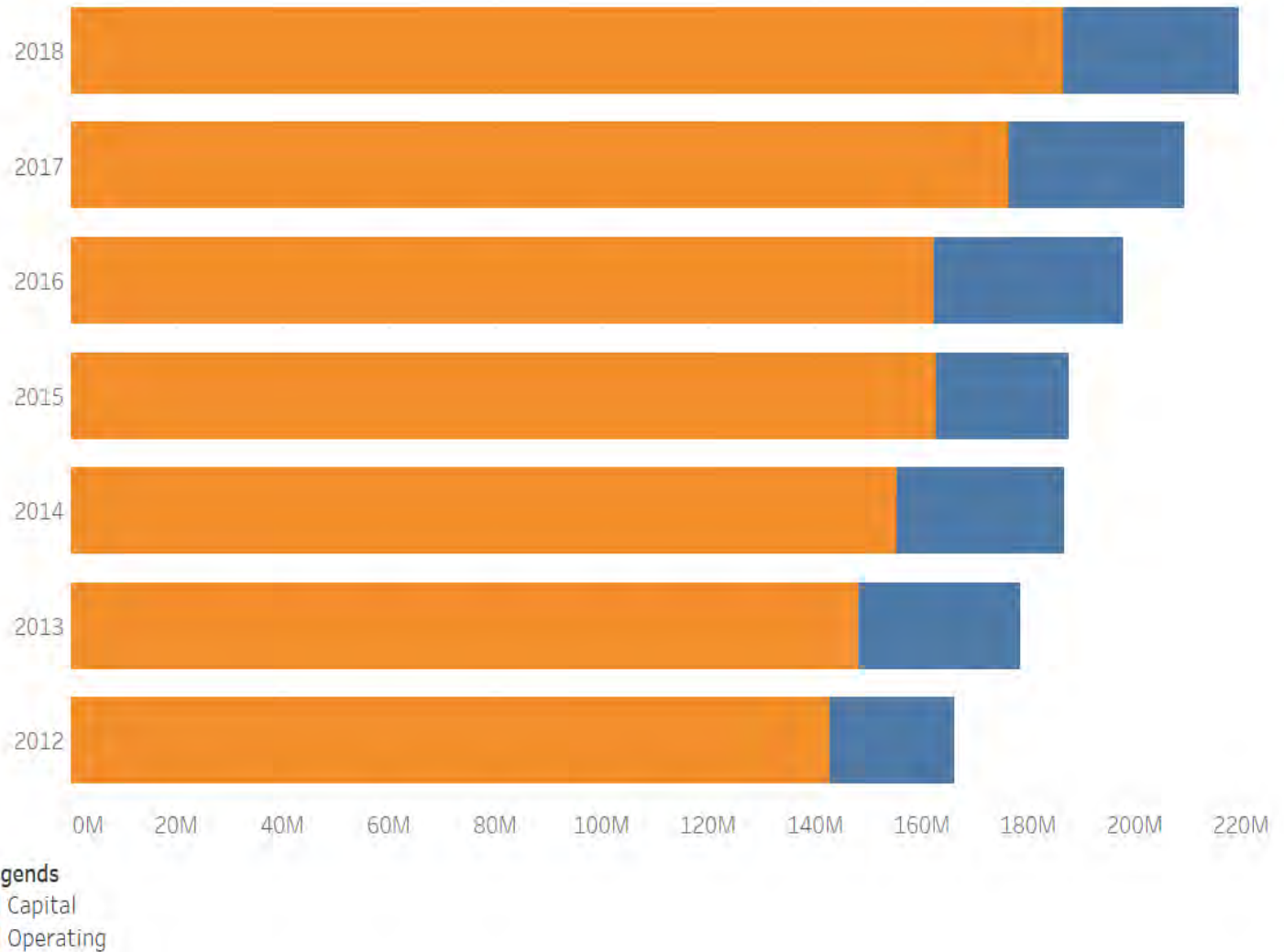
Source – Financial Statements & Financial Information Returns, Schedule 10 & 53

Operating & Capital Expenditures (In Millions)

From 2012 to 2018, the County experienced a steady increase in its operating expenditures from \$142 million to \$187 million, or an average annual increase of 5%.

In the same period, capital expenditures increased from \$24 million to \$33 million, or an average annual increase of 8%.

In 2016, there was a substantial increase of 43% from 2015 in capital expenditures. This increase reflects Council's decision to invest in several major capital projects regarding infrastructure, social and affordable housing, a new library and public works facilities.

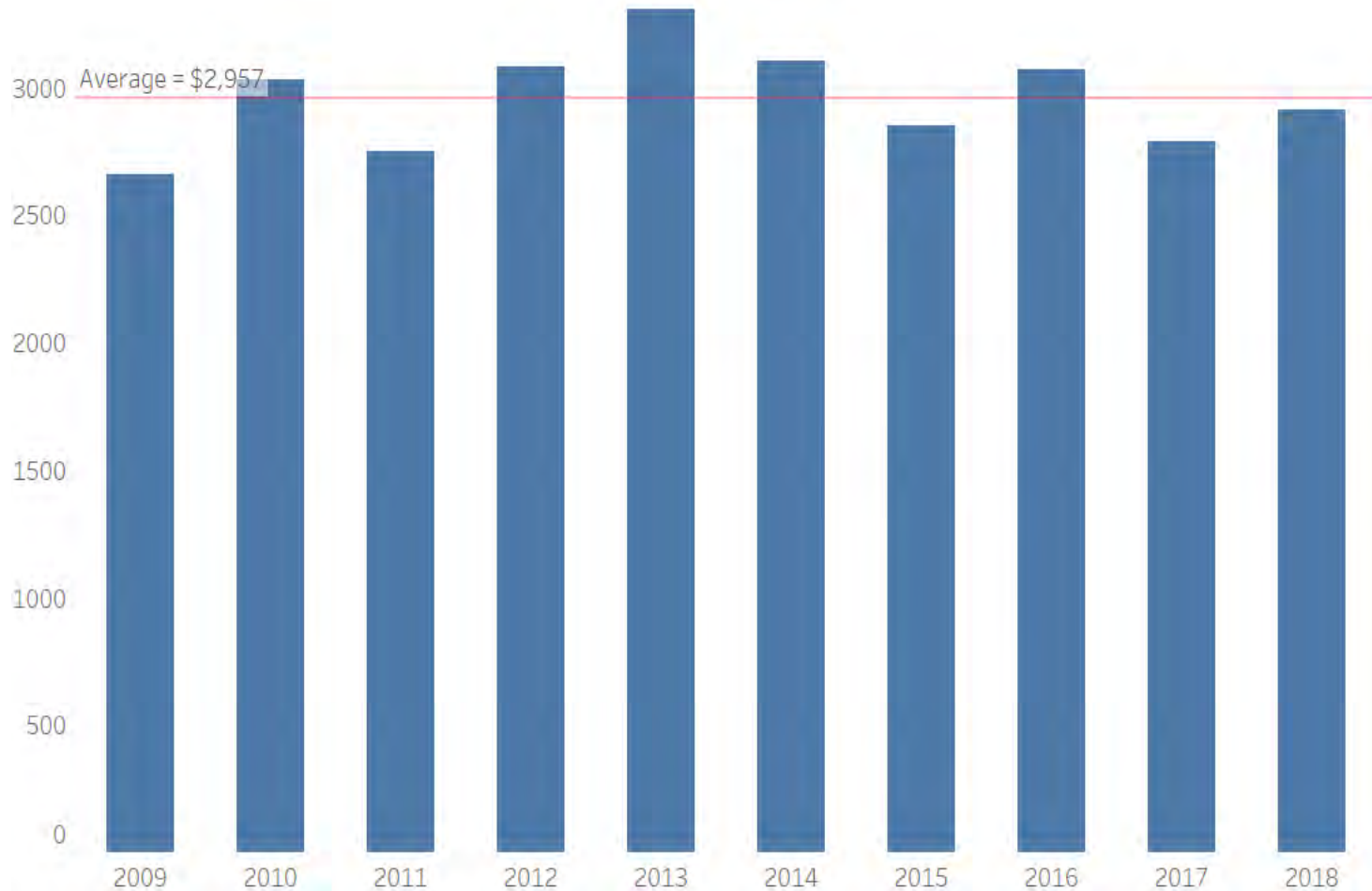


Source – Financial Statements & Financial Information Returns, Schedule 10 & 53

Total Debt per Household

This financial indicator provides an assessment of the County's ability to issue more debt by considering the existing debt load on a per household basis. High debt levels per household may preclude the issuance of additional debt as a financing tool for capital projects.

From 2009 – 2018, the County averaged \$2,957 of total debt per household, with 2013 at the highest of \$3,307 and 2009 at the lowest of \$2,661.



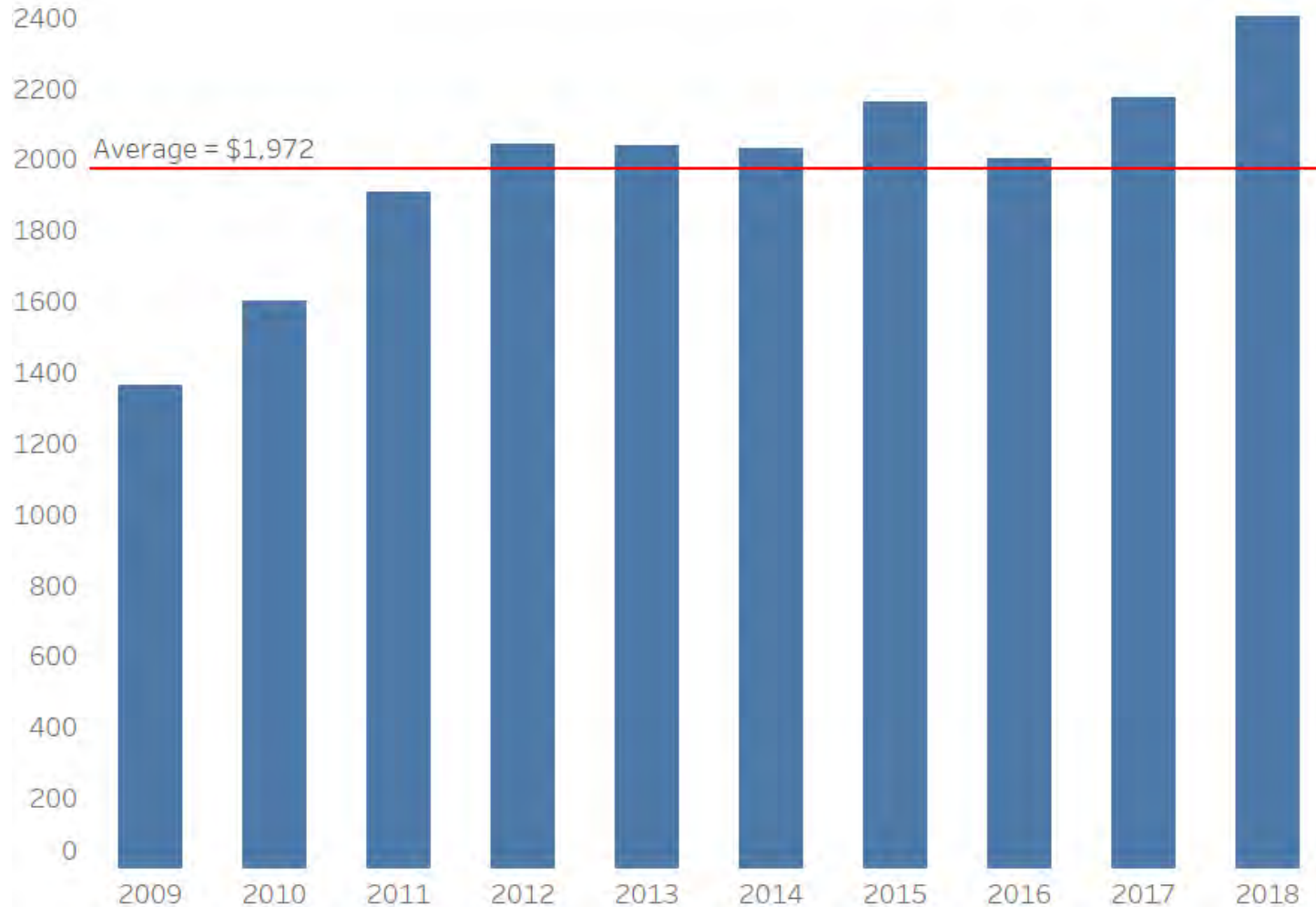
Source – Financial Information Returns, Schedule 2 & Schedule 70

Discretionary Reserves and Reserves per Household

From 2009 – 2018, the County's discretionary reserve and reserve position averages at \$1,972 per household.

In practical terms, a strong discretionary reserve position allows for greater flexibility in financing options for new infrastructure.

The discretionary reserve and reserve position illustrated in this graph does not include development charges and gas tax reserves.

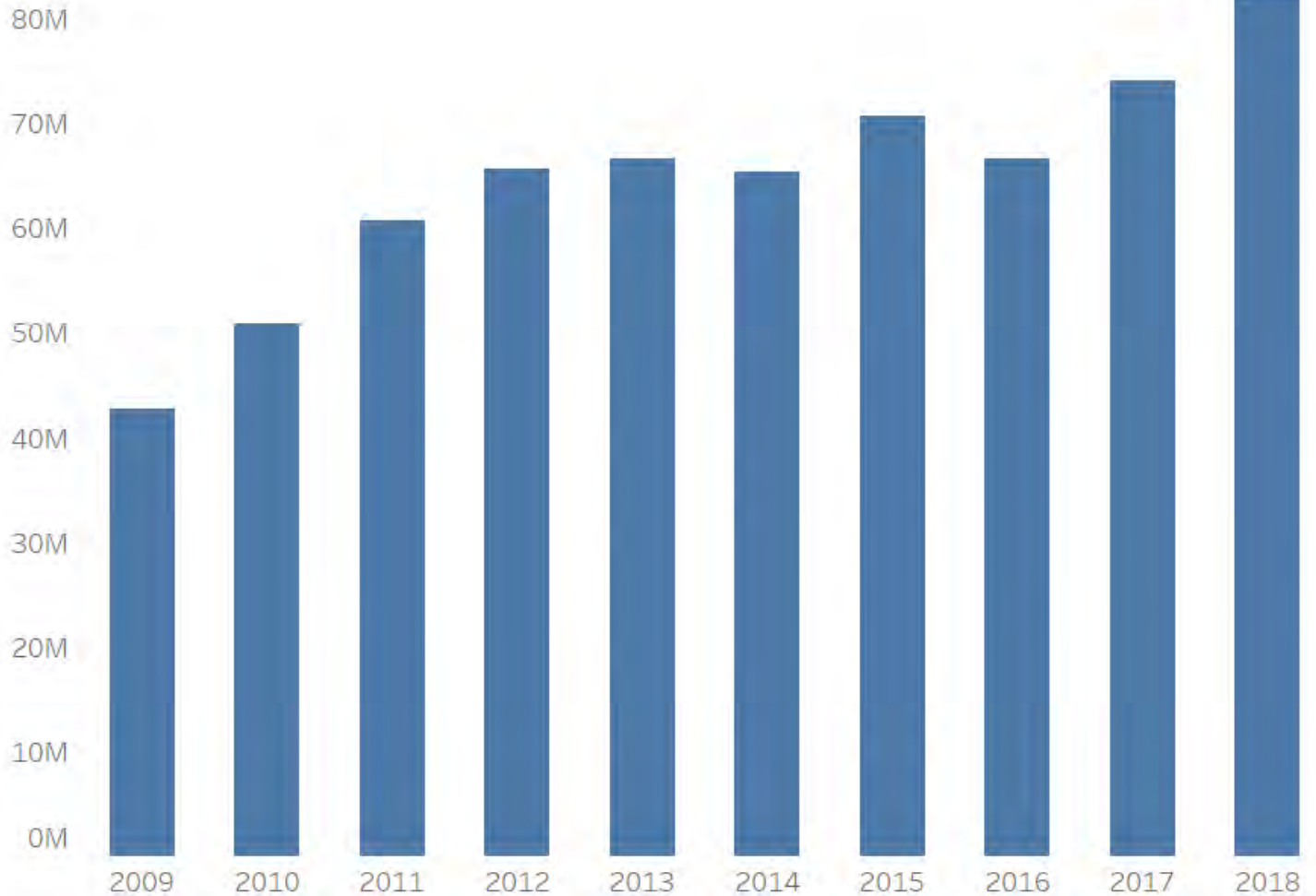


Source – Financial Information Returns, Schedule 2 & Schedule 60

Discretionary Reserves and Reserves

The discretionary reserve position of the County has increased by 26% from 2014 to 2018.

Increasing discretionary reserves over time is an indicator of the County's flexibility for financing operations and projects from reserves.

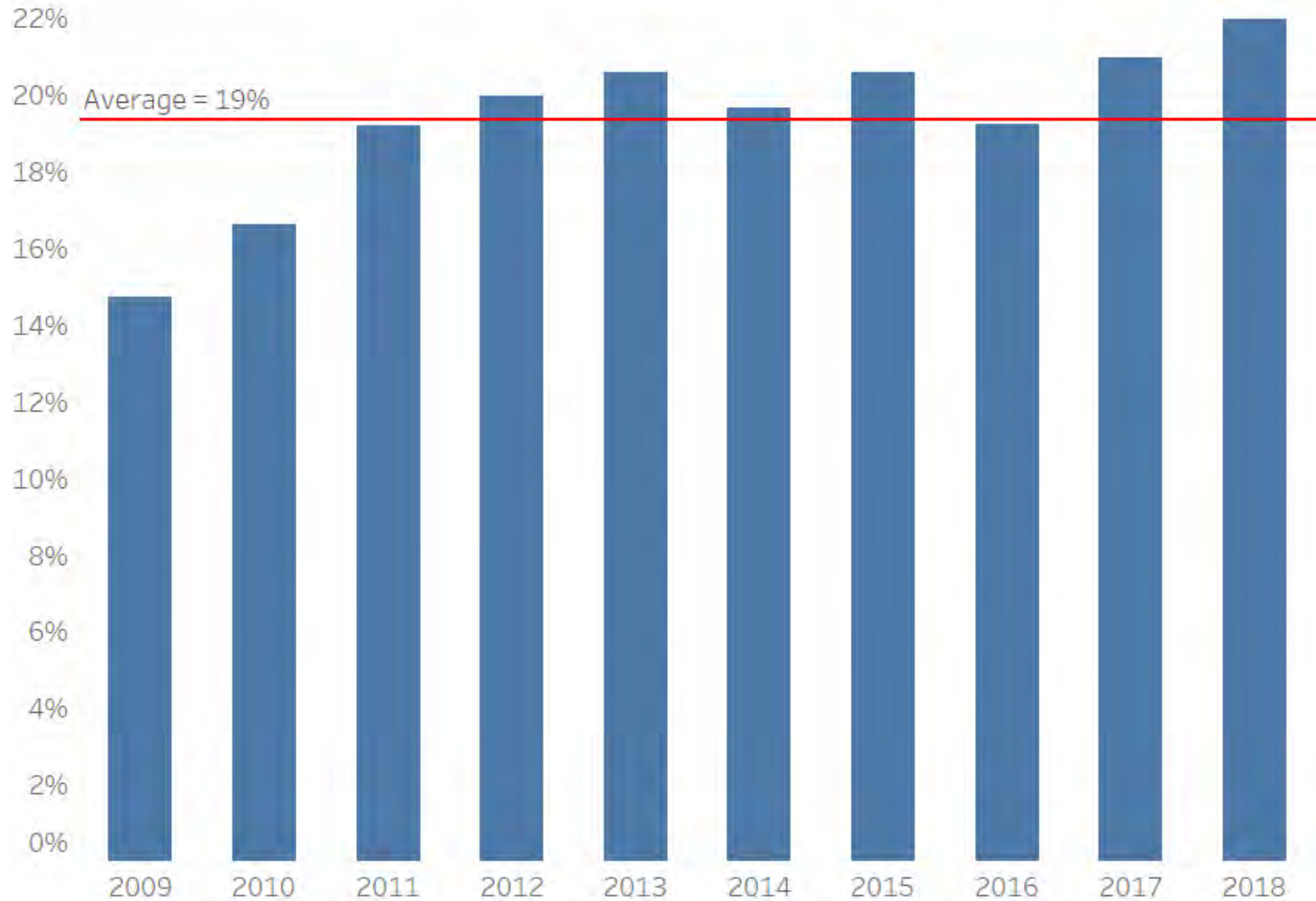


Source – Financial Information Returns, Schedule 60

Total Reserve Position Relative to Tangible Capital Assets

When a municipality's total reserve position (obligatory reserve funds, discretionary reserves and reserves) are expressed as a percentage of its tangible capital assets' net book value, it provides an indication of its ability to finance the replacement of its tangible capital assets from internal sources.

The County's total reserve position relative to its tangible capital assets has averaged around 19% over the past 10 years.

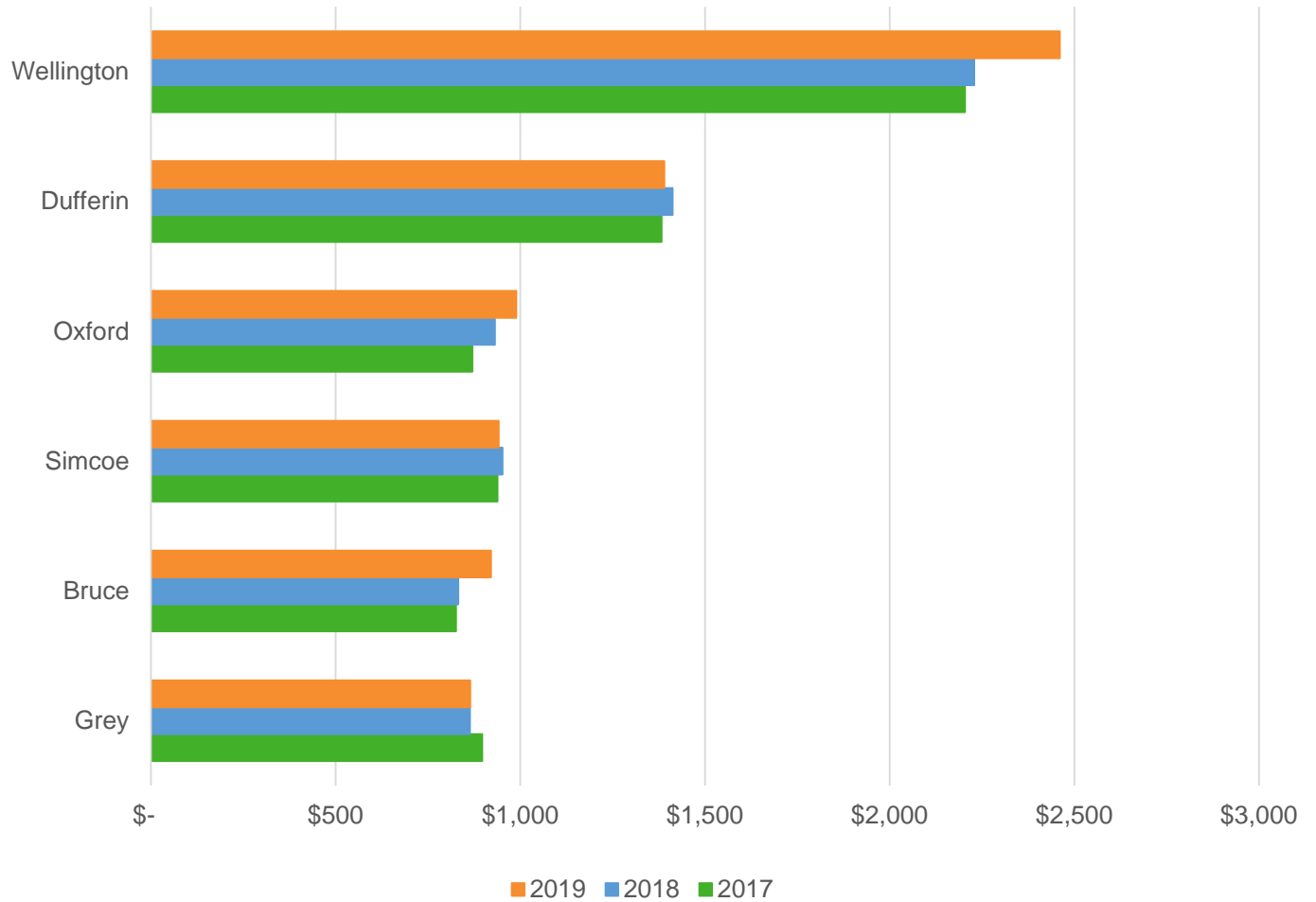


Source – Financial Information Returns, Schedule 51 & 60

Residential Taxes per Household (Avg/Typical Property) Upper Tier

When considered against its upper tier comparators, Wellington has the highest residential taxes per household for an average property.

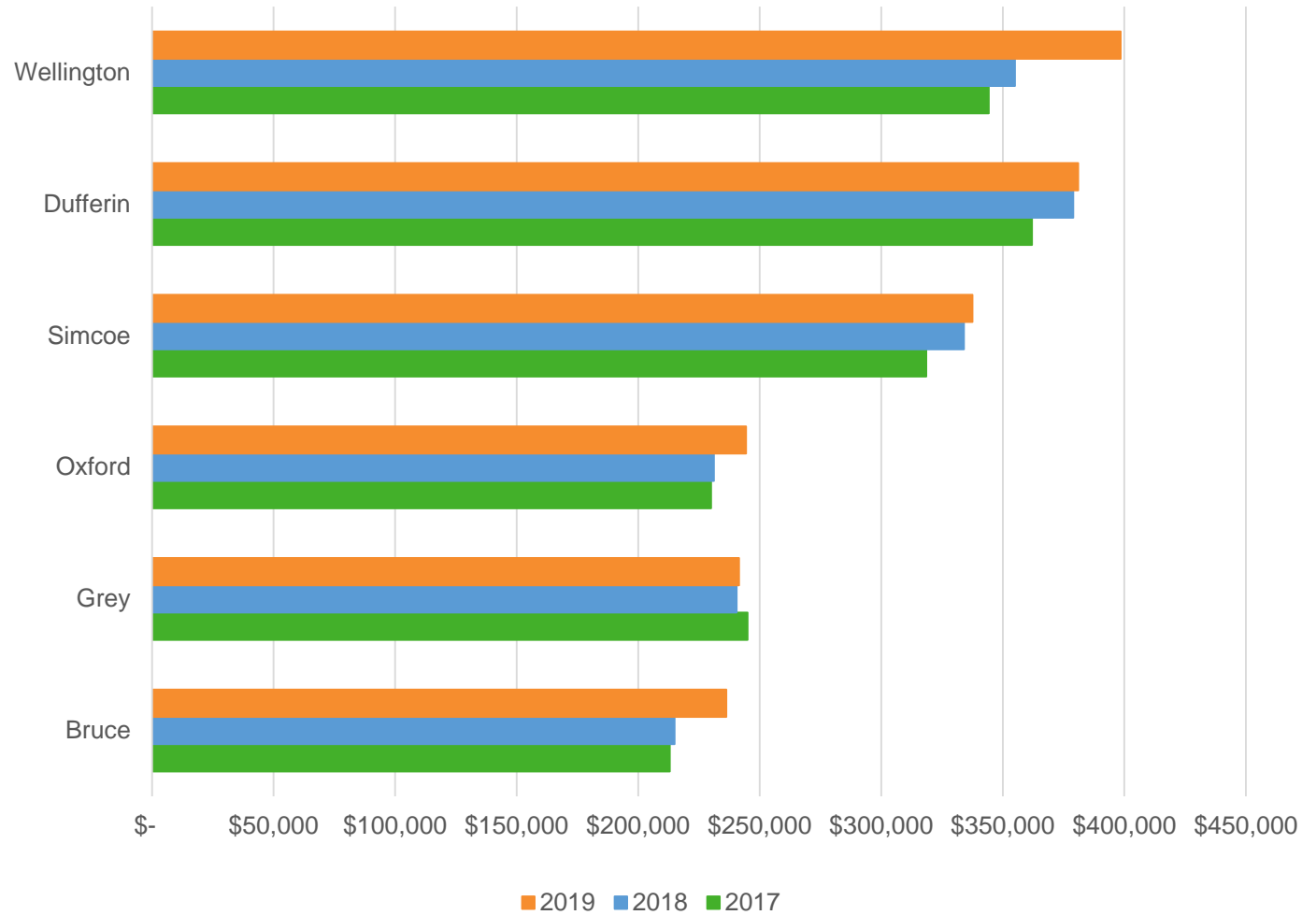
In 2019, the residential taxes per household for upper tier services for an average property in Wellington was \$2,461.



Source: Ontario Property Tax Analysis (OPTA)

Residential Median Current Assessment Value (Avg/Typical Property)

In 2019, Wellington had the highest residential median current assessment value of \$398,500. The County experienced a 12% increase in assessment value from 2018 to 2019, which was the highest amongst the comparator group.



Source: Ontario Property Tax Analysis (OPTA)



Performance - Staffing Perspectives

County of Wellington and Member Municipalities

Service Review

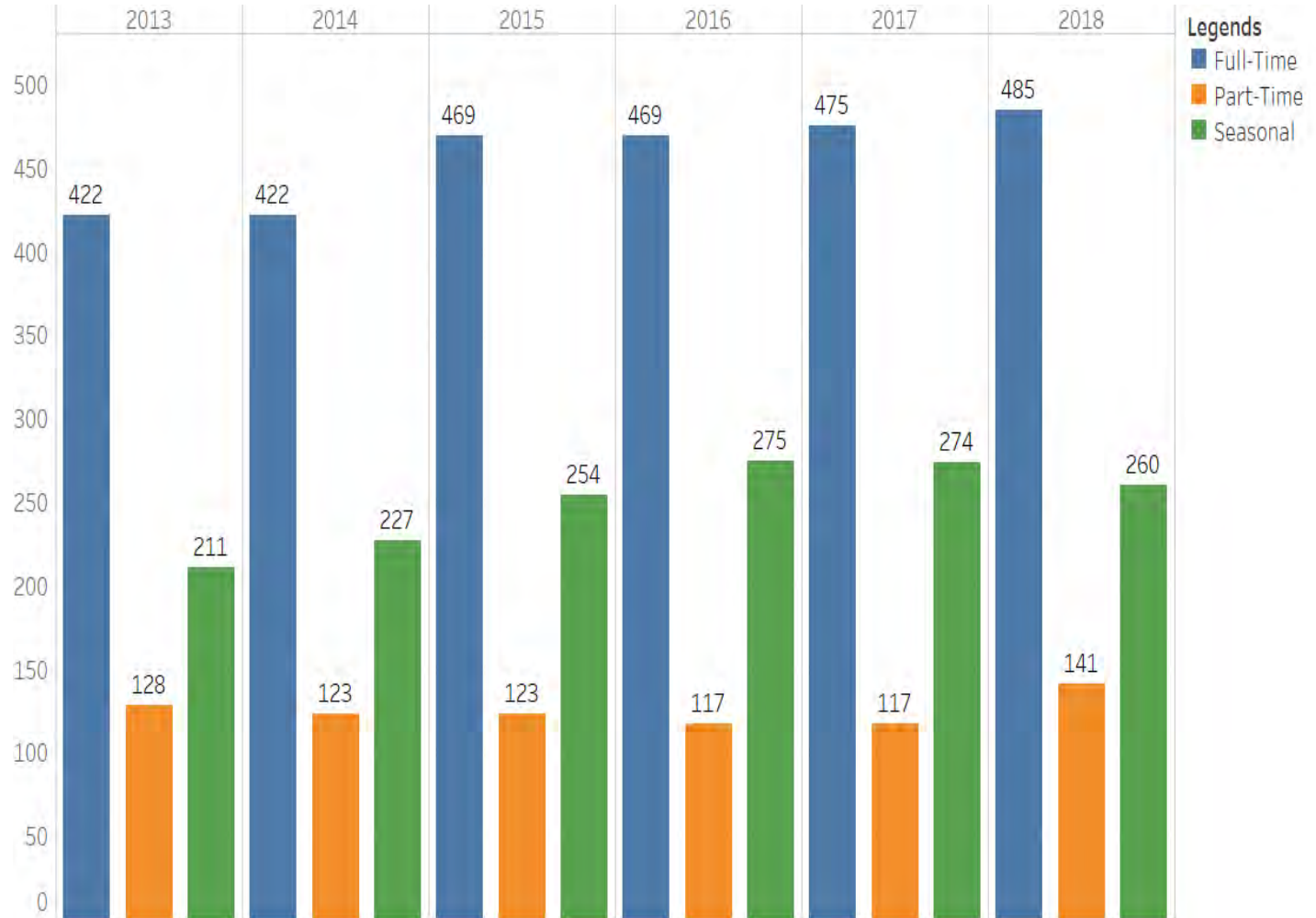
Final Report

Historical Staffing Levels By Type

When viewed over the past six years, the staffing levels for full-time employees has seen an increase of 15% from 422 to 485 positions.

The part-time staffing levels have experienced an increase of 10% from 128 to 141 positions.

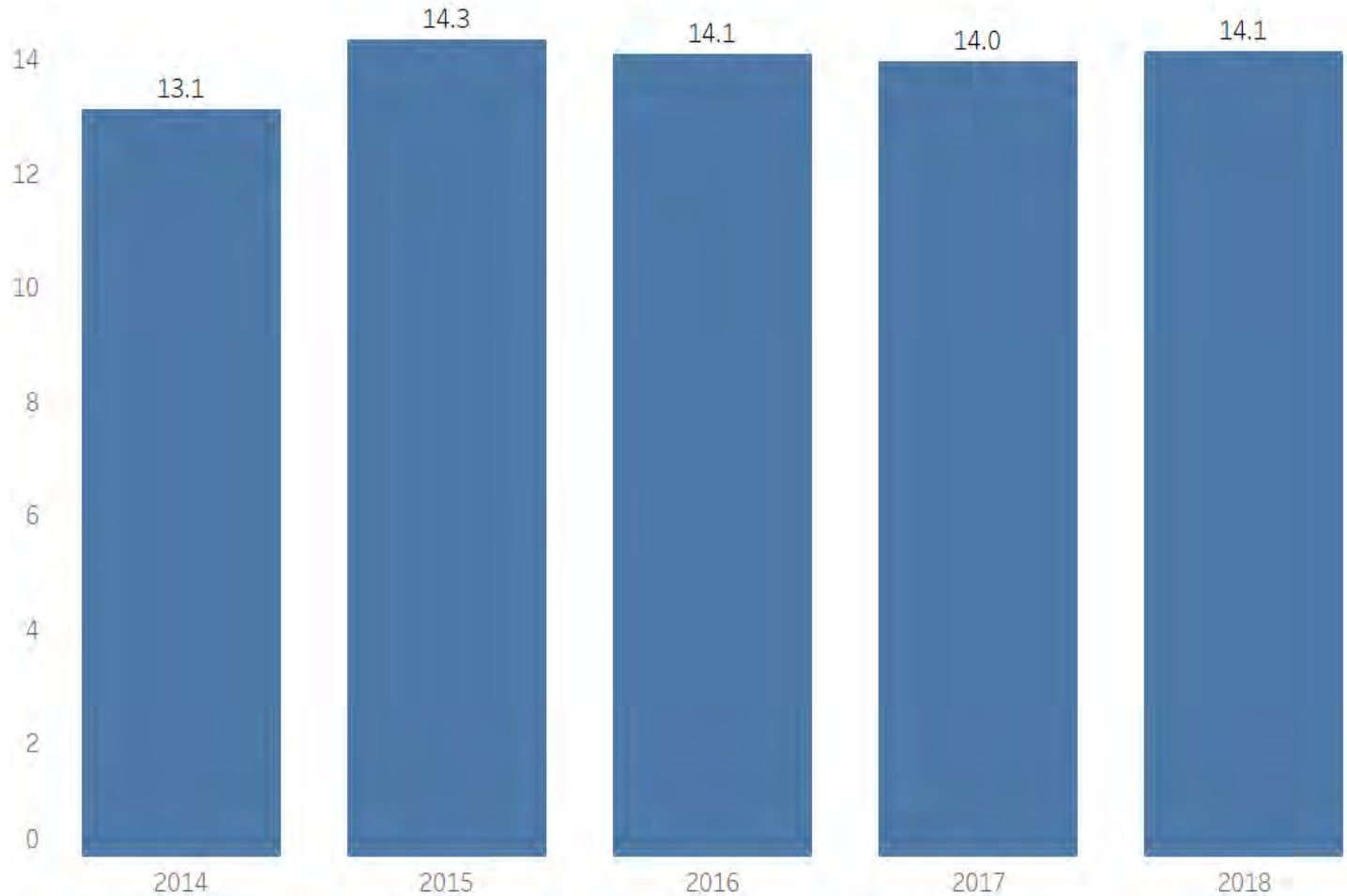
Similarly, from 2013 to 2018, the ratio of part-time staff to full-time staff has averaged 0.27:1 with little annual variation.



Source – Financial Information Returns, Schedule 80A

Full-Time Staffing Complement Per 1,000 Households

The full-time staffing complement per 1,000 households for the County of Wellington has been consistent; averaging at 13.9 between the period of 2014 to 2018.

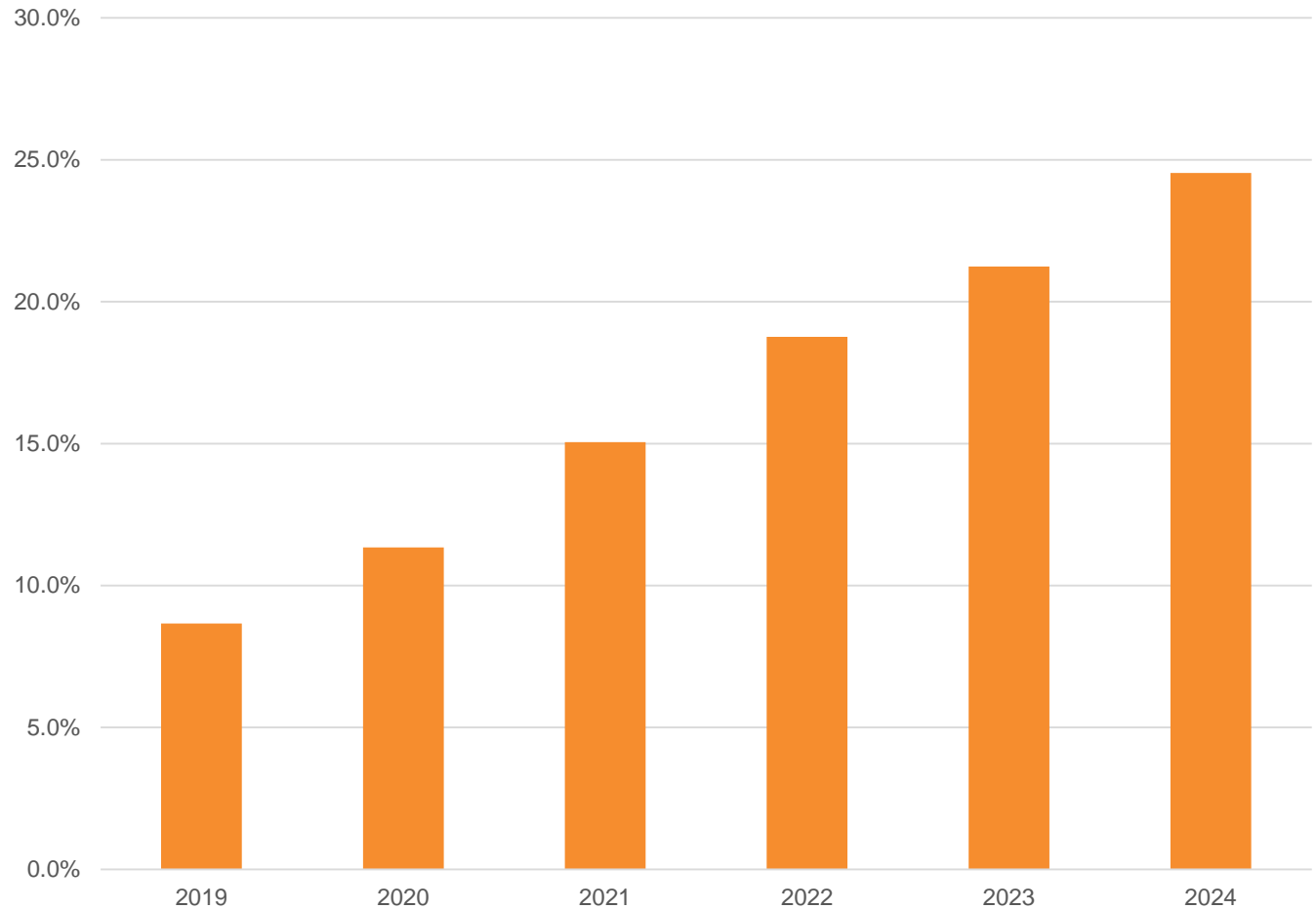


Source – Financial Information Returns, Schedule 2 and 80A

Within the next five years, 119 employees of the County will be entitled to retire with unreduced pensions. This number represents approximately 24.5% of full-time employees (485 reported in 2018 FIR) of the County.

This is slightly higher than our typical findings of approximately 20%, when this analysis was conducted for other municipalities.

While certain of these positions need to be replaced, the upcoming attrition provides the County with the opportunity to realign its organizational structure and reconsider its method of service delivery.



Source: County of Wellington and Member Municipalities Provided OMERS Data



Performance - Services Perspectives

County of Wellington and Member Municipalities

Service Review

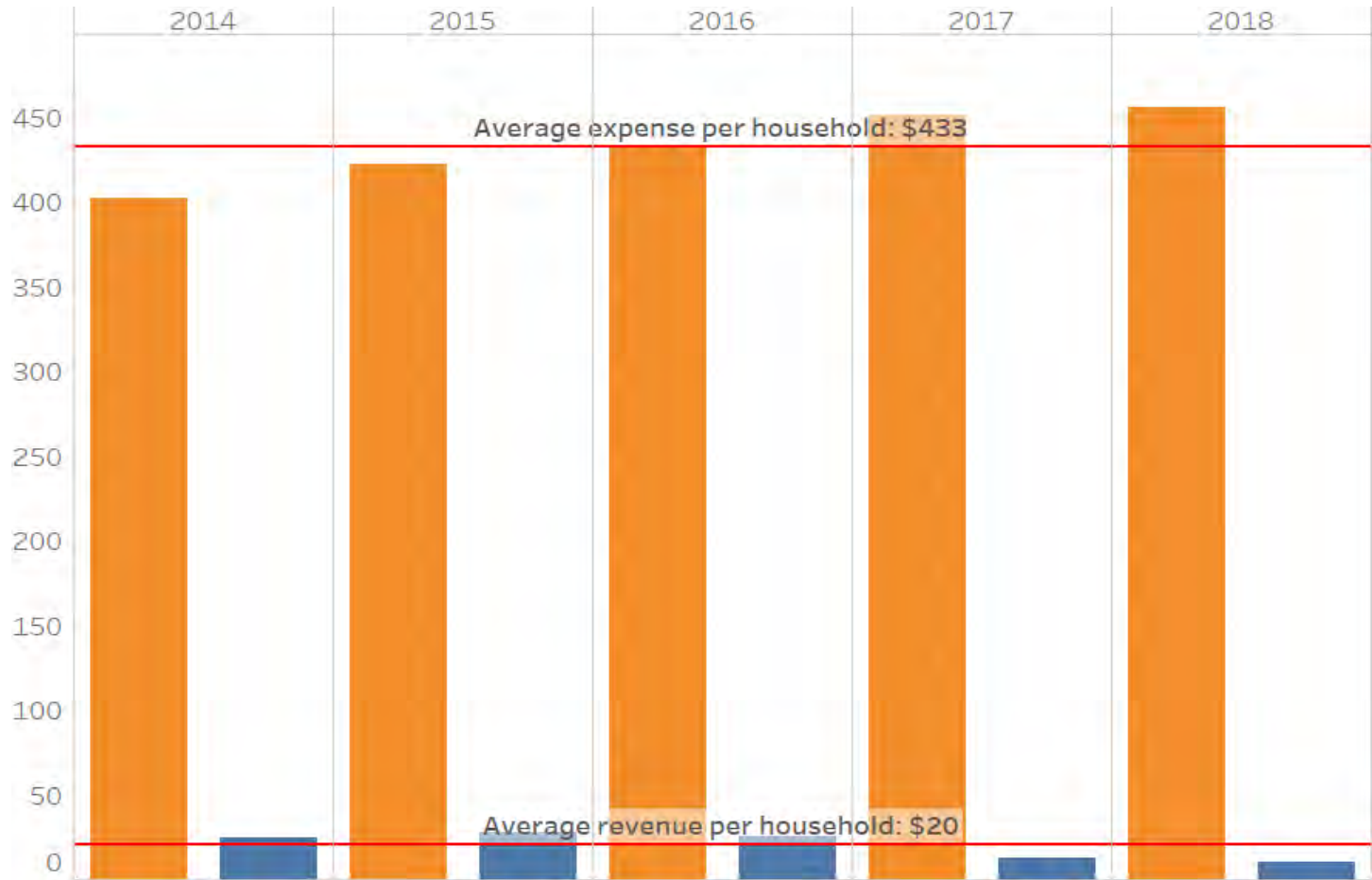
Final Report

General Government per Household

The County's general government expenses per household average at \$433 per household, with 2018 at the highest at \$457 and 2014 at the lowest at \$403.

There has been a slight upward trend in general government expenditures per household since 2014.

General government expenses include Council and senior leadership expenses, corporate administration expenses and general overhead.



Legends

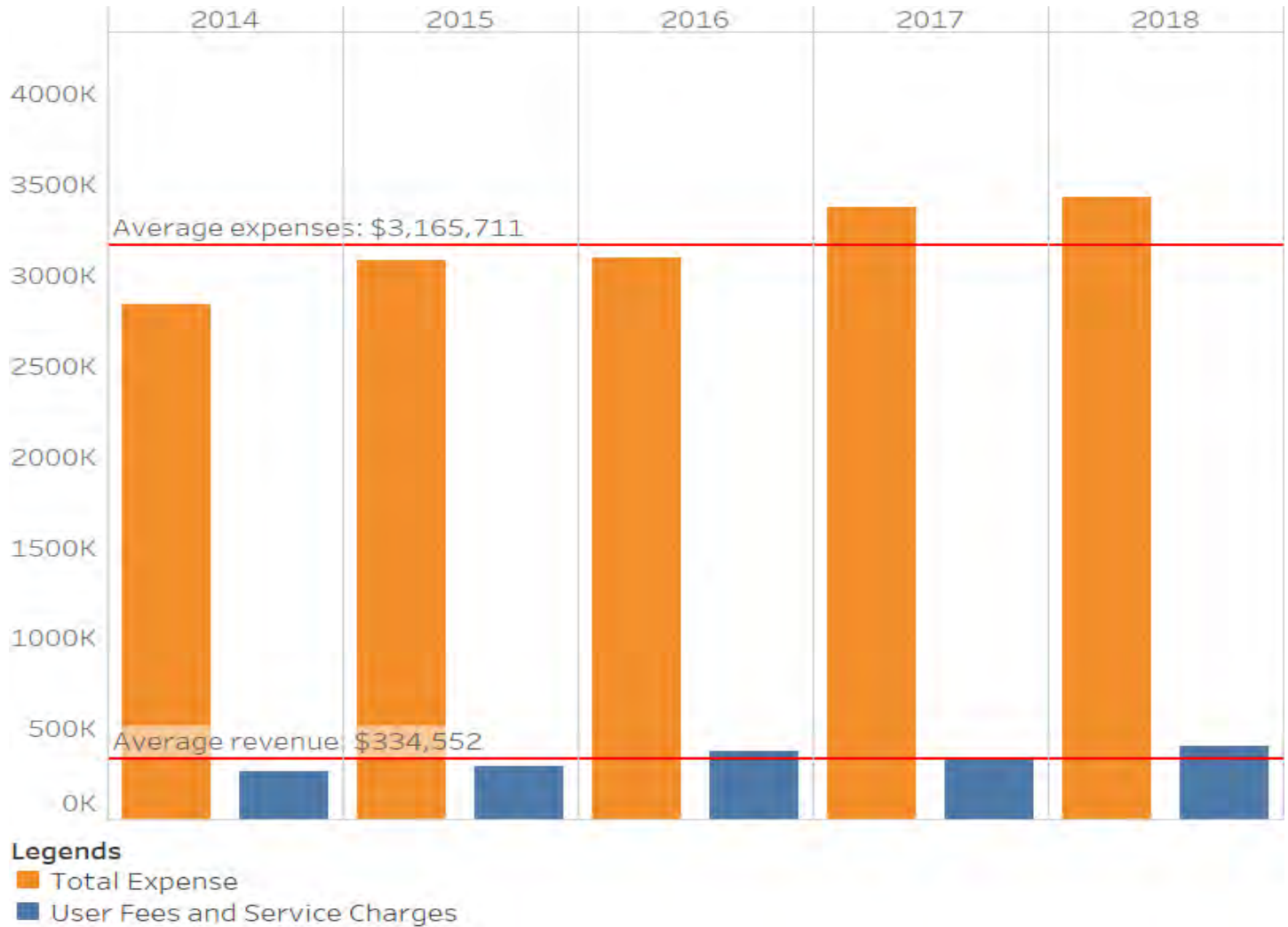
- Expense per household
- Revenue per household

Source – Financial Information Returns, Schedule 2, Schedule 12 & Schedule 40

Planning & Development

From 2014 to 2018, the County's Planning and Development expenses have increased from \$2.8 million to \$3.4 million as the County has increased its role and responsibilities in supporting member municipalities.

Through user fees and recoveries, revenue has increased from \$266K to \$404K, and the County is in the process of improving its cost recovery model to better fund Planning and Development services.



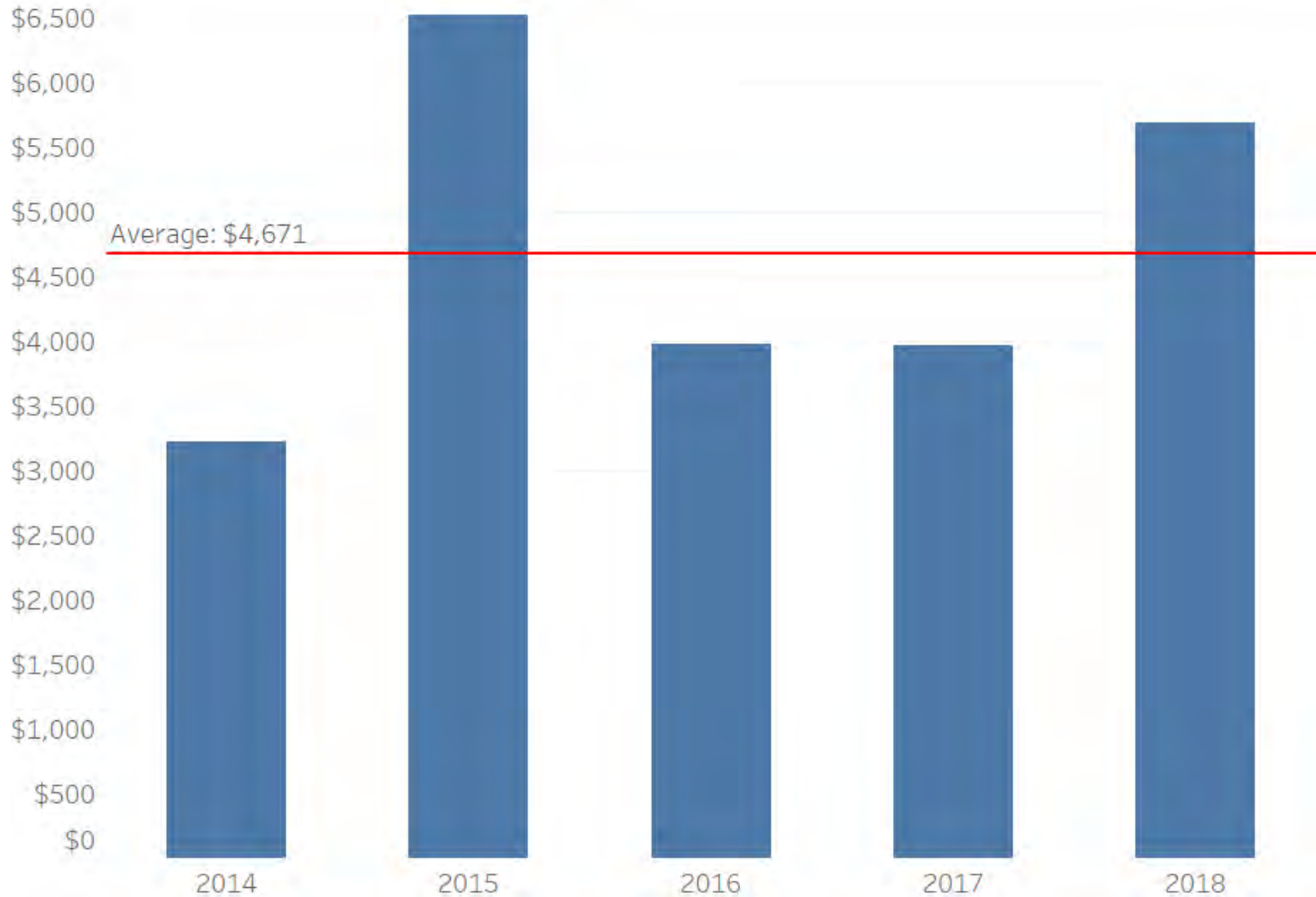
Source – Financial Information Returns, Schedule 12 & 40

Road Maintenance per Lane Kilometre

A lane kilometre is calculated by multiplying the total number of kilometres in the municipal road network by the number of lanes.

The County's road maintenance expense per lane kilometre has averaged at \$4,671 between 2014 and 2018, with 2015 the highest at \$6,514 per lane kilometre.

Road maintenance includes expenses related to paved and unpaved roads, bridges and culverts, traffic operations and roadside maintenance. Lane kilometre includes total paved and unpaved lane kilometer.

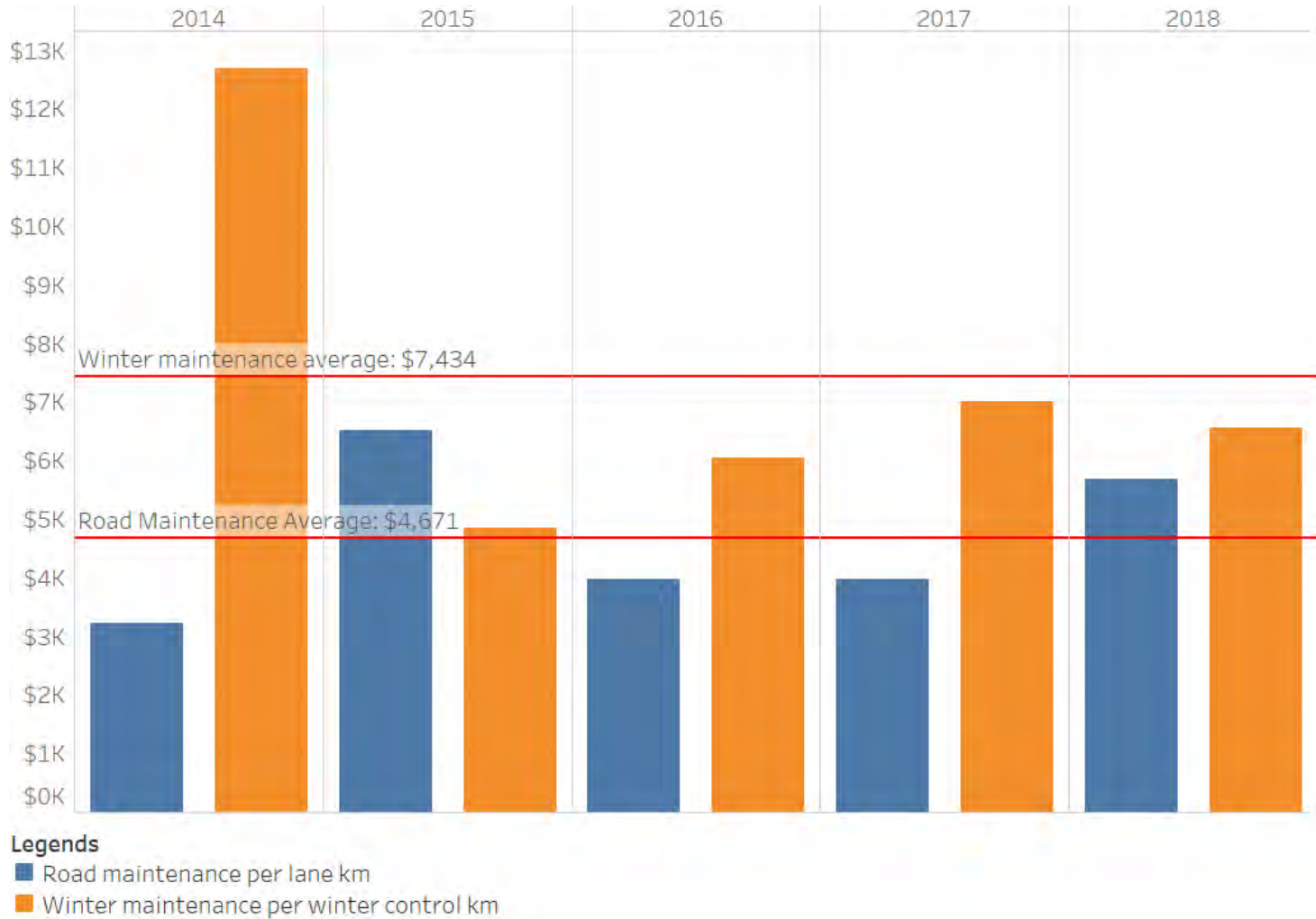


Source – Financial Information Returns, Schedule 12, Schedule 40, & Schedule 80D

Winter Maintenance

Winter maintenance expense per lane kilometre is calculated by taking the total expense for winter maintenance divided by the total lane kilometres of roads maintained during the winter.

The County's expense per lane kilometre for winter maintenance averaged at \$7,434 between 2014 and 2018.



Source – Financial Information Returns, Schedule 12, Schedule 40, & Schedule 80D

Summary of General Themes

The performance analysis highlights that the County has been relatively prudent and consistent with its financial performance in the delivery of services. Consideration should be given to reviewing its tax impact per household to determine the discrepancy between the County and its comparators.

General Themes

Municipal Debt

- The County has maintained a consistent level of debt providing flexibility to the County in managing capital demands.

Staffing Levels

- There has been a slight increase (63) in the County's full-time staffing complement since 2013 which is consistent with the steady growth in the County's population. The ratio of part-time employees to full-time employees has consistently averaged at 0.27:1 from 2013 to 2018.

Cost Recovery on Operations from Non-Levy Sources

- The performance trend analysis indicates there is an opportunity for the County to review its user fees and recoveries structure to ensure it is recovering the cost of services in areas such as Planning & Development.

Discretionary Reserve Balances

- The County has increased its discretionary reserve position by 32% from 2014 to 2018. A strong discretionary reserve balance provides the County with flexibility in managing capital demands for growth and infrastructure maintenance. The reserve position relative to tangible capital assets has been consistent at an average of 12%.

Taxation Levels

- Among the comparator group, Wellington's residential taxes per household are the highest among the comparator group. Consideration should be given to reviewing the appropriateness of some of the comparators given the County's proximity to the GTA.

Overall

- The performance analysis highlights that the County of Wellington is a financially strong municipality. The ongoing and anticipated development across the County of Wellington (both upper and lower tier) will place pressure on the County to rethink its approach to work processes and service delivery models to better service its communities with an increased and changing population.



Appendix A Service Profiles

County of Wellington and Member Municipalities
Service Review
Final Report

Comparative Analysis – Why Compare to Other Communities

For the purposes of the project, five comparator communities were selected as municipal comparators based on population growth, urban/rural characteristics and geography:

Municipality	Population ¹	Households ¹	Area Square KM ²
1. Wellington County	98,400	34,050	2,661
2. Simcoe County	305,516	137,183	4,860
3. Oxford County	90,013	46,251	2,040
4. Dufferin County	61,740	22,889	1,486
5. Bruce County ³	61,119	36,620	4,090
6. Grey County ³	93,830	50,410	4,514

The primary purpose of the comparative analysis is to understand the performance of comparator municipalities and to identify opportunities to change how the County's organization is aligned to deliver municipal services.

- Communities with similar financial benchmarks/service levels – insight into operating efficiencies;
- Communities with different financial benchmarks/service levels – opportunities to change existing organizational structure/processes to reflect common service levels.

Comparing financial performance and resource levels has both benefits and risks:

- Provides insight into affordability issues; what a peer municipality can achieve with the same resources;
- Assumes that all variables are the same (assessment base, non-taxation revenues); and
- Assumes that taxation and service levels in other communities are 'right'.

Note -

¹ 2017 Financial Information Return, Schedule 02

² Statistics Canada census profile, 2016 census data – land area in square kilometres

³ Household numbers reported in the FIR may contain dwellings occupied by usual residents and non-usual residents

How to Read This Document – Service Profile Legend

Service Profile – Terms and Acronyms

Service Type:

1. **Mandatory** – Legislatively Required
 2. **Essential** – Not legislatively required, but service is necessary for the municipality in order to operate reasonably
 3. **Traditional** – Service that has been historically provided by the municipality
 4. **Other Discretionary** – Unique service only provided by the municipality
- E. External** – Service is primarily external facing
- I. Internal** – Service is primarily internal facing

Service Level:

A = Above standard

S = At standard

- S + : Some service levels of the sub-services/activities are higher
- S – : Some service levels of the sub-services/activities are lower





B = Below standard

Service level is assessed against legislative requirements, industry standards, council policies, or contractual agreements.

Budget:

- The budget figures of each service profile are based on the 2019 Budget provided by the County and Member Municipalities to KPMG.

Shade of RED reflects % of tax funding (% of net to gross). For internal services, costs allocated to public services are shown as recoveries

-  Self Supporting Service (User fees or funding from other governments) or no more than 5% tax supported
-  5% - 50%
-  50% - 90%
-  More than 90% tax supported

The size of the circle diagram reflects a proportionate scale of each services' budgeted cost to the municipality's total budgeted cost.

Governance and Civic Engagement

A program that encompasses the values and processes through which Council works with an engaged citizenry to ensure decisions meet the common good and reflect the values/needs of the community.

Service Profile

Council Representation

Program	
Governance & Civic Engagement	
Department	
Clerks	
Service Type	
Internal / External	
Budget (\$,000s)	
Employee Related	952
Other	284
Capital	60
Total Costs	1,296
User Fees/ Recoveries	0
Transfers/ Grants	60
Total Revenues	60
Net Levy	1,236
FTEs	0

Service Description
<p>As the governing body of the County, its role includes:</p> <ul style="list-style-type: none"> To represent the public and to consider the well-being and interests of the municipality; To develop and evaluate the policies, programs, and services; To ensure that practices and procedures, including accountability and transparency, are in place to implement the council decisions; To maintain the financial integrity of the municipality; To carry out the duties of the council under all relevant legislation.

Performance & Benchmarking			
<ul style="list-style-type: none"> The County has 0.05 Councillors per 100 households, which is above the average of 0.04 for the comparator group. 			
Municipality	Households	Number of Councillors	Number of councillors per 100 households
Wellington	34,050	16	0.05
Simcoe	137,183	32	0.02
Oxford	46,251	10	0.02
Grey	50,410	18	0.04
Dufferin	22,889	14	0.06
Bruce	36,620	8	0.02
Average		16	0.04
<i>Source - 2017 FIR Schedules 02 and Municipality Website</i>			

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory		●	
Essential			
Traditional			
Other Discretionary			

Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> This is a mandatory service required pursuant to the Municipal Act and the Municipal Elections Act. Performance is consistent with the requirements of the legislation.

Corporate Services

A program that encompasses the collaborative and corporate efforts of the organization to plan, finance and support municipal assets, infrastructure and service delivery.

Service Profile

Clerk Services

Program	
Corporate Services	
Department	
Clerks	
Service Type	
Internal / External	
Budget (\$,000s)	
Employee Related	983
Other	320
Capital	0
Total Costs	1,303
User Fees/ Recoveries	141
Transfers/ Grants	0
Total Revenues	141
Net Levy	1,162
FTEs	7.6

Service Description
<p>Provide general management and resource support, including:</p> <ul style="list-style-type: none"> Implementing strategic directions as approved by Council and management, Fulfillment of statutory responsibilities as set out in the Municipal Act and other legislation, including meeting management, records retention, Council/Committee agendas and minutes, by-laws, etc., Leading and coordinating special events; and Updating and maintaining the County's website and intranet.

Performance & Benchmarking																
<ul style="list-style-type: none"> The County's Clerks resource level is above the average of 4.5 FTE among the comparator group. 																
<table border="1"> <thead> <tr> <th>Municipality</th> <th>Clerks FTE</th> </tr> </thead> <tbody> <tr> <td>Wellington</td> <td>6.0</td> </tr> <tr> <td>Simcoe</td> <td>7.0</td> </tr> <tr> <td>Oxford</td> <td>4.0</td> </tr> <tr> <td>Dufferin</td> <td>4.0</td> </tr> <tr> <td>Bruce</td> <td>2.0</td> </tr> <tr> <td>Grey</td> <td>4.0</td> </tr> <tr> <td>Average</td> <td>4.5</td> </tr> </tbody> </table> <p><i>Source - Published 2019 budgets</i></p>	Municipality	Clerks FTE	Wellington	6.0	Simcoe	7.0	Oxford	4.0	Dufferin	4.0	Bruce	2.0	Grey	4.0	Average	4.5
Municipality	Clerks FTE															
Wellington	6.0															
Simcoe	7.0															
Oxford	4.0															
Dufferin	4.0															
Bruce	2.0															
Grey	4.0															
Average	4.5															

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			●
Essential			
Traditional			
Other Discretionary			

Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> Clerk Services is a mandatory service type as aspects of the Clerk's responsibilities are required to be provided by law, such as the Municipal Act, Freedom of Information, Conflict of Interest Act, etc. Services are currently being delivered slightly above the standard service level.

Service Profile

Communications

Program	
Corporate Services	
Department	
Communications	
Service Type	
Internal / External	
Budget (\$,000s)	
Employee Related	486
Other	150
Capital	0
Total Costs	636
User Fees/ Recoveries	65
Transfers/ Grants	0
Total Revenues	65
Net Levy	571
FTEs	5.0

Service Description
<p>The Communications Team is responsible for:</p> <ul style="list-style-type: none"> • Designing marketing and campaign material for print, online, radio, signage, videography, outdoor and social media. Ensuring all materials are AODA compliant and meet County style guidelines. • Facilitating media relations. • Providing Issue Management support and perform emergency management duties as required. • Photography. • Developing and implementing marketing strategies/plans. • Brand development (e.g. logos, identity, etc.). • Assisting with special events. • Community Outreach.

Performance & Benchmarking																
<ul style="list-style-type: none"> • Manages 29 social media pages, across five different platforms; Facebook (3,556 followers), Twitter (3,107 followers), Instagram, YouTube, and LinkedIn. • Most active during emergency situations, e.g. February 2019 winter storm, over 17,000 users engaged with County's Facebook page, and approximately 25% of all website referrals to www.wellington.ca (approximately 75,000+ sessions) were generated from Facebook or Twitter. 																
<table border="1"> <thead> <tr> <th>Municipality</th> <th>Communication FTE</th> </tr> </thead> <tbody> <tr> <td>Wellington</td> <td>5.0</td> </tr> <tr> <td>Simcoe</td> <td>7.0</td> </tr> <tr> <td>Oxford</td> <td>3.0</td> </tr> <tr> <td>Dufferin</td> <td>1.0</td> </tr> <tr> <td>Bruce</td> <td>1.0</td> </tr> <tr> <td>Grey</td> <td>1.0</td> </tr> <tr> <td>Average</td> <td>3.0</td> </tr> </tbody> </table> <p><i>Source - Published 2019 budgets</i></p>	Municipality	Communication FTE	Wellington	5.0	Simcoe	7.0	Oxford	3.0	Dufferin	1.0	Bruce	1.0	Grey	1.0	Average	3.0
Municipality	Communication FTE															
Wellington	5.0															
Simcoe	7.0															
Oxford	3.0															
Dufferin	1.0															
Bruce	1.0															
Grey	1.0															
Average	3.0															

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			
Essential			●
Traditional			
Other Discretionary			

Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> • Media relations, public and internal communications are essential to successfully communicate the County's operations and initiatives. • Communication services are delivered slightly above standard where the County is active on several social media platforms, enhancing the awareness of the County for economic development growth.

Service Profile


Information Technology

Program	
Corporate Services	
Department	
Information Technology	
Service Type	
Internal	
Budget (\$,000s)	
Employee Related	2,275
Other	1,345
Capital	652
Total Costs	4,272
User Fees/ Recoveries	2,004
Transfers/ Grants	332
Total Revenues	2,336
Net Levy	1,936
FTEs	21.0

Service Description
<p>Provide, manage and support the County's IT architecture to enable all County departments to achieve their strategic goals and objectives.</p> <p>This service is responsible for:</p> <ul style="list-style-type: none"> • Coordination of technology and telecommunications systems and electronic service delivery; • Corporate network development and monitoring, including desktop systems and printer support; • Development and maintenance of departmental system applications.

Performance & Benchmarking																
<ul style="list-style-type: none"> • The County's IT resource is slightly below the average of 22.6 FTE among the comparator group. 																
<table border="1"> <thead> <tr> <th>Municipality</th> <th>IT FTE</th> </tr> </thead> <tbody> <tr> <td>Wellington</td> <td>21.0</td> </tr> <tr> <td>Simcoe</td> <td>40.3</td> </tr> <tr> <td>Oxford</td> <td>22.0</td> </tr> <tr> <td>Dufferin</td> <td>7.0</td> </tr> <tr> <td>Bruce</td> <td>8.3</td> </tr> <tr> <td>Grey</td> <td>11.0</td> </tr> <tr> <td>Average</td> <td>18.3</td> </tr> </tbody> </table> <p><i>Source - Published 2019 budgets</i></p>	Municipality	IT FTE	Wellington	21.0	Simcoe	40.3	Oxford	22.0	Dufferin	7.0	Bruce	8.3	Grey	11.0	Average	18.3
Municipality	IT FTE															
Wellington	21.0															
Simcoe	40.3															
Oxford	22.0															
Dufferin	7.0															
Bruce	8.3															
Grey	11.0															
Average	18.3															

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			
Essential			
Traditional			
Other Discretionary			



Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> • Information Technology services are essential to manage the County's vast information resources and support operational processes and business decisions. • Information Technology services are currently operating slightly above standard providing systems, applications, and cyber security and training across the corporation, including facilitating the Southwest Integrated Fibre Technology (SWIFT) project initiative.

Service Profile

Financial Management

Program	
Corporate Services	
Department	
Treasury	
Service Type	
Internal / External	
Budget (\$,000s)	
Employee Related	1,477
Other	378
Capital	0
Total Costs	1,855
User Fees/ Recoveries	485
Transfers/ Grants	0
Total Revenues	485
Net Levy	1,370
FTEs	13.1

Service Description
Financial Services ensures that the County's finances are managed in accordance with legislative and contractual requirements as well as provides advice to Council, Committees and management. Financial Services provides Financial Management & Strategic planning (incl. corporate budget development, long-term financial planning, investments & debt management and financial policy & procedures), accounting services, property tax administration and licensing and fine services.

Performance & Benchmarking																
<ul style="list-style-type: none"> The County's Finance resource of 13.1 is below the average of 16.1 FTE among the comparator group. 																
<table border="1"> <thead> <tr> <th>Municipality</th> <th>Finance FTE</th> </tr> </thead> <tbody> <tr> <td>Wellington</td> <td>13.1</td> </tr> <tr> <td>Simcoe</td> <td>34.3</td> </tr> <tr> <td>Oxford</td> <td>11.0</td> </tr> <tr> <td>Dufferin</td> <td>6.0</td> </tr> <tr> <td>Bruce</td> <td>19.5</td> </tr> <tr> <td>Grey</td> <td>15.0</td> </tr> <tr> <td>Average</td> <td>16.5</td> </tr> </tbody> </table>	Municipality	Finance FTE	Wellington	13.1	Simcoe	34.3	Oxford	11.0	Dufferin	6.0	Bruce	19.5	Grey	15.0	Average	16.5
Municipality	Finance FTE															
Wellington	13.1															
Simcoe	34.3															
Oxford	11.0															
Dufferin	6.0															
Bruce	19.5															
Grey	15.0															
Average	16.5															
<i>Source - Published 2019 budgets</i>																

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			●
Essential			
Traditional			
Other Discretionary			

Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> Financial Services are either classified as mandatory or essential as they are required under provincial legislation: Municipal Act, Pension Benefits Act, Trustee Act, Cemetery Act, Excise Tax Act, Retail Sales Tax Act, Procurement, By-Law, and Development Charges Act. Service level is slightly above standard for meeting legislative and council requirements, but needs improvements in asset management. The County has been proactive in implementing a new budgeting process and financial sustainability strategy, and is working towards streamlining financial policies to be more cohesive, i.e. asset management, debt management and investment strategies.

Service Profile Procurement

Program	
Corporate Services	
Department	
Treasury	
Service Type	
Internal / External	
Budget (\$,000s)	
Employee Related	269
Other	70
Capital	0
Total Costs	339
User Fees/ Recoveries	60
Transfers/ Grants	0
Total Revenues	60
Net Levy	279
FTEs	2.3

Service Description
<p>Purchasing and Risk Management is responsible for implementing the centralized purchasing function within the County, ensuring that County procurement is carried out in an open and accountable manner, and securing the appropriate level of insurance for County assets, employees and councilors.</p> <p>Services include: management of request for tenders; requests for proposals and quotations; securing insurance; risk control and claims; property acquisition and disposal; and lease negotiation.</p>

Performance & Benchmarking		
<ul style="list-style-type: none"> The County is slightly below average in terms of municipal procurement activity in 2017. 		
Municipality	Number of construction contracts awarded	Value of construction contracts
Wellington	22	19,881,056
Simcoe	74	69,236,238
Oxford	21	26,891,198
Grey	23	14,234,283
Dufferin	6	12,898,458
Bruce	28	11,498,450
Average	29	\$ 25,773,281
<i>Source - 2017 FIR Schedule 80A</i>		

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			●
Essential			
Traditional			
Other Discretionary			

Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> Procurement services ensures the purchase of all goods, services and construction required by the County is done in a fair and transparent manner, and meets the current and future needs of the County. Services are being delivered slightly above standard with enhancement of value-for-money purchases pursuant to the Purchasing By-Law, procurement policies and procedures, County established vendor agreements, cooperatives, and contracts.

Service Profile


Facility Management

Program	
Corporate Services	
Department	
Property and Construction	
Service Type	
Internal / External	
Budget (\$,000s)	
Employee Related	920
Other	2,437
Capital	1,213
Total Costs	4,570
User Fees/ Recoveries	2,084
Transfers/ Grants	1,213
Total Revenues	3,297
Net Levy	1,273
FTEs	11.6

Service Description
Responsible for the maintenance and operations of County owned facilities and manages all new construction projects.
Services include facility planning, construction & renovation, operations & maintenance services, and energy management.

Performance & Benchmarking
<p>Portfolio includes:</p> <ul style="list-style-type: none"> Administrative buildings - Administration Centre, Courthouse, Old Gaol, Governor's Residence, 3 Douglas Street buildings, 4 Wyndham Street buildings, Woolwich Street (Smart Cities, Social Housing, Ontario Works, Childcare Services, IT, Communications, County Gym) 3 County Police stations 14 County Libraries 2 Green Legacy nurseries 4 Childcare and Learning Centres Badenoch Community Services Centre Fergus Social Services Solar Panels and Electric Car Charging stations at various County locations

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			
Essential			
Traditional			
Other Discretionary			



Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> Services are delivered slightly above standard where the Property and Construction team has been able to keep up with the preventive and reactive maintenance of existing facilities and manage the new construction projects. Service level is determined by the numerous regulations and legislation governing built from: Workplace Health & Safety/Fire Code/Building Code/AODA, Ontario Green Energy Act, etc.

Service Profile

Human Resources

Program	
Corporate Services	
Department	
Human Resources	
Service Type	
Internal	
Budget (\$,000s)	
Employee Related	1,561
Other	513
Capital	0
Total Costs	2,074
User Fees/ Recoveries	1,066
Transfers/ Grants	0
Total Revenues	1,066
Net Levy	1,008
FTEs	14.3

Service Description
<p>The Human Resources Department provides services in the following areas:</p> <ul style="list-style-type: none"> • Payroll Processing • Recruitment and Selection • Employee & Labour Relations • Learning and Development • Performance Management and Coaching • Benefits, Pension, Compensation and Job Evaluation • Health, Safety and Wellness, and AODA • Policy Development and Workforce Planning

Performance & Benchmarking																
<ul style="list-style-type: none"> • The County's dedicated HR professionals are above the average of 12 FTE amongst the comparator group. The County's payroll is processed by the HR Department while some of the comparators have payroll employees included in the FTE of other Departments. 																
<table border="1"> <thead> <tr> <th>Municipality</th> <th>HR FTE</th> </tr> </thead> <tbody> <tr> <td>Wellington</td> <td>14.3</td> </tr> <tr> <td>Simcoe</td> <td>22.5</td> </tr> <tr> <td>Oxford</td> <td>7.0</td> </tr> <tr> <td>Dufferin</td> <td>6.0</td> </tr> <tr> <td>Bruce</td> <td>12.3</td> </tr> <tr> <td>Grey</td> <td>10.0</td> </tr> <tr> <td>Average</td> <td>12.0</td> </tr> </tbody> </table> <p><i>Source - Published 2019 budgets</i></p>	Municipality	HR FTE	Wellington	14.3	Simcoe	22.5	Oxford	7.0	Dufferin	6.0	Bruce	12.3	Grey	10.0	Average	12.0
Municipality	HR FTE															
Wellington	14.3															
Simcoe	22.5															
Oxford	7.0															
Dufferin	6.0															
Bruce	12.3															
Grey	10.0															
Average	12.0															

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			
Essential			●
Traditional			
Other Discretionary			

Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> • Human Resources is an essential service guided by the Employment Standards Act, Pay Equity Act, Records Retention By-law, MFIPPA, CRA, Collective Agreements, Ontario Human Rights Code, Accessibility for Ontarians with Disabilities Act, Occupational Health & Safety Act, Ontario Labour Relations Act, Fire Prevention & Protection Act, and human resources best practices. • Services are delivered slightly above standard providing full suite of HR services, focusing on being employer of choice.

Community Development

A program that aims to achieve a socially progressive and diverse community that offers abundant social opportunities, and the opportunity to live a healthy and active lifestyle.

Service Profile

Museum and Archives

Program	
Community Development	
Department	
Museum and Archives	
Service Type	
External	
Budget (\$,000s)	
Employee Related	1,519
Other	769
Capital	75
Total Costs	2,363
User Fees/ Recoveries	220
Transfers/ Grants	58
Total Revenues	278
Net Levy	2,085
FTEs	18.7

Service Description
The Wellington County Museum & Archives serves as a cultural centre providing resources, programs, exhibits, support and services for the historical, educational and artistic interests of the communities of Wellington County. The County Archives is the designated repository for the historical records of the County of Wellington and its member municipalities. The Archives provides primary and secondary research materials for a variety of users including students, teachers, genealogists, historical society members, the press and the general public. Provides facility rental services, and contributes to the County's economic development and tourism initiatives.

Performance & Benchmarking			
<ul style="list-style-type: none"> The County's net expenses for museums of \$58.88 per household was higher than the comparator group average of \$44.99 per household. 			
Municipality	Total Expense Net Amortization	Households	Expense per Household
Wellington	2,004,720	34,050	58.88
Simcoe	2,075,816	137,183	15.13
Dufferin	1,039,224	22,889	45.40
Bruce	2,216,465	36,620	60.53
Oxford	N/A - no data		
Grey	N/A - no data		
Average			\$ 44.99
<i>Source - 2017 FIR Schedules 40 and 02</i>			

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			
Essential			
Traditional			●
Other Discretionary			

Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> Museum and archives are a traditional service guided by Council policy, the provincial museum association standards, and industry best practices. The Museum has been designated as a national historic site at the Federal level; serves as an important tourism site of the County; and contributes to the County's economic development and tourism profile. Services are delivered slightly above standard based on the quality, quantity, and variety of programs and events offered to the community, including high usage of the museum facility. The County also provides technical support to member municipalities regarding cultural and heritage programs and events.

Property Development

A program aimed at assisting property owners to develop their properties, maintain/increase property values and to do so in compliance with applicable legislation, by-laws and regulations.

Service Profile

Land Use Planning

Program	
Property Development	
Department	
Planning & Development	
Service Type	
Internal / External	
Budget (\$,000s)	
Employee Related	1,958
Other	1,290
Capital	143
Total Costs	3,391
User Fees/ Recoveries	1,015
Transfers/ Grants	197
Total Revenues	1,212
Net Levy	2,179
FTEs	16.8

Service Description
<p>Provide statutory development approval function for member municipalities (subdivision/condominium, consent to sever, part lot control exemption), including technical support, mapping and GIS services.</p> <p>Establish and provide updates/amendments to the County's Official Plan that is also utilized by the member municipalities. Population and employment forecasts; residential, commercial, industrial inventories, and housing activity are monitored for growth management and community improvement plans.</p>

Performance & Benchmarking			
<ul style="list-style-type: none"> The County is slightly above the average for net expense per household for Planning & Zoning, and Commercial & Industrial cost. 			
Municipality	Total Expense Net Amortization	Households	Expense per Household
Wellington	2,053,754	34,050	60.32
Simcoe	3,896,726	137,183	28.41
Oxford	3,043,240	46,251	65.80
Grey	2,281,729	50,410	45.26
Dufferin	380,813	22,889	16.64
Bruce	3,833,467	36,620	104.68
Average			\$ 53.52
Source - 2017 FIR Schedules 40 and 02			

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			●
Essential			
Traditional			
Other Discretionary			

Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> An Official Plan is mandated by the <i>Planning Act</i> and is required to be reviewed every 5 years. Development approvals is a mandatory service under the <i>Planning Act</i>. The County meets the legislative deadlines for both planning and application review type activities. Budget includes funding for the Rural Water Quality Programme in partnership with the Grand River Conservation Authority and funding for the County Source Water Protection Risk Management Officer employed by the Township of Centre Wellington. In-process implementing full cost recovery approach for planning services provided to the Member Municipalities.

Service Profile

Economic Development

Program	
Property Development	
Department	
Economic Development	
Service Type	
Internal / External	
Budget (\$,000s)	
Employee Related	537
Other	1,196
Capital	386
Total Costs	2,119
User Fees/ Recoveries	157
Transfers/ Grants	519
Total Revenues	676
Net Levy	1,443
FTEs	6.0

Service Description
<p>The Economic Development Department provides:</p> <ul style="list-style-type: none"> • Up-to-date information on the local economy, trends and opportunities; • Investment attraction, site selection and business support; • Workforce development; • Business retention and expansion support; and • Fosters relationships between local organizations, businesses, industry and representatives of the government.

Performance & Benchmarking																
<ul style="list-style-type: none"> • Coordination and funding support for business retention and expansion; Community Improvement Programme. • Marketing and facilitation of investment attraction. • Leader in County-wide economic development activities and initiatives, such as: <ul style="list-style-type: none"> ○ Community Transportation Programs; ○ Employment Land Assessment and Intensification Study & Workforce Attraction Support; ○ Southwest Integrated Fibre Technology (SWIFT) project; and ○ Smart Cities Our Food Future project. 																
<table border="1"> <thead> <tr> <th>Municipality</th> <th>Economic Development FTE</th> </tr> </thead> <tbody> <tr> <td>Wellington</td> <td>6.0</td> </tr> <tr> <td>Simcoe</td> <td>18.7</td> </tr> <tr> <td>Oxford</td> <td>1.0</td> </tr> <tr> <td>Dufferin</td> <td>1.0</td> </tr> <tr> <td>Bruce</td> <td>8.0</td> </tr> <tr> <td>Grey</td> <td>6.0</td> </tr> <tr> <td>Average</td> <td>6.8</td> </tr> </tbody> </table> <p><i>Source - Published 2019 budgets</i></p>	Municipality	Economic Development FTE	Wellington	6.0	Simcoe	18.7	Oxford	1.0	Dufferin	1.0	Bruce	8.0	Grey	6.0	Average	6.8
Municipality	Economic Development FTE															
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Simcoe	18.7															
Oxford	1.0															
Dufferin	1.0															
Bruce	8.0															
Grey	6.0															
Average	6.8															

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			
Essential			●
Traditional			
Other Discretionary			

Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> • Service levels established by management through direction of Council. Services are delivered at slightly above standard level as the County provides support to member municipalities in economic development efforts, and at the same time, leads and promotes County-wide initiatives. • This service is essential for a long term sustainable community and to ensure continuous assessment is available to mitigate the impact on the municipal budget. Also, this service contributes the County's AA+ credit rating.

Service Profile

Green Legacy Initiative

Program	
Property Development	
Department	
Planning & Development	
Service Type	
External	
Budget (\$,000s)	
Employee Related	582
Other	264
Capital	100
Total Costs	946
User Fees/ Recoveries	43
Transfers/ Grants	68
Total Revenues	111
Net Levy	835
FTEs	7.9

Service Description
<p>The mission of the Green Legacy program is to inspire and enable the County of Wellington community to grow and plant trees to improve our environment for future generations.</p> <p>The Green Legacy is a dynamic program that includes the growing of trees and community involvement in the process.</p>

Performance & Benchmarking
<ul style="list-style-type: none"> Planted more than two million trees across the County since the program was established in 2004. The program was recognized in 2010 by the United Nations under the Billion Tree Campaign for their help in the fight against climate change.

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			
Essential			
Traditional			
Other Discretionary			●

Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> This service is a discretionary service that the County has determined to be an important strategic objective. The service is operating above standard in accordance with Council direction and community expectation; achieving significant program results.

Public Safety

A program aimed at protecting people and property through emergency management services as prescribed by Provincial legislation with a view to increasing the safety and security of our citizens.

Service Profile

Emergency Management

Program	
Public Safety	
Department	
Planning & Development	
Service Type	
Internal / External	
Budget (\$,000s)	
Employee Related	281
Other	539
Capital	200
Total Costs	1,020
User Fees/ Recoveries	200
Transfers/ Grants	0
Total Revenues	200
Net Levy	820
FTEs	3.3

Service Description
<p>The aim of Emergency Management is to address increasing public safety risks in Ontario communities by developing or improving emergency management programs based upon international best practices.</p> <p>Emergency Management programs include conducting training exercises; creating public awareness and education; and establishing an emergency response plan approved by Council.</p>

Performance & Benchmarking			
<ul style="list-style-type: none"> Emergency measures expenses per household of \$17.68 is above the average of \$7.05. 			
Municipality	Total Expense Net Amortization	Households	Expense per Household
Wellington	601,929	34,050	17.68
Simcoe	525,049	137,183	3.83
Grey	178,165	50,410	3.53
Dufferin	185,957	22,889	8.12
Bruce	76,373	36,620	2.09
Oxford	N/A - no data		
Average			\$ 7.05
Source - 2017 FIR Schedules 40 and 02			

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory		●	
Essential			
Traditional			
Other Discretionary			

Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> This service is required in pursuant to the Emergency Management and Civil Protection Action, Ontario Regulation 380/04, and standards as set out by Emergency Management Ontario. The County is currently meeting the standard requirements for Emergency Management set out by Council. Looking to add a Programmer Coordinator in 2020 to enhance services.

Transportation

A program that focuses on the movement of people and goods through the delivery of appropriate infrastructure.

Service Profile

Road Maintenance

Program	
Transportation	
Department	
Engineering Services	
Service Type	
External	
Budget (\$,000s)	
Employee Related	3,050
Other	15,377
Capital	17,050
Total Costs	35,477
User Fees/ Recoveries	15,208
Transfers/ Grants	2,984
Total Revenues	18,192
Net Levy	17,285
FTEs	19.6

Service Description
<p>Focuses on the planning and design, safety, asset management, and the provision of an efficient transportation network for the movement of people and products.</p> <p>Provides services such as new construction, reconstruction and ongoing maintenance of the County's transportation infrastructure.</p>

Performance & Benchmarking			
<ul style="list-style-type: none"> The County's road expense per paved lane kilometer of \$1,519 is below the average of \$4,631. Simcoe Roads – Paved expense reported in the FIR includes winter control and bridges & culverts expenses. 			
Municipality	Total Expense Net Amortization	Total Paved Lane Km	Expense / Lane Km
Wellington	2,152,679	1,417	1,519
Simcoe	22,084,960	1,802	12,256
Oxford	6,060,084	1,273	4,760
Grey	10,489,789	1,755	5,977
Dufferin	1,838,566	654	2,811
Bruce	585,366	1,274	459
Average			\$ 4,631

Source - 2017 FIR Schedules 40 and 80D

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			
Essential			
Traditional			
Other Discretionary			

Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> Roadways are maintained according to the Minimum Maintenance Standards (MMS) established by the Province. Required pursuant to Municipal Act, Highway Traffic Act, Accessibility for Ontarians with Disabilities Act. Right of Way Infrastructure Maintenance is slightly above target levels, i.e. minimum maintenance standards. Overall, infrastructure is currently assessed in fairly good condition.

Service Profile

Winter Maintenance


Program	
Transportation	
Department	
Engineering Services	
Service Type	
External	
Budget (\$,000s)	
Employee Related	1,775
Other	4,870
Capital	0
Total Costs	6,645
User Fees/ Recoveries	180
Transfers/ Grants	0
Total Revenues	180
Net Levy	6,465
FTEs	17.5 + 15.8 Seasonal

Service Description
Plans and delivers winter control services for the County, including patrol, plowing/salting and required removal on roads throughout the County.

Performance & Benchmarking			
<ul style="list-style-type: none"> The County has the highest winter control expense per lane kilometer amongst the comparator group. Simcoe winter control expenses are reported together with Roads – Paved expense in the FIR. 			
Municipality	Total Expense Net Amortization	Winter Lane Km Maintained	Expense / Winter Lane Km Maintained
Wellington	9,791,670	1,396	7,014
Simcoe	7,183	1,802	4
Oxford	1,732,968	1,152	1,504
Grey	1,974,294	1,755	1,125
Dufferin	1,990,687	672	2,962
Bruce	3,041,647	1,334	2,280
Average			\$ 2,482

Source - 2017 FIR Schedules 40 and 80D

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			
Essential			
Traditional			
Other Discretionary			



Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> Roadways are maintained according to the Minimum Maintenance Standards (MMS) established by the Province. Required pursuant to the Municipal Act, the Highway Traffic Act, and the Accessibility for Ontarians with Disabilities Act. Right of Way Infrastructure Maintenance are slightly above target levels, i.e. minimum maintenance standards.

Service Profile

Bridges, Culverts & Drainage

Program
Transportation
Department
Engineering Services
Service Type
External

Budget (\$,000s)

Employee Related	226
Other	264
Capital	6,310
Total Costs	6,800
User Fees/ Recoveries	5,206
Transfers/ Grants	1,104
Total Revenues	6,310
Net Levy	490
FTEs	7.2


Service Description
Ensures the safe and efficient movement of traffic and people through installing, inspecting, supplying and maintaining the County's bridges and culverts.
Maintenance of all aspects of the storm drainage system including storm sewers, surface drainage systems, and creeks.

Performance & Benchmarking

- The County has the 2nd highest bridges and culverts expense per square metre surface area amongst the comparator group.
- Simcoe bridges & culverts expenses are reported together with Roads – Paved expense in the FIR.

Municipality	Total Expense Net Amortization	Bridges and Culverts (Total SQM of Surface Area)	Expense / Surface Area
Wellington	675,058	36,839	18.32
Simcoe	13,410	47,137	0.28
Oxford	757,813	32,621	23.23
Dufferin	91,804	9,458	9.71
Bruce	276,416	37,052	7.46
Grey	N/A - no data		
Average			\$ 11.80

Source - 2017 FIR Schedules 40 and 80D

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			
Essential			
Traditional			
Other Discretionary			

Rationale For Service Level Assessment & Service Type

- Service is mandatory to ensure safe and efficient movement of traffic pursuant to the Municipal Act, Highway Traffic Act, Ontario Structural Inventory Manual (OSIM), which dictate the standard level for bridges & culverts.
- The Federal Fisheries Act, the Ontario Water Resources Act, the Environmental Protection Act, and Endangered Species Act set the service level for storm drainage.
- Service provided at service levels. Overall, infrastructure is currently assessed in fairly good condition.

Fleet Management & Roads Facilities

Program
Transportation
Department
Public Works
Service Type
Internal

Budget (\$,000s)

Employee Related	927
Other	4,773
Capital	2,807
Total Costs	8,507
User Fees/ Recoveries	4,592
Transfers/ Grants	491
Total Revenues	5,083
Net Levy	3,424
FTEs	7.5

Service Description
Oversees the planning, procurement, maintenance, fuel and parts management, and replacement of County owned fleet and equipment.
Also responsible for the maintenance and operation of all County road garage facilities.


Performance & Benchmarking

- The ratio of vehicles to total expense net amortization for the County of Wellington is below the average of 4.5% of the comparator group.

Municipality	NBV Vehicles	Total Expense Net Amortization	NBV % of Expense
Wellington	5,541,076	176,772,905	3.1%
Dufferin	3,800,415	67,516,256	5.6%
Oxford	6,731,274	139,197,375	4.8%
Bruce	2,257,205	75,399,365	3.0%
Simcoe	22,662,027	372,058,618	6.1%
Grey	N/A - no data		
Average			4.5%

Source - 2017 FIR Schedules 51B and 40
 Replacement value of comparator assets is not publicly available; use expense as an approximation

Service type	Service level		
	Below Standard	At Standard	Above Standard
Mandatory			
Essential			
Traditional			
Other Discretionary			



Rationale For Service Level Assessment & Service Type

- Fleet Management is an essential service that is required to keep County vehicles and equipment in running order so as to be available for carrying out services.
- Service is assessed at standard where the County has been able to implement and maintain healthy fleet and equipment lifecycles.



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WELLINGTON NORTH
SEMPER PORRO

Staff Report

To: Mayor and Members of Council Meeting of December 16th, 2019
From: Chanda Riggi, Human Resources Manager
Subject: REPORT HR 2019-006 Additional Personnel Policies

RECOMMENDATION

THAT Council of the Township of Wellington North receive for information HR 2019-006 being a report on the addition of two personnel policy handbook;

AND FURTHER THAT Council endorse the Holiday Shutdown and Sick and Emergency Leave policies for non-union staff.

AND FURTHER THAT Council endorse the removal of relevant policies that the Holiday Shutdown and Sick and Emergency Leave policies will replace.

PREVIOUS PERTINENT REPORTS/BY-LAWS/RESOLUTIONS

BACKGROUND

The Township has prepared and attached two (2) policies with the intent to replace designated policies in our Personnel Policy Handbook.

For equity purposes, the Holiday Shutdown and Sick and Emergency Leave policies will be implemented January 1, 2020 for non-union staff to mirror the CUPE collective agreement.

FINANCIAL CONSIDERATIONS

N/A

ATTACHMENTS

Holiday Shutdown Policy
Sick and Emergency Leave policy

STRATEGIC PLAN 2019 – 2022

Do the report's recommendations align with our Strategic Areas of Focus?

Yes No N/A

Which priority does this report support?

Modernization and Efficiency Partnerships
 Municipal Infrastructure Alignment and Integration

Prepared By:	Chanda Riggi, HR Manager	<i>Chanda Riggi</i>
Recommended By:	Michael Givens, Chief Administrative Officer	<i>Michael Givens</i>

HOLIDAY SHUTDOWN

Employees may accumulate enough hours to cover the annual office closure over the holiday season when applicable.

The below guidelines will establish procedures for the program:

1. This policy applies to staff who regularly work from the Kenilworth office only.
2. In 2020 and thereafter, employees may begin accruing time off to cover the designated closure dates for the holiday season beginning September 1st of each year.
3. Vacation days must be used should employees wish to take time off before/after the designated holiday closure dates. To be clear, time will not be accrued under this program for days that are not declared part of the holiday shutdown.
4. Dates for the Holiday Shutdown will be communicated by management prior to September 1st each year.

5. This program will not apply should it be determined that the office remain open for the holiday season.
6. Hours accumulated in excess of the holiday shutdown will automatically be lost and will in no circumstances be paid out, carried over from one calendar year to the next or used as additional time off above and beyond this program.
7. Hours will not be accumulated while attending training, workshops, conferences or seminars.
8. Hours accumulated under this program are not to be used in advance of earning them (no negative balances).
9. Employees must be conscious of workload and should never accumulate hours under this program when it would negatively impact operations in their department.
10. These parameters will relate specifically to the holiday shutdown program and do not impact the treatment of pre-authorized overtime or lieu time as stipulated in the Township Personnel Policy or authorized work performed in excess of the normal work hours as stipulated in the Collective Agreement.

ACCRUAL PROCESS:

Employees may choose to take half-hour lunches during the designated accrual period noted above rather than the allotted one-hour lunch period. The remaining unused half-hour may be accumulated and must be clearly reported/recorded on timesheets under the heading "Holiday Shutdown Hrs". As noted above, this process is only from September – December until enough hours are accumulated to cover the designated closure days over the holiday season.

To access accumulated hours, employees must submit timesheets identifying typical workday hours (7 per day) accumulated under the heading "Holiday Shutdown Hrs." to be paid out on the holiday closure date.

Please ensure your lunch break does not exceed the thirty minutes when accumulating time off under this program.

SICK AND EMERGENCY LEAVE

Effective January 1, 2020, employees shall be eligible for eight (8) days of sick and emergency leave in a calendar year, which is not cumulative. Sick and emergency leave days will be prorated in the first year of employment after completion of his probationary period and in the final year of employment.

A maximum of four (4) unused sick and emergency leave days in a year can be carried over to the next calendar year. The sick and emergency leave bank is capped at twelve (12) days each year, which includes the annual sick and emergency allotment and carry-over. It is recognized that sick and emergency leave days have no cash value and are lost when full-time employment with the Township ends.

Employees may use sick and emergency leave days for medical appointments, sick time and family responsibilities. For clarity purposes, medical appointments, sick time and family responsibilities applies to an employee and his spouse, parents (including parent-in-law), children and a relative of the employee who is dependent on the employee for care. Approved absences under the sick and emergency leave entails absences for *essential* personal and family obligations, which includes illness, injury, attending medical appointments, emergency childcare responsibilities and court related to family matters. Under no circumstances may employees use sick and emergency leave days to supplement their vacation or tend to non-essential activities (e.g. sporting events, banking, school plays and ceremonies, family reunions and celebrations, gym attendance etc.). Employees must seek consultation with management should there be concerns if a situation would be considered an approved use of sick and emergency leave.

An employee's return to work after sick leave will be conditional on his supplying at his cost, when requested, a certificate from a physician verifying the dates of absence and that he is fully recovered from the sickness which caused his absence. Employees who are absent due to illness lasting longer than three (3) days will work with Human Resources to determine if illness should be routed through short-term disability.

**THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH
DOWNTOWN REVITALIZATION COMMITTEE MEETING MINUTES
WEDNESDAY, NOVEMBER 27, 2019 @ 7:00 PM
ARTHUR COMMUNITY CENTRE – LOWER HALL**

ARTHUR DOWNTOWN REVITALIZATION ADVISORY COMMITTEE MINUTES

Committee Members Present:

Lisa Hern, Councillor, Chair
Andrew Lennox, Mayor
Steve McCabe, Councillor
Paula Coffey
James Craig
Jaime McKinnon
Jacklyn Winter

Committee Members Absent:

Corey Bilton
James Coffey
Tish Green
Steve Kozinets
Caroline Paquet
John Schmidt
Fran Turnbull
Joe Walsh

Staff Present:

Dale Small, Economic Development Officer
Cathy Conrad, Deputy Clerk
Mandy Jones, Community Recreation Coordinator

CALLING TO ORDER – Councillor Lisa Hern – 7:00 pm

Councillor Hern declared at 7:15 that quorum was not met, and the meeting was adjourned.

Those in attendance discussed:

- Expense Budget Overview: Forecast year end expenditures total \$31,350 leaving \$9,150 to be spent by the March 31st, 2020 deadline. Estimate is that approximately \$5,000 will be required for the Community Group Signage, \$2,500 for the Canada Banners leaving \$1,650 for blade signage, etc. Any remaining funds will be transferred to the new BIA.
- Poppy Art Program: Landscaping will be done in the flower bed where poppy art was placed. There has been a lot of interest in the poppy art with other communities wanting to copy them. The Horticultural Society has some concerns with their sign at the north end of Arthur due to the new Poppy Art that has been installed. Meeting to take place with Councillor Hern, Paula and the Horticultural Society to discuss.
- Community Group Signage. Quotes were received from Marcc Apparel, Bannister Construction and Safehold Electrical and Constructive Services. Committee decisioned using Marcc Apparel. Spaces for group logos will be 15" X 15" and the sign will have extra room to allow for expansion. The top of the sign will say "Service

Clubs of Arthur". The Chamber will circulate the current list of clubs to be included on the sign for the Committee to provide one last comment.

- **Canada Banners.** The group preferred a banner with a traditional leaf in the centre and smaller veined leaves in the coloured sections on each end. After the meeting Carolyn provided a finalized copy of the design and will work with Sherry Leibold to finalize and order 25 banners. Copy of design attached to the minutes.
- **Social Media – Instagram.** Jacklyn will forward pictures of the inside of stores and businesses to Mandy to be posted on Instagram.
- **Business Improvement Area (BIA) update and next steps.** An Open House/Information Session was held on November 14 with approximately 20 people in attendance. There was some objection to establishing a BIA, mostly from owners of commercial property who are using the property as residential and owners at the north end of Smith Street who felt they would not benefit from work done by a BIA. Dale reviewed some of the comments received. More than 33% of property owners and business owners need to file an objection for Council to not be able to pass a by-law to establish a BIA. Out of 130 owners only 11 objections have been received. The objection period ends December 6. It is proposed that the BIA board of Governance have a minimum of 5 members and a maximum of 9 members. Members must be business owners, property owners or a member of Council. Dale suggested the following as initial members of the BIA Board: Councillor Lisa Hern, Paula Coffey, Jim Coffey, Keith Harris, Carolyn Paquet, Will Gimblet and Tom Gorecki. Councillor McCabe indicate dhe would also be willing to sit on the BIA. The BIA would prepare a budget for Council to endorse and decide how funds would be spent. It was also supported by the committee that the boundary be reduced to an area from Clarke Street in the north to the area encompassing the corner of Highway 6 and County Road 109 at the south. A report will go to Council on December 16 and at that time council will be asked to pass the by-law and establish the Board.
- As this was the final meeting for this committee Dale and Councillor Hern thanked everyone for their participation and support. Lots of great work has been done to move the beautification process forward with the Poppy Art, new benches, Bubble Art and Blade signage. Next year once all the new banners and Service Group signage goes up combined with the start-up of the BIA we have no doubt that continued awesome things will happen!!



**THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH
MOUNT FOREST DOWNTOWN REVITALIZATION ADVISORY COMMITTEE MINUTES
THURSDAY, NOVEMBER 28TH, 2019 @ 7:00 PM
PLUME ROOM, MOUNT FOREST SPORTS COMPLEX**

Committee Members Present:

Sherry Burke, Councillor, Chair
Pam Carson
Shawn McLeod
Jeanean Mousseau
Callee Rice
Karen Rave
Crystal Seifried
Sharon Wenger

Absent:

Andy Lennox, Mayor
Dan Yake, Councillor
Dan McCallum
Peter Mohr
Bill Nelson

Staff Present:

Dale Small, Economic Development Officer

Call to Order

The meeting was called to order at 7:00pm by the Chair.

PASSING AND ACCEPTANCE OF AGENDA RESOLUTION MFDR 2019-015

Moved by: Callee Rice

Seconded by: Sharon Wenger

THAT the agenda for the November 28th, 2019 Mount Forest Downtown Revitalization Advisory Committee meeting be accepted and passed.

CARRIED

DISCLOSURE OF PECUNIARY INTEREST(S)

No declarations of pecuniary interest were declared.

MINUTES OF PREVIOUS MEETING

The minutes of the Sept 25th, 2019 Downtown Revitalization Committee meeting were received by council on October 7th, 2019

BUSINESS ARISING FROM PREVIOUS MEETING

Dale provided the committee with a Main Street Revitalization Budget update. Currently the Mount Forest Committee has approved funding in the amount of \$30,000. Actual expenditures as at the end of November total \$4,958.47. Of the remaining \$25,041.53 approximately \$20,000 will be utilized for Gateway Signage and the remaining \$5,041.53 for Blade Signage and other items.

1) Blade Signage continues to be a priority for the committee and there was a general discussion and shared view of the positive impact this is making. To date seven Mount Forest businesses have received Blade Signage funding and have installed new signage. The committee would like to see this program extended through to the end of 2020.

2) **Speech Bubbles.** Three locations that had previously been identified have subsequently been rented however future opportunities will continue to be explored by Sharon and should an opportunity for Speech Bubbles present itself we will act upon it at that time.

3) **Church Group Signage:** Karen will continue to follow. We understood new signage had been ordered but nothing has been installed to date.

4) **Gateway Signage:** Gateway signage is an important first impression and is a great way to make our community welcoming. Callee provided an update on discussions that had taken place since the last meeting and presented a couple of options for the committee to review. Dale asked the committee to consider whether or not having the water tower on the design is the right way to go. In the not so distant future this water tower could be decommissioned and perhaps even tore down. The committee debated this and agreed to move ahead with the current design as per Option A or Option B as attached to this report. The difference essentially being that the elevation is shown on Option A. The committee members in attendance voted and it was a tie. The committee agreed that an email would go out to all voting committee members asking for their vote and the majority would rule!!!

Once the vote is finalized MARCC will move forward with the necessary work leading up to a spring implementation. If possible and if funding permits, we will also utilize some funding for landscaping improvements as well.

PASSING AND ACCEPTANCE OF GATEWAY SIGNAGE PROPOSAL RESOLUTION MFDR 2019-016

Moved by: Sharon Wenger

Seconded by: Shawn McLeod

*THAT option A and B be distributed to all committee members and that an e-vote would be taken on the final design. Estimated total cost in the vicinity of \$4,000-\$5,000 per sign. **CARRIED***

Results of the e-vote from the 13 voting members of the committee was as follows:

- **Option A = 7 votes**
- **Option B = 5 votes**
- **No response = 1 (as at end of day Dec. 4th)**

Business Improvement Area: Dale also gave the committee an update on the BIA and explained the plan that the Arthur Committee is moving forward with. In Mount Forest there will be no changes to be made to the current BIA Boundary in Mount Forest. Upwards to 20+ people attended the November 5th Mount Forest BIA AGM and the new Board of Governance as recommended by the BIA is as follows:

Existing Board Members (3) who will continue on the BIA:

- Councillor Sherry Burke, Bill Nelson & Murray Townsend

New Board Member (6) recommendations:

- Andrew Coburn, Kayla Morton, Dwight Benson, Callee Rice, Peter Mohr, & Jeanean Mousseau

The by-laws and Board of Management Structure for the Mount Forest BIA will be revised and moving forward will call for there to be a minimum of five Board Members with a maximum of nine. Suggested mix would be one council member, two+ building owners, two+ business owners along with a Chamber representative. Wellington North council will receive and approve the new by-laws and Board of Governance structure on December 16th, 2019.

OTHER ITEMS FOR CONSIDERATION

As this was the final meeting for this committee Dale and Councillor Burke thanked everyone for their involvement during the past year. Progress has been made since the start of the year with lots of Blade signage going up, the new gateway signage is going to be awesome and as a result of the efforts of this committee we have helped to revitalize the BIA.

NEXT MEETING

No future meetings will be held and this committee will be dissolved by council on December 16th, 2019

ADJOURNMENT

RESOLUTION MFDR 2019-017

Moved by: Karen Rave

Seconded by: Pam Carson

THAT the Mount Forest Downtown Revitalization Advisory Committee meeting be adjourned at 7:54 p.m.

– CARRIED

GATEWAY SIGNAGE OPTIONS



Option A



Option B

**THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH
RECREATION & CULTURE COMMITTEE MEETING MINUTES
TUESDAY, DECEMBER 10, 2019 @ 8:30 A.M.
MOUNT FOREST & DISTRICT SPORTS COMPLEX – MEETING ROOM**

Committee Members Present:

- Steve McCabe, Councillor, Chair
- Andrew Lennox, Mayor
- Lisa Hern, Councillor
- Brian Milne, Deputy Mayor, Township of Southgate

Absent:

- Sherry Burke, Councillor

Staff Members Present:

- Michael Givens, Chief Administrative Office
- Catherine Conrad, Deputy Clerk
- Matthew Aston, Director of Operations
- Tom Bowden, Recreation Services Manager
- Mandy Jones, Community Recreation Coordinator
- Tasha Grafos, Administrative Support
- Dave Guilbault, Fire Chief
- Jayde McRobb, Wellington Heights Secondary School Co-Op Student

Calling to Order
Adoption of Agenda
<p>RESOLUTION REC 2019-040 Moved by: Milne Seconded by: Lennox <i>THAT the agenda for the December 10, 2019 Township of Wellington North Recreation and Culture Committee meeting be accepted and passed.</i> CARRIED</p>
Disclosure of Pecuniary Interest - None
Delegations
<p>1. RAC 2019-020 Damascus Hall</p> <p>Rita Cudney and Dianne MacDonald, Damascus Hall Committee, provided a history of the Committee, originating in 1978. Fundraising, rentals, expenses and capital projects were discussed. The Damascus Hall Committee members were recently told that they need to replace the furnace oil tank. Alternatively, a new propane furnace could replace the oil furnace that was installed in 1991 and is coming to the end of its lifespan. The Damascus Hall Committee would like to proceed with replacing the furnace with a new propane furnace; but, felt that this is a capital expense that the municipality should be responsible for. They requested that the Township of Wellington North pay for this capital expense.</p> <p>RESOLUTION REC 2019-041 Moved by: Hern Seconded by: Lennox</p>

THAT the Recreation and Culture Committee receive for information Report RAC 2019-020 being a report on the Damascus Hall;

AND FURTHER THAT the Committee recommend to Council, as per the agreement with the Damascus Hall Committee, and as it is a capital expense to replace the furnace; staff be directed to proceed with procurement as per standard practice for the inclusion in the 2020 budget.

CARRIED

Direction was given to staff to update and formalize the agreement with the Damascus Hall Committee.

2. Downtown Mount Forest Group Event

Kelly Dimick, Natalie Overholt and Susan Wells, representing the newly formed Downtown Mount Forest Group, requested permission to hold a Christmas Tree Burn Event at the Mount Forest & District Sports Complex on January 4, 2020. They requested that the Township of Wellington North provide the location, insurance, cleanup and Fire Department support for the event.

The Fire Chief gave approval for the event provided that the following conditions were met; Approval from the Council of the Township of Wellington North, that proper insurance is acquired for the event, that the Fire Department lights the fire and also feeds the trees into it to ensure the fire was manageable.

RESOLUTION REC 2019-042

Moved by: Lennox

Seconded by: Milne

That the Recreation & Culture Committee recommend to Council to support the first inaugural Downtown Mount Forest Group Christmas Tree Burn event by assisting with location, insurance, cleanup and Fire Department support.

CARRIED

Minutes of Previous Meeting – September 3, 2019 (approved by Council on September 9, 2019)

Business Arising From Minutes

Reports

1. Facility Revenue Report

RESOLUTION REC 2019-043

Moved by: Lennox

Seconded by: Hern

THAT the Recreation and Culture Committee receive the Facility Revenue Report.

CARRIED

2. Year-to-Date Financial Summary

RESOLUTION REC 2019-044

Moved by: Hern

Seconded by: Lennox

THAT the Recreation and Culture Committee receive the Year-to-Date Financial Summary.

CARRIED

3. Report RAC 2019-021 Capital Project Update 2019

RESOLUTION REC 2019-045

Moved by: Lennox

Seconded by: Milne

THAT the Recreation and Culture Committee receive for information Report RAC 2019-021 being a report on the Capital Project Update 2019.

CARRIED

4. Report RAC 2019-022 Mount Forest Splash Pad Hours of Operations

RESOLUTION REC 2019-046

Moved by: Milne

Seconded by: Lennox

THAT the Recreation and Culture Committee of the Township of Wellington North receive for information Report RAC 2019-022 being a report on the proposed hours of operation for the Mount Forest Splash Pad;

AND FURTHER THAT the Committee recommends to the Council of the Township of Wellington North that the Mount Forest and Arthur Splash Pads be opened to the public for June 1, 2020 from 10am – 8 pm daily and remain open until the 30th day of September 2020;

AND FURTHER THAT the Committee recommends to Council that the above 2020 scheduled hours of operation remains in effect for subsequent years unless revised by the Council of the Township of Wellington North.

CARRIED

5. Report RAC 2019-023 Playground Replacement Program

RESOLUTION REC 2019-047

Moved by: Hern

Seconded by: Lennox

THAT the Recreation and Culture Committee receive for information Report RAC 2019-023 being a report on a Playground Replacement Program.

AND FURTHER THAT staff be directed to set priorities and establish a Playground Replacement Program.

CARRIED

6. Report RAC 2019-024 Mayor's Charity Bonspiel

RESOLUTION REC 2019-048

Moved by: Hern

Seconded by: Lennox

THAT the Recreation and Culture Committee receive for information Report RAC 2019-024 being a report on the Mayor's Charity Bonspiel.

CARRIED

7. Report CAO 2019-007 Recreation & Culture Committee Governance

RESOLUTION REC 2019-050

Moved by: Milne

Seconded by: Lennox

THAT Resolution REC 2019-049 be amended by removing the following clauses;

AND FURTHER THAT the Committee recommends to Council of the Corporation of the Township of Wellington North that effective January 1, 2020 Recreation Committee meetings be integrated with Council meetings:

AND FURTHER THAT the Committee recommend that staff prepare a revised Terms of Reference for the new Recreation Committee in advance of the first called meeting of the committee in 2020;

AND FURTHER THAT the Committee recommend that staff make the necessary revisions to the Township Procedural By-law required to allow for the inclusion of the new Recreation Committee in future Council agendas/meetings.

CARRIED

RESOLUTION REC 2019-049

Moved by: Hern

Seconded by: Lennox

THAT Recreation & Culture Committee receive report CAO 2019-007 being a report on the Recreation & Culture Committee Governance.

CARRIED

RESOLUTION REC 2019-051

Moved by: McCabe

Seconded by: Milne

That the Recreation & Culture Committee recommend to Council that staff be directed to prepare terms of reference for the new Recreation Committee with consideration of option 1 outlined in report CAO 2019-007 for adoption at a future Council meeting.

CARRIED

8. Report RAC 2019-025 Township of Southgate Recreation Agreement

RESOLUTION REC 2019-052

Moved by: Milne

Seconded by: Lennox

THAT the Recreation and Culture Committee receive for information Report RAC 2019-025 being a report on the Township of Southgate Recreation Agreement;

AND FURTHER THAT the Recreation and Culture Committee recommend the Council of Wellington North direct staff to prepare an agreement between the Township of Wellington North and the Township of Southgate;

AND FURTHER THAT The Recreation and Culture Committee recommend the Council of Wellington North authorize the Mayor and Clerk to sign the agreement between the Township of Wellington North and Township of Southgate.

CARRIED

9. Non-Profit Rates and Fees Discussion

The Recreation & Culture Committee discussed a recent announcement from the Township of Mapleton Council regarding the offering of a 100% discount of fees and charges for nonprofit groups and minor sports organizations. The Township of Wellington North offers a Grants, Donations and Waiver of Fees program that organizations can apply for. Minor Sports organizations already receive significant

subsidized rental rates. The Committee considered the delivery of value vs costs and accountability to taxpayers and did not have a desire to change policies.

Other Business

Ad Hoc Committee Updates

- Mount Forest Aquatics

Report TR2019-017 Being an Update on the Mount Forest Splashpad Initiative

RESOLUTION REC 2019-053

Moved by: Milne

Seconded by: Lennox

THAT the Recreation and Culture Committee receive for information Report TR2019-017 being an Update on the Mount Forest Splashpad initiative.

CARRIED

- Arthur Village Skateboard/BMX

Councillor Hern, Mandy Jones and members of the Arthur Lions Club met with Mr. Cox's Grade 6 Class at the Arthur Public School to discuss the proposed BMX/Skateboard Park and established priorities. Fundraising is going well.

- Lynes Blacksmith Shop

The Lynes Blacksmith Shop Committee is continuing with their efforts and have approached the Township regarding responsibility for utility costs. The Township covers insurance for the property. It was suggested that as the culture component is to be removed from this committee Kate Rowley be asked to provide future updates to Council. Councillor McCabe will discuss this with Kate.

New Business/Roundtable

Discussion Items:

1. Mount Forest Agricultural Society Agreement

The current agreement expires in April 2021. The Society would like to see how a new agreement might look.

2. Stick and Puck Program

The Stick and Puck Program being offered in Arthur is unstructured ice time to practice stick handling. It is a family program and not for hockey teams. Cost is \$5.00 per visit and offers an opportunity to practice on nets. The program is using ice time that was not being used and has had 71 participants so far with a revenue of \$355.00.

3. Recreation Leisure Guide

The Leisure Calendar is being reformatted as a guide that focuses on facilities and programming. It will be distributed in March with information regarding registering online in April using the new PerfectMind software.

Adjournment

RESOLUTION REC 2019-054

Moved by: Lennox

Seconded by: Hern

THAT the Township of Wellington North Recreation and Culture Committee meeting of December 10, 2019 be adjourned at 11:15 a.m.
CARRIED



COMMUNIQUE



November 2019

**EMERGENCY CALLS FOR
SERVICE / TRAINING**

ARTHUR STATION:

The Arthur Station responded to **12** calls for service during the month.

Practice/ Meetings:

Nov 5, 2019 (17) members were present

Nov 12, 2019 (18) members were present

Nov 26, 2019 (18) members were present

MOUNT FOREST STATION:

The Mount Forest Station responded to **18** calls for service during the month.

Practice/ Meetings:

Nov 5, 2019 (16) members were present

Nov 12, 2019 (15) members were present

Nov 26, 2019 (16) members were present

Deputy Chief
Bill Hieber



Communiqué



CALL TYPE	ARTHUR STATION	AREA	MOUNT FOREST STATION	AREA
Medical	1		4	Town (1)
		Township (1)		Township (2)
				Southgate (1)
Industrial Press Fire	1	Town (1)	1	Town (1)
Corn Drier Fire	1		2	Township (1)
		Mapleton (1)		Mapleton (1)
Vehicle Collision	2	Township (2)	3	Township (1) Town (1) West Grey (1)
C/O Smoke			3	Town (1)
				Southgate (1)
				West Grey (1)
Fire Alarm	3	Town (2)	2	Town (2)
		Township (1)		
Garbage Fire			1	Town (1)
Steam Pipe Burst	1	Town (1)	1	Town (1)
Pre Barn Fire	1	Mapleton (1)	1	Mapleton (1)
Cooking Fire	1	Town (1)		
Mutual Aid	1	Grand Valley (1)		



Communiqué



Fire Prevention/Public Education

FIRE SAFETY PRESENTATIONS

V.O.N. Seniors Talk M.F.
Arthur Santa Claus Parade

FIRE SAFETY INSPECTIONS

392 Main Street North Unit 5 Follow Up
North Wellington Co-Operators M.F.
121 Main Street North M.F.
125 Main Street North M.F.
129 Main Street North M.F.
273 Main Street South M.F.
285 Main Street South M.F.

FIRE INVESTIGATIONS

FIRE SAFETY COMPLAINT INSPECTIONS

110 Edward Street Unit 11 A.V.
141 Main Street North M.F.
285 Main Street South Unit 6 M.F.

FIRE SAFETY PLAN REVIEWS

273 Main Street South M.F.

VULNERABLE OCCUPANCY FIRE DRILLS

Caessant Care Arthur
Louise Marshal Hospital M.F.
Strathcona Village Care M.F.

BURN PERMIT SITE INSPECTIONS

8742 HWY 6

BURN COMPLAINTS

Fire Prevention Officer
Marco Guidotti

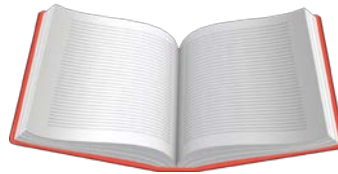


Communiqué



“TEST YOURS *TODAY*”

“*SAVING LIVES THROUGH EDUCATION*”



Next Communiqué will be January 2020



Wellington County Training Officer²⁰⁰

Centre Wellington Fire & Rescue
250 Queen Street West • Fergus, Ontario N1M 1S8
Tel: (519) 846-9691 ext. 397 • Cell (226) 820-4907
Email: Chamilton@centrewellington.ca

To: Mayor Lennox and North Wellington Councillors
Date: December 2, 2019
Subject: Wellington County Fire Training Officer's Annual report for 2019

Recommendation

Council receives the Wellington County Fire Training Officer's annual report of 2019 for information purposes.

REPORT SUMMARY:

This report will detail the County fire training activities for CY 2019.

- a) 2019 Recruit Firefighter Class
- b) County Training Website & Fire Lesson Plan Library
- c) Canadian Critical Incident Stress Conference & Training
- d) Local Fire Training & Development
- e) Inter-operability Training with Guelph-Wellington Paramedic Services (GWPS)
- f) Technical Support to County Fire Departments
- g) Inquiries from Other Counties

a) 2019 Recruit Firefighter Class

The County's 2019 Firefighter Recruit Class was the largest in the programs history at 42 participants. By comparison, our previous classes had an average group size of 20 to 25 recruits. Of the 42 recruits roughly 25% had pre-service certification, previous firefighting experience or both. Regardless of previous education or experience, all County recruits participate in the training program: as a skills refresher, to enhance teambuilding and as an introduction to the volunteer or paid-on-call duty expectations.

Their hands-on-training (HOT) was for the most part conducted at the Fergus and Elora fire stations with a few weekends arranged in Minto, Rockwood, Grand Valley and Guelph to make use of other available training resources. Provincial certification testing followed that combines written and skills evaluations to meet National Fire Protection Association (NFPA) standards for Firefighters.

Their first set of certification exams and skills evaluations for NFPA 1001 Firefighter I and NFPA 1072 Hazardous Materials Awareness was completed on July 13th. The Office of the Fire Marshal and Emergency Management (*OFMEM*), through their Academic Standards & Evaluation (*AS&E*) group controls the test scoring and the results were very positive. Their second set of exams and skills evaluations for NFPA 1001 Firefighter II and NFPA 1072 Hazardous Material Operations will complete their full certification. This testing was completed on November 16th in Fergus.



Wellington County Training Office²⁰¹

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b) County Fire Training Website & Fire Lesson Plan Library

The County fire training website was moved to the WIX platform as they provide easier editing and file management abilities. The Wellington County Fire Training Officer as part of his responsibilities continues to maintain and update the County Fire Training website and Lesson Plan Library. With access to the website, all Municipal Fire Training Officers and Recruits are able to find in one location all of the training documentation, schedules, etc. they need to assist them with their tasks.

The lesson plan library is structured to follow the current training textbook used by the recruit class. This ensures that all our instructors have access to current lesson plans so they can familiarize themselves with the teach points for a particular skill. These lesson plans are also applicable to ongoing training at the station level.

At this time the website is mostly a closed, non-public access site for internal usage by groups or individuals employed by one of the Fire Departments within Wellington County. In the future public access could be provided for Fire Prevention/Education messaging and information delivery if that's a desired direction.

c) Canadian Critical Incident Stress Conference & Training

Police Officers, Paramedics, Firefighters, Dispatchers, etc. are front line operators that see, hear and witness traumatic events on a regular basis. At times those that are suffering need an unbiased, confidential peer support network to seek help from. Within Wellington County, Critical Incident Stress Management (CISM) teams have been trained and inserted into each of the emergency service providers ranks to offer localized peer support to their colleagues. The end goal is mental wellbeing for all, however the upfront aim is to work at removing the stigma from asking for help.

In early 2019, Inspector Lawson, Wellington County OPP approached the local first responder & emergency management communities and Wellington County with a grant that was available to be used to promote mental health and wellbeing. It was the direction of the management groups that representatives from the various groups attend the Annual Critical Incident Stress Congress Niagara Falls. The first two days of the conference are presentation based and the latter two days are geared to specific Critical Incident Stress Training.

Through Inspector Lawson and myself we've suggested to the groups that took part to consider sending personnel to the 2020 conference. This would be a means to continue with developing our CISM team's knowledge, and education so that our peer support teams stay current and are better able to support those amongst that may require assistance.

d) Local Fire Training & Development

Minto Fire ran an NFPA 1021 – Fire Officer Level 1 course in the First quarter to primarily service an educational need within their department. Additional spaces were offered to surrounding fire departments



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to fill out the roster. Training took place at the Palmerston Station on a weekday evening to accommodate paid-on-call staff availability. Training was delivered by Chief Harrow as the Lead Instructor. The duration of the course including the exam was approximately 8 weeks.

An NFPA 1521 – Incident Safety Officer course was run Nov 29/30 & Dec. 1 for the County. I had hoped to get this launched earlier, however the OFMEM spent the better part of the past 6 months revising the course content. This course will be offered to personnel within Wellington County with NFPA 1021 Fire Officer Level 1 or higher and there will be a limit of 15 students. This course provides the learner with a skill set that will be utilized at incidents to ensure safety in all operations with the goal of reducing, eliminating or preventing injuries or deaths through active monitoring of the scene.

Training will be classroom based with some components consisting of “hands on” skill development. There will be a written exam administered on the final day by OFMEM proctors. Training will be facilitated out of the Puslinch Fire Station. The lead instructor will be John Uptegrove from Puslinch Fire. John has been instrumental in the redevelopment of this course for use by the OFMEM across the province.

For 2020, I hope to be able to host another NFPA 1021 – Fire Officer Level I course in the County. We have been served with excellence by our current senior officers and Captains at incident scene, but we must also recognize succession planning needs. As our current supervisors/managers begin to retire from the fire service or move out of our communities, replacements should be ready and able to fill these roles. Each department has a promotional process which includes attaining certifications through provincially approved course and testing. By providing fire service management education programs to current firefighters, there should be a smooth transition of new officers into these roles.

I was able to attend the 2019 Ontario Fire Training Officer Association (OFTOA) Training Officers Workshop in Gravenhurst this September and though the seminars offered gained further insight into several topics that I will develop into training packages that can be shared or delivered personally within the County. Of particular interest were the Underwriter Laboratories (UL) presentations on basement fires and fire dynamics.

Basement fires are of extreme danger to both firefighters and occupants due to their confined nature and rapid growth potential. Fire dynamics is the study of how hot fire gases flow during structure fires and what the fire service can do to more quickly mitigate the effects of these gases on victims and structures. Both of these topics were presented with actual data and video that backs up the science behind them. Having solid, evidence based proof makes it easier to get buy-in with even the most seasoned firefighters.

With the assistance of the Guelph Wellington Hoarding Response group, a training presentation aimed at firefighters was created for the County. While we can impose corrections to fire code violations, there's little that a fire department can do to address the actual hoarding situation. This presentation offers insights into the whys of hoarding, some strategies for dealing with a hoarding situation and offers primary contacts that can provide follow up support to individuals. Emily Gibson from the hoarding response group has delivered



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the training to several of the fire County fire department so far this year. The presentation is short enough that Training Officers can easily pair it with other medical based training that's scheduled.

Similarly a training presentation on interactions between firefighters and persons with autism was developed by Jon Brnjas of Minto Fire. Since most incidents that the fire service attends are stressful, this sensory overload can provoke challenging behaviours when making contact with an autistic person. His presentation is based upon firsthand knowledge and is meant to provide simple management techniques for firefighters to use at incidents to encourage better outcomes. Jon has delivered his program to several of the County fire departments so far this year.

e) Inter-operability Training with Guelph-Wellington Paramedic Services (GWPS)

As a part of GWPS's annual training refresher, each of their paramedics participated in a series of joint training exercises with Centre Wellington Fire & Rescue at the Fergus Station. Training overviews included: auto extrication; firefighter bunker gear/SCBA donning & doffing; firefighter CPR; and low & high angle rope rescue.

This training was held over 10 days in late Sept and I had the pleasure of guiding the paramedics through the auto extrication overview. It was an excellent opportunity to provide the group with an overview of how the fire service handles motor vehicle collisions, how EMS integrates into the incident and critical safety aspects they need to consider at these incidents. As this training was "hands on", they were able to operate a variety of the tools that firefighters use including the "jaws-of-life" cutters and spreaders on actual vehicles.

f) Support to County Fire Departments

I've been active in filling in at several of the County fire departments when they've needed either a replacement instructor or manpower to run training scenarios at their stations. When requested I've delivered and picked up training props based upon their needs within the County. The Wellington County Fire Training Officer is also available to assist and support Member Municipal Fire Departments at emergency calls as requested by Incident Command of the responding Municipal Fire Department.

I meet regularly with each department to review and discuss training needs, programs or procedures to support their local training programs. Additionally, I provide the Fire Chief's with County training updates at their monthly meetings.

For our 2020 recruit class, I will be starting their skills training in February versus March. This change will give me a few additional weekends to allow for skills training to be run on a single day instead of a full weekend. Additionally, it gives the recruits more time to study and has less of an impact upon their time away from their families. In the past there was a need to get trained firefighter "on the trucks" quicker, however in recent consultations with the Fire Chiefs this is no longer deemed to be a priority.



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For future provincial examinations, the OFMEM is moving towards on-line exam testing. Testing would be done via Wi-Fi connected laptops through a secure portal. The testing will continue to be multiple choice based, time controlled and supervised by a proctor. This method will streamline certification testing, provide instant scoring and improved access to student records.

On-line testing is scheduled to go into service at some point in 2020. I'm hoping that it will be active in time for the next set of written exams scheduled for July 2020. I anticipate that there will be training offered by the OFMEM to help roll out the on-line testing and recordkeeping management system.

g) Inquiries from Other Counties

With the success of our County fire training program, other Counties have been asking for details. Myself and my predecessor Jon Karn made a presentation to Woolwich Township's fire chiefs early in 2019 to outline the program. They have a similar structure of several fire departments that are struggling with timely recruit training, unified lesson planning and shared training resources.

I've recently been contacted by the Fire Department of North Huron with an initial inquiry regarding the estimated cost per student of our recruiting program. They are looking at a similar collective approach to recruit training and shared resources. Should they wish further help in proposing the program to their local councils, I've indicated I'd be able to provide them assistance.

These inquiries are in my opinion a reflection of the quality of the program, our instructors and the recordkeeping that's currently in-place.

Respectfully Yours,

Chamilton

Charles Hamilton | **Wellington County Fire Training Officer**



Staff Report

To: Mayor and Members of Council Meeting of December 16, 2019

From: Tammy Pringle, Development Clerk

Subject: DC 2019-010, 861467 ONTARIO INC. (CLARK BROTHERS CONTRACTING) SITE PLAN AGREEMENT, 510 ELIZA STREET, ARTHUR

RECOMMENDATION

THAT Council of the Township of Wellington North hereby:

- 1) Receive Report DC 2019-010 regarding the Final Approval of the 861467 Ontario Inc. Site Plan Agreement.

PREVIOUS PERTINENT REPORTS/BY-LAWS/RESOLUTIONS

None

BACKGROUND

Subject Lands

The property is in the Village of Arthur. The subject lands are in the North East quadrant of the town with frontage on Eliza Street. The land holding is approximately 5 acres and is legally known as Part of Park Lots 1 & 2 South of Macaulay Street, Arthur, Designated as Part 1 on 61R-20566, Twp. Wellington North.

The Proposal

The Owner has applied for Site Plan Approval from the Township to construct a new repair shop and office for the existing construction yard. This project will include installation of private services, grading and drainage.

Existing Policy Framework

The subject lands are designated M1 Industrial Zone in the Township of Wellington North Zoning By-Law 66-01 and Industrial in the County of Wellington Official Plan.

The "Holding" provision on this property was recently removed to facilitate this development.

COMMENTS AND ANALYSIS

The applicant has satisfied staff that this proposed development will be constructed in a manner that is consistent with municipal standards and best practices. A copy of the agreement is attached.

COMMUNICATION PLAN

The executed site plan agreement will be forwarded to the Township's solicitor for registration.

FINANCIAL CONSIDERATIONS

This proposal has no financial impact on the municipality as the Owner has provided securities and deposits to ensure all of the Works will be completed.

ATTACHMENTS

- A. Location Map
- B. Site Plan Agreement

STRATEGIC PLAN 2019 – 2022

Do the report's recommendations align with our Strategic Areas of Focus?

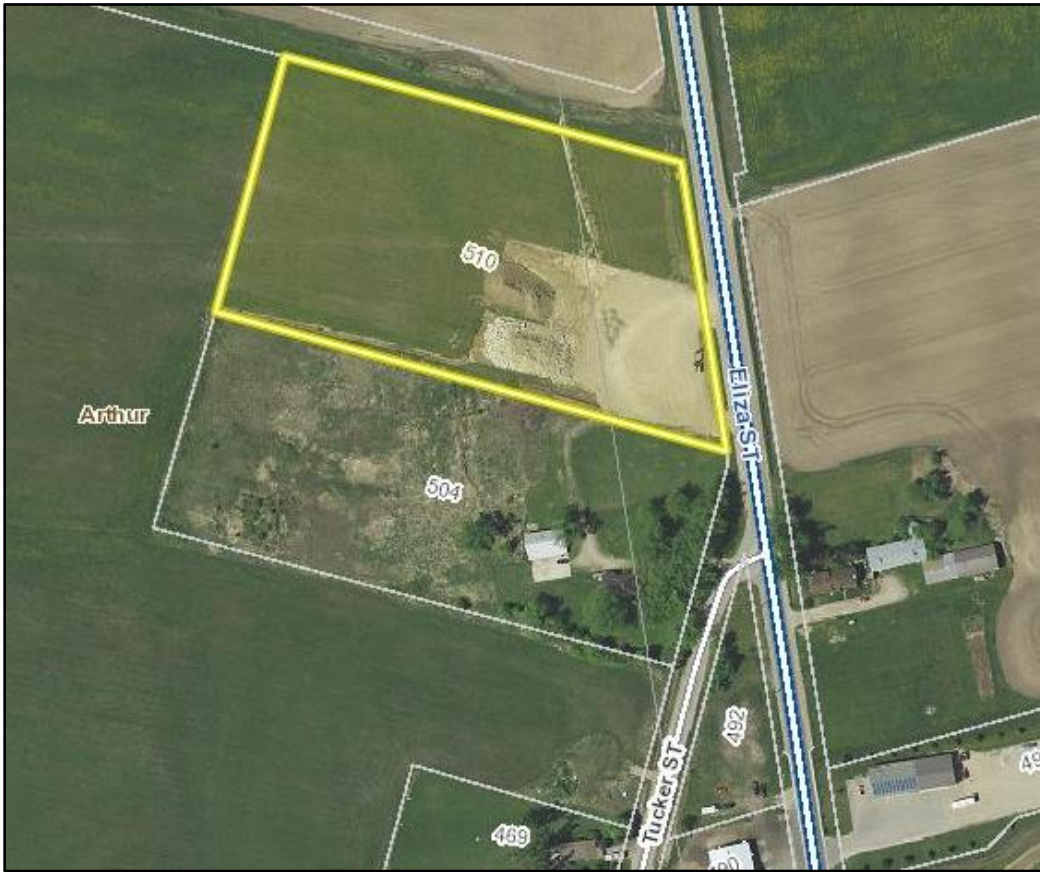
- Yes
 No
 N/A

Which priority does this report support?

- Modernization and Efficiency
 Partnerships
 Municipal Infrastructure
 Alignment and Integration

Prepared By:	Tammy Pringle, Development Clerk	<i>Tammy Pringle</i>
Recommended By:	Michael Givens, Chief Administrative Officer	<i>Michael Givens</i>

SCHEDULE A – Location Map



**SCHEDULE B
SITE PLAN CONTROL AGREEMENT**

THIS AGREEMENT made this day of , .

BETWEEN:

THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH
(the "Township")
OF THE FIRST PART

-and-

861467 ONTARIO INC.
(the "Owner")
OF THE SECOND PART

WHEREAS the Owner is the registered owner of the Lands described as PART OF PARK LOTS 1 & 2 SOUTH OF MACAULAY STREET, ARTHUR, DESIGNATED AS PART 1 ON 61R-20566, TWP. WELLINGTON NORTH. (510 Eliza Street)

AND WHEREAS the Township has enacted a Site Plan Control Area By-law pursuant to the provisions of Section 41 of the *Planning Act*, R.S.O. 1990, c.P.13, as amended, which said By-law affects the Lands;

AND WHEREAS this Agreement is being entered into by the parties hereto as a condition to the approval of the plans and drawings submitted by the Owner pursuant to Section 41 of the *Planning Act*.

AND WHEREAS the Owner has submitted to the Township, plans and drawings of a proposed development on the lands described in Schedule "A" attached hereto;

AND WHEREAS these plans can be viewed at the Offices of The Corporation of the Township of Wellington North, 7490 Sideroad 7 West, Kenilworth, Ontario.

NOW THEREFORE in consideration of the premises and other good and valuable consideration, the receipt and sufficiency whereof the parties irrevocably acknowledge, the parties agree as follows that in consideration of the Township approving the plans and drawings for the development of the Lands, the Owner covenants and agrees with the Township to provide, to the satisfaction of and at no expense to the Township, the following:

1. Plans showing the location of all buildings and structures to be erected on the Lands and showing the location of all facilities and works to be provided in conjunction therewith including, without limitation, all facilities and works required under Section 3 below (the "Plans").
2. Construct all buildings, structures, facilities and works in accordance with the Plans.
3. The Owner agrees that the building or buildings shall be erected and the project shall be completed in accordance with the Plans and all applicable laws, including without limitation, the exterior building design, site, elevation, landscape-buffering and layout plans as approved by the Township, subject only to such changes as are approved, in writing, by the Township. The Township reserves the right to waive or rescind any term or condition contained in this Agreement provided that such condition is waived or rescinded by Resolution of Council.
4. The Owner agrees that there shall be no outside storage on the Lands other than as provided in Paragraph 3 of this Agreement.

5. The Owner agrees that all surface and roof drainage will be controlled on the Lands and taken to an outlet with catch basins, where necessary, in a manner approved by the Township and/or the County of Wellington.
6. The Owner agrees that snow shall be removed from the parking lot area for the Lands.
7. The provisions set out in Schedule "B" to this Agreement are site specific requirements that relate to the Lands and, to the extent that there is any inconsistency or conflict between the two sets of provisions, the terms of Schedule "B" shall prevail.
8. The Owner agrees to dedicate to the Township, free and clear of all encumbrances, all easements and lands required by the Township for the construction, maintenance and improvement of any existing or newly required watercourses, ditches, land drainage works and sanitary sewage facilities on the Lands and, on request by the Township, to deliver the properly executed documents in registrable form to the Township in order to complete the dedication to the Township and to pay all costs incurred by the Township in respect to the aforementioned dedications.
9. The Owner shall, where required by Township and/or County of Wellington resolution, dedicate to the Township and/or to the County widening of highways that abut on the Lands at no cost to the Township and/or County, free and clear of all encumbrances.
10. The Owner hereby releases and indemnifies the Township, and, where applicable, the County of Wellington, its servants, agents and contractors from any and all liability and associated costs, claims or demands in respect of the proper maintenance and operation of the matters and facilities required by virtue of this Agreement.
11. In the event works are to be performed by the Owner, its servants or its agents on lands owned by or to be conveyed to the Township,
 - (a) The Owner shall supply the Township with a comprehensive liability insurance policy in form satisfactory to the Township, holding the Township, its servants or agents, harmless for claims for damages, injury or otherwise in connection with the work done by the Owner, its servants or agents in or adjacent to the lands to be developed under this Agreement in the amount of Five Million (\$5,000,000.00) Dollars inclusive. The Township is to be named as insureds in the said policy.
 - (b) The Owner shall, upon the earlier of (a) commencing any works on the Lands, or on lands owned by the Township, (b) applying for a building permit, supply the Township with cash or a Letter of Credit (the "security") in form satisfactory to the Chief Administrative Officer (CAO) and in an amount of ONE HUNDRED AND SIXTY EIGHT THOUSAND, TWO HUNDRED DOLLARS (\$168,200.00) sufficiently guaranteeing the satisfactory completion of the site works on Township property described in or contemplated by this Agreement and further guaranteeing the workmanship and materials and the repair of all damage to works or facilities required by this Agreement for a period of two (2) years from the date that such works are constructed receive written approval from the Township. The security must further guarantee payment to the Township of all inspection or other costs that the Township may incur as a result of this Agreement. When the work is completed to the satisfaction of the Township, the Letter of Credit may be reduced to an amount equal to Ten (10%) per cent of the original amount, plus any applicable Statutory Holdbacks, as determined by the Township and shall not be further reduced until the Township has approved the works at the end of the said two (2) year period.

- (c) Within six (6) months of substantial performance of the off-site works, the Owner's Engineer shall submit to the Township As Built drawings for the Works completed, within the Township's lands, to the satisfaction of the Township.
 - (d) All sewers and services (sanitary and storm) that are constructed within Township lands shall be tested in accordance with the applicable OPSS specifications for sewer installations including, but not limited to, deflection testing and CCTV inspection. All sewer testing results shall be provided to the Township and shall be to the satisfaction of the Township.
12. In the event works are to be performed by the Owner, its servants or its agents on lands other than lands owned by the Township, the Owner shall:
- a) provide the Township with, prior to the execution of this Agreement by the Township, a letter of credit or other satisfactory security in an amount equal to 50% to a maximum of FIFTY THOUSAND (\$50,000) of the cost of works and facilities relating to storm drainage, surface treatment of parking areas, landscaping, buffer strips, fencing, grading, curbing and similar physical improvement works.
 - b) complete the said works and facilities within a period of one (1) year from the date of issuance of a building permit, or within one (1) year of the execution of this agreement by the Township if no building permit is required by the development provided for herein, and provide satisfactory proof of completion of the said works including survey, engineering, architectural (including landscape architect where required), or another professional certification, at the owner's sole expense.
 - c) Upon failure of the owner to complete the said works and facilities within the said one year period, the Township may draw on the said letter of credit or other satisfactory security, such amount or amounts as may be required to pay for the work done or to be done pursuant to the provisions of this section and the Township and/or its authorized agents are hereby authorized to enter upon the lands to perform the said works and facilities.
- Section 427 of the Municipal Act, S.O. 2001, c. 25, as amended, applies to this Agreement and in the event the Owner fails to perform the works and facilities required to be done herein, such works and facilities may be done by the Township at the Owner's expense and the Township may recover the expense in doing so by action or the same may be recovered in like manner as municipal taxes
13. The Owner shall grade the lands and maintain the grading elevations in order to provide for surface drainage which shall be as provided for in the Site Plan. The Owner shall not use or cause or permit to be used any new construction on the lands until after an as-built grading survey has been provided and a professional engineer or architect has given Township, at the Owner's expense, a letter of compliance for grading and drainage and Storm Water Management and signed by the engineer or architect certifying that all services, structures, works and facilities on or in the said lands which fall within the provisions of Section 41 of the Act and are required for this development by the Site Plan and this Agreement and not contained within a building, have been installed and completed in a manner satisfactory to the engineer or architect.
14. The Owner is responsible for dust control of all dust resulting from the development, whenever necessary. To eliminate dust, the owner may be required to apply dust suppressants, covering stockpiles of topsoil with tarps or applying ground cover to the areas that have been stripped and left undeveloped at the direction of the Township.
15. This Agreement shall be registered against title to the Lands at the Owner's expense. It is understood and agreed that, after this Agreement has been registered against title, it shall not be released by the Township. After all terms

and conditions of this Agreement have been complied with to the satisfaction of the Township, the Township, upon request and at the Owner's expense, shall issue a Certificate of Compliance certifying compliance with this Agreement to the date of the Certificate.

16. The Owner hereby grants to the Township, its servants, agents and contractors a license to enter onto the Lands and into structures for the purpose of inspecting the works and the Lands or for any other purpose pursuant to the rights of the Township under this Agreement.
17. The covenants, agreements, conditions and understandings set out herein and in Schedules "B" hereto, which form part of this Agreement, shall run with the Lands and shall enure to the benefit of and be binding upon the parties hereto and their heirs, executors, administrators, successors and assigns, as the case may be.
18. Nothing in this Agreement constitutes a waiver of the Owner's duty to comply with any By-law of the Township or any other law.

THIS AGREEMENT is executed by the Township this day of , .

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

Per:

Michael Givens – Chief Administrative Officer
I have authority to bind the corporation.

THIS AGREEMENT is executed by the Owner this day of , .

861467 ONTARIO INC.

Per:

Steven Clark - President
I have authority to bind the corporation.

SCHEDULE "A"**Approved Plan and Documents**

Document Name	Last Revision Date	Prepared By
01 – Site Servicing and Grading Plan	Sep. 27, 2019	C. P. Clark, P. Eng., Triton Engineering Services Ltd.
02 – Plan and Profile of West Ditch Sta. 1 + 020 to 1 + 170	Sep. 27, 2019	C. P. Clark, P. Eng., Triton Engineering Services Ltd.
03 – Plan and Profile of West Ditch Sta. 1 + 170 to 1 + 320	Sep. 27, 2019	C. P. Clark, P. Eng., Triton Engineering Services Ltd.
04 – Plan and Profile of West Ditch Sta. 1 + 320 to 1 + 470	Sep. 27, 2019	C. P. Clark, P. Eng., Triton Engineering Services Ltd.

SCHEDULE "B"

Site Specific Requirements

The provisions set out in this Schedule are site specific requirements that relate to the Lands. This Schedule shall be read in conjunction with the provisions of the main body of this Agreement, but to the extent that there is any inconsistency or conflict between the two sets of provisions, the following terms of this Schedule shall prevail.

- Implement and maintain an appropriate berm and plantings to reduce impact of noise and dust from your operations on neighbouring properties.



WELLINGTON NORTH
SEMPER PORRO

Staff Report

To: Mayor and Members of Council Meeting of December 16, 2019
From: Tammy Pringle, Development Clerk
Subject: DC 2019-011, NATASHA FERREIRA
 SITE PLAN AGREEMENT, 7294 SIDEROAD 5 WEST, RIVERSTOWN

RECOMMENDATION

THAT Council of the Township of Wellington North hereby:

- 1) Receive Report DC 2019-011 regarding the Final Approval of the Natasha Ferriera Site Plan Agreement.

PREVIOUS PERTINENT REPORTS/BY-LAWS/RESOLUTIONS

None

BACKGROUND

Subject Lands

The property is in the Hamlet of Riverstown. The subject lands are in the North West quadrant of the hamlet with frontage on Sideroad 5 West. The land holding is approximately 2.92 acres and is legally known as Arthur WOSR Lot 13 Pt Div 4 RP 60R2772 PART 1, Wellington North.

The Proposal

The Owner has applied for Site Plan Approval from the Township to construct a new facility for the indoor cultivation of cannabis (agricultural use). This project will include installation of private services and grading.

Existing Policy Framework

The subject lands are designated RIN-26 Rural Industrial Exemption Zone in the Township of Wellington North Zoning By-Law 66-01 and Rural Employment Area and Hamlet Area in the County of Wellington Official Plan.

This property was recently rezoned to facilitate this development.

COMMENTS AND ANALYSIS

The applicant has satisfied staff that this proposed development will be constructed in a manner that is consistent with municipal standards and best practices. A copy of the agreement is attached.

COMMUNICATION PLAN

The executed site plan agreement has been forwarded to the Township's solicitor for registration.

FINANCIAL CONSIDERATIONS

This proposal has no financial impact on the municipality as the Owner has provided securities and deposits to ensure all of the Works will be completed.

ATTACHMENTS

- A. Location Map
- B. Site Plan Agreement

STRATEGIC PLAN 2019 – 2022

Do the report's recommendations align with our Strategic Areas of Focus?

Yes

 No

 N/A

Which priority does this report support?

Modernization and Efficiency Partnerships
 Municipal Infrastructure Alignment and Integration

Prepared By:	Tammy Pringle, Development Clerk	<i>Tammy Pringle</i>
Recommended By:	Michael Givens, Chief Administrative Officer	<i>Michael Givens</i>

SCHEDULE A – Location Map



**SCHEDULE B
SITE PLAN CONTROL AGREEMENT**

THIS AGREEMENT made this 29th day of October, 2019.

BETWEEN:

THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH
(the "Township")
OF THE FIRST PART

-and-

Natasha Ferreira
(the "Owner")
OF THE SECOND PART

WHEREAS the Owner is the registered owner of the Lands described as PT LT 13 CON WOSR DIVISION 4 ARTHUR TOWNSHIP PT 1, 60R2772; WELLINGTON NORTH, Geographically know as 7294 SIDROAD 5 WEST

AND WHEREAS the Township has enacted a Site Plan Control Area By-law pursuant to the provisions of Section 41 of the *Planning Act*, R.S.O. 1990, c.P.13, as amended, which said By-law affects the Lands;

AND WHEREAS this Agreement is being entered into by the parties hereto as a condition to the approval of the plans and drawings submitted by the Owner pursuant to Section 41 of the *Planning Act*.

AND WHEREAS the Owner has submitted to the Township, plans and drawings of a proposed development on the lands described in Schedule "A" attached hereto;

AND WHEREAS these plans can be viewed at the Offices of The Corporation of the Township of Wellington North, 7490 Sideroad 7 West, Kenilworth, Ontario.

NOW THEREFORE in consideration of the premises and other good and valuable consideration, the receipt and sufficiency whereof the parties irrevocably acknowledge, the parties agree as follows that in consideration of the Township approving the plans and drawings for the development of the Lands, the Owner covenants and agrees with the Township to provide, to the satisfaction of and at no expense to the Township, the following:

1. Plans showing the location of all buildings and structures to be erected on the Lands and showing the location of all facilities and works to be provided in conjunction therewith including, without limitation, all facilities and works required under Section 3 below (the "Plans").
2. Construct all buildings, structures, facilities and works in accordance with the Plans.
3. The Owner agrees that the building or buildings shall be erected and the project shall be completed in accordance with the Plans and all applicable laws, including without limitation, the exterior building design, site, elevation, landscape-buffering and layout plans as approved by the Township, subject only to such changes as are approved, in writing, by the Township. The Township reserves the right to waive or rescind any term or condition contained in this Agreement provided that such condition is waived or rescinded by Resolution of Council.
4. The Owner agrees that there shall be no outside storage on the Lands other than as provided in Paragraph 3 of this Agreement.

5. The Owner agrees that all surface and roof drainage will be controlled on the Lands and taken to an outlet with catchbasins, where necessary, in a manner approved by the Township and/or the County of Wellington.
6. The Owner agrees that snow shall be removed from the parking lot area for the Lands.
7. The provisions set out in Schedule "B" to this Agreement are site specific requirements that relate to the Lands and, to the extent that there is any inconsistency or conflict between the two sets of provisions, the terms of Schedule "B" shall prevail.
8. The Owner agrees to dedicate to the Township, free and clear of all encumbrances, all easements and lands required by the Township for the construction, maintenance and improvement of any existing or newly required watercourses, ditches, land drainage works and sanitary sewage facilities on the Lands and, on request by the Township, to deliver the properly executed documents in registrable form to the Township in order to complete the dedication to the Township and to pay all costs incurred by the Township in respect to the aforementioned dedications.
9. The Owner shall, where required by Township and/or County of Wellington resolution, dedicate to the Township and/or to the County widening of highways that abut on the Lands at no cost to the Township and/or County, free and clear of all encumbrances.
10. The Owner hereby releases and indemnifies the Township, and, where applicable, the County of Wellington, its servants, agents and contractors from any and all liability and associated costs, claims or demands in respect of the proper maintenance and operation of the matters and facilities required by virtue of this Agreement.
11. In the event works are to be performed by the Owner, its servants or its agents on lands owned by or to be conveyed to the Township,
 - (a) The Owner shall supply the Township with a comprehensive liability insurance policy in form satisfactory to the Township, holding the Township, its servants or agents, harmless for claims for damages, injury or otherwise in connection with the work done by the Owner, its servants or agents in or adjacent to the lands to be developed under this Agreement in the amount of Five Million (\$5,000,000.00) Dollars inclusive. The Township and Township's Engineer are to be named as an insured in the said policy.
 - (b) The Owner shall, upon the earlier of (a) commencing any works on the Lands, or (b) applying for a building permit, supply the Township with cash or a Letter of Credit (the "security") in form satisfactory to the Chief Administrative Officer (CAO) and in an amount determined by the CAO, sufficiently guaranteeing the satisfactory completion of the site works on Township property described in or contemplated by this Agreement and further guaranteeing the workmanship and materials and the repair of all damage to works or facilities required by this Agreement for a period of one (1) year from the date that such works are constructed receive written approval from the Township Engineer. The security must further guarantee payment to the Township of all inspection or other costs that the Township may incur as a result of this Agreement. When the work is completed to the satisfaction of the Township Engineer, the Letter of Credit may be reduced to an amount equal to Ten (10%) per cent of the original amount determined by the Township Engineer for each phase and shall not be further reduced until the Township Engineer has approved the works at the end of the said one (1) year period.
12. In the event works are to be performed by the Owner, its servants or its agents on lands other than lands owned by the Township, the Owner shall:

- a) provide the Township with, prior to the execution of this Agreement by the Township, a letter of credit or other satisfactory security in an amount equal to 50% to a maximum of \$50,000 of the cost of works and facilities relating to storm drainage, surface treatment of parking areas, landscaping, buffer strips, fencing, grading, curbing and similar physical improvement works.
- b) complete the said works and facilities within a period of one (1) year from the date of issuance of a building permit, or within one (1) year of the execution of this agreement by the Township if no building permit is required by the development provided for herein, and provide satisfactory proof of completion of the said works including survey, engineering, architectural (including landscape architect where required), or another professional certification, at the owner's sole expense.
- c) Upon failure of the owner to complete the said works and facilities within the said one year period, the Township may draw on the said letter of credit or other satisfactory security, such amount or amounts as may be required to pay for the work done or to be done pursuant to the provisions of this section and the Township and/or its authorized agents are hereby authorized to enter upon the lands to perform the said works and facilities.

Section 427 of the Municipal Act, S.O. 2001, c. 25, as amended, applies to this Agreement and in the event the Owner fails to perform the works and facilities required to be done herein, such works and facilities may be done by the Township at the Owner's expense and the Township may recover the expense in doing so by action or the same may be recovered in like manner as municipal taxes

13. The Owner shall grade the lands and maintain the grading elevations in order to provide for surface drainage which shall be as provided for in the Site Plan. The Owner shall not use or cause or permit to be used any new construction on the lands until after an as-built grading survey has been provided and a professional engineer or architect has given Township, at the Owner's expense, a letter of compliance for grading and drainage and Storm Water Management and signed by the engineer or architect certifying that all services, structures, works and facilities on or in the said lands which fall within the provisions of Section 41 of the Act and are required for this development by the Site Plan and this Agreement and not contained within a building, have been installed and completed in a manner satisfactory to the engineer or architect.
14. The Owner is responsible for dust control of all dust resulting from the development, whenever necessary. To eliminate dust, the owner may be required to apply dust suppressants, covering stockpiles of topsoil with tarps or applying ground cover to the areas that have been stripped and left undeveloped at the direction of the Township.
15. The Township and Owner agree that the Owner may choose to develop the lands in phases and in accordance with the approved phasing plan, as shown on the approved Site Plans. In such case, the Owner agrees as follows:
 - (a) that the Owner will not apply for nor will the Township be obligated to issue a building permit for such phase(s) until the provisions of this section have been complied with and the Owner has provided evidence that servicing capacity is available to accommodate the particular development phase, to the satisfaction of the Township;
 - (b) that the Owner shall submit to the Township for review and approval proper plans and specifications showing the works and facilities required for site plan approval of each phase;
 - (c) that the Owner shall provide to the Township a letter of credit or other satisfactory security in an amount to be determined by the CAO or CBO,

and the provisions of this Agreement shall apply to such security with respect to such phase(s);

- (d) that the provisions of this Agreement shall apply to all such phases.
16. This Agreement shall be registered against title to the Lands at the Owner's expense. It is understood and agreed that, after this Agreement has been registered against title, it shall not be released by the Township. After all terms and conditions of this Agreement have been complied with to the satisfaction of the Township, the Township, upon request and at the Owner's expense, shall issue a Certificate of Compliance certifying compliance with this Agreement to the date of the Certificate.
17. The Owner hereby grants to the Township, its servants, agents and contractors a license to enter onto the Lands and into structures for the purpose of inspecting the works and the Lands or for any other purpose pursuant to the rights of the Township under this Agreement.
18. The Owner shall obtain from all mortgagees, charges and other persons having an interest in the Lands a postponement of their respective interests to this Agreement in a form satisfactory to the Township and said postponement(s) shall be registered against title to the Lands at the expense of the Owner so that this Agreement shall have priority over all other interests registered against the Lands. The Owner acknowledges and agrees that the site plan approval in respect of the Lands shall be conditional upon obtaining the above postponement documents and registering them against title to the Lands.
19. The covenants, agreements, conditions and understandings set out herein and in Schedules "B" hereto, which form part of this Agreement, shall run with the Lands and shall enure to the benefit of and be binding upon the parties hereto and their heirs, executors, administrators, successors and assigns, as the case may be.
20. Nothing in this Agreement constitutes a waiver of the Owner's duty to comply with any By-law of the Township or any other law.

THIS AGREEMENT is executed by the Township this day of , .

**THE CORPORATION OF
THE TOWNSHIP OF WELLINGTON NORTH**
Per:

Michael Givens – Chief Administrative Officer
I have authority to bind the corporation.

THIS AGREEMENT is executed by the owner this 29th day of October, 2019.

CORPORATION
Per:

Natasha Ferreira
I have authority to bind the corporation.

SCHEDULE "A"

Approved Plan and Drawings

Drawing Number	Document Name	Last Revision Date	Prepared By
A1	Architectural General Notes	September 25, 2019	Nicholas Jay Architect
A2	Proposed Site Plan	September 25, 2019	Nicholas Jay Architect
E100	Site Plan	September 16, 2019	JC Engineering
SG-1.0	Site Grading Plan	November 22, 2019	Public Works Team Inc.
SG-2.0	Site Grading Details	November 22, 2019	Public Works Team Inc.
SS-1.0	Site Servicing Plan	November 22, 2019	Public Works Team Inc.
ST-1.0	Septic Tank & Leach Bed Details	November 12, 2019	Public Works Team Inc.
	Functional Servicing Report	November 12, 2019	Public Works Team Inc.

SCHEDULE "B"

Site Specific Requirements

The provisions set out in this Schedule are site specific requirements that relate to the Lands. This Schedule shall be read in conjunction with the provisions of the main body of this Agreement, but to the extent that there is any inconsistency or conflict between the two sets of provisions, the following terms of this Schedule shall prevail.

- THAT the owner submit a Guideline D-4 Study prepared by a Qualified Professional to the satisfaction of the County of Wellington Solid Waste Services Division



Staff Report

To: Mayor and Members of Council Meeting of December 16th, 2019

From: Dale Small
Economic Development Officer

Subject: EDO 2019-030 Mount Forest Business Improvement Area (BIA)

RECOMMENDATION

THAT Council of the Corporation of Township of Wellington North receive for information Report EDO 2019-030 being a report on the Mount Forest Business Improvement Area (BIA);

AND FURTHER THAT Council authorize the Mayor and Clerk to sign the by-law to approve the area for the Business Improvement Area and repeal By-law 24-1985;

AND FURTHER THAT Council authorize the Mayor and Clerk to sign the By-law to establish the Board of Directors for the Mount Forest BIA; and repeal By-laws 28-2006 and 006-1986;

AND FURTHER THAT Council authorize the Mayor and Clerk to sign the By-law to appoint members to the Board of Directors for the Mount Forest BIA;

AND FURTHER THAT the Council dissolve the Mount Forest Downtown Revitalization Committee effective December 16th, 2019 with existing programs to be supported by the BIA.

PREVIOUS PERTINENT REPORTS/BY-LAWS/RESOLUTIONS

By-law No 24-1985 establishing the area for Mount Forest BIA; By-Law No 6-86 establishing the current Board of Management and operating principles for the Mount Forest Business Improvement Area; By-law 28-2006 confirming By-law 006-1986

EDO 2018-037 Downtown-Main Street Revitalization dated December 3rd, 2018

EDO 2019-022 Wellington North Business Improvement Areas dated August 26th, 2019

BACKGROUND

The Mount Forest BIA has been in place since 1985 and since that time have made a significant impact and supported a number of improvements to our Downtown. As council has been made aware the general functions of a BIA are very similar to the focus of our Downtown Revitalization Committee's, established in 2018 as Committee's of Council, to address the use of the Main Street Revitalization funding received from the Province.

Through the work of our Mount Forest Downtown Revitalization Committee we are pleased to say that the Mount Forest BIA has also been revitalized and at its November 5th Annual

General Meeting over 20+ people were in attendance. There was a great balance of new members with established members and a number of the participants expressed a desire and willingness to become more engaged with the BIA.

The current by-laws for the Mount Forest BIA are quite dated, so we have taken this opportunity to update the by-laws for council approval. From a Board of Management perspective, we recommend that at all times the BIA should have a minimum of five board members and a maximum of nine. It is further recommended that the board composition should have at least one council member and a relatively balanced mix of building owners and business owners. From a boundary perspective, we have had great discussions on whether or not to change the boundary, and the unanimous decision was no change. The BIA currently covers 83 properties and an overview of the BIA Boundary is contained as Attachment A.

The following individuals have been recommended by the Mount Forest BIA to sit on the new Board of Management for the remaining term of this council. Staff, as well as the Mount Forest Downtown Revitalization Committee and Chamber of Commerce, support these candidates who have all indicated their willingness to sit on the Board:

Existing Board Members (3) who will continue on the Board of Management:

- Councillor Sherry Burke, Bill Nelson Murray Townsend

New Board Member (6) recommendations:

- Andrew Coburn, Kayla Morton, Dwight Benson, Callee Rice, Peter Mohr, Jeanean Mousseau

FINANCIAL CONSIDERATIONS

The Mount Forest BIA budget has been \$30,000 (\$361.45/property) for many years and they recommend holding the 2020 budget to this same level.

ATTACHMENTS

Attachment A Mount Forest BIA Boundary

STRATEGIC PLAN 2019 – 2022

Do the report's recommendations align with our Strategic Areas of Focus?

XX Yes

No

N/A

Which priority does this report support?

Modernization and Efficiency

XX Partnerships

Municipal Infrastructure

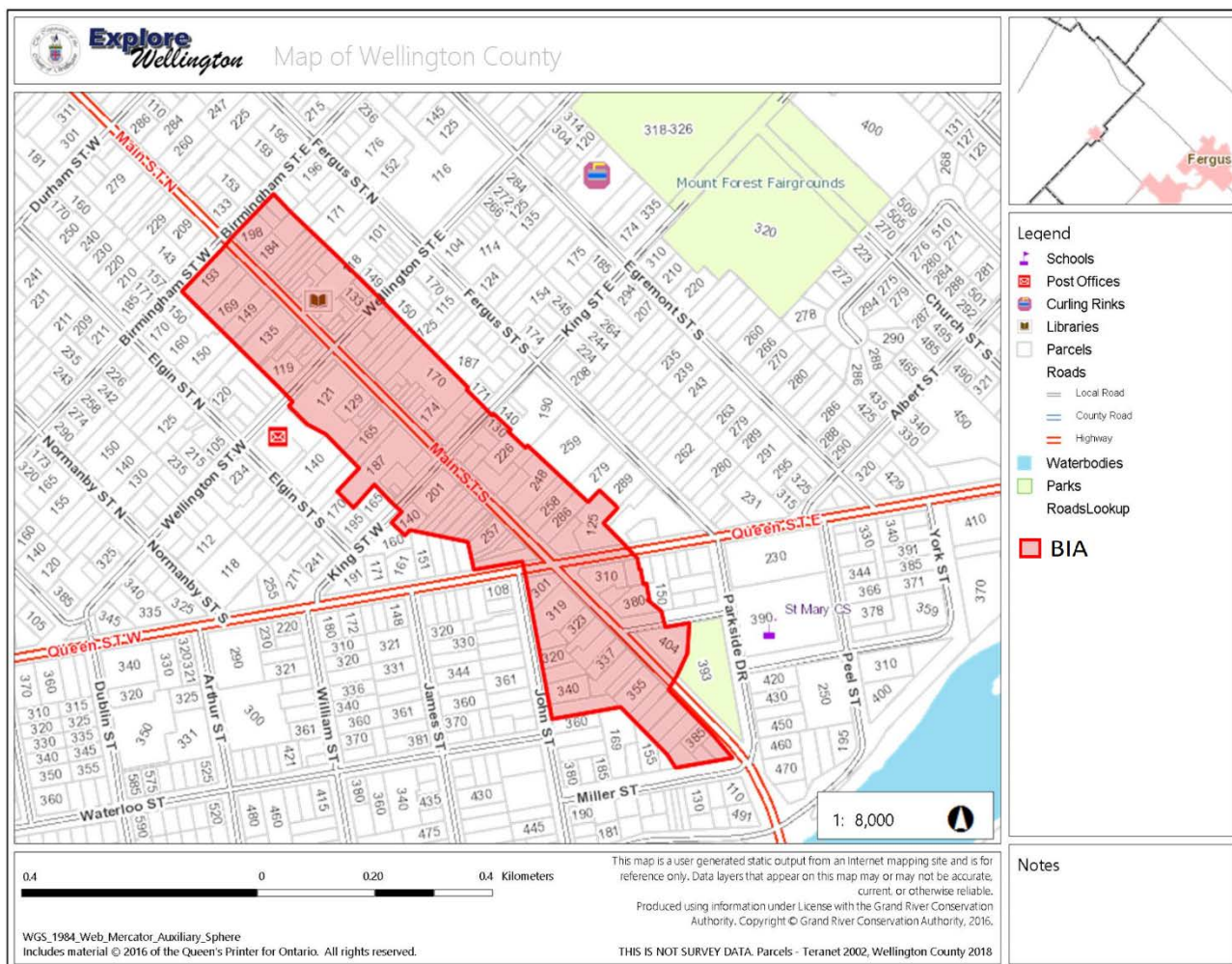
XX Alignment and Integration

Prepared By: Dale Small, Economic Development Officer *Dale Small*

Recommended By: Michael Givens, Chief Administrative Officer *Michael Givens*

ATTACHMENT A

MOUNT FOREST BUSINESS IMPROVEMENT AREA





Staff Report

To: Mayor and Members of Council Meeting of December 16th, 2019

From: Dale Small
Economic Development Officer

Subject: EDO 2019-031 Arthur Business Improvement Area (BIA)

RECOMMENDATION

THAT Council of the Corporation of Township of Wellington North receive for information Report EDO 2019-031 being a report to establish an Arthur Business Improvement Area (BIA);

AND FURTHER THAT Council authorize the Mayor and Clerk to sign the By-law to approve the boundary of the Arthur BIA;

AND FURTHER THAT Council authorize the Mayor and Clerk to sign the By-law to establish the Board of Directors for the Arthur BIA;

AND FURTHER THAT Council authorize the Mayor and Clerk to sign the By-law to appoint members to the Board of Directors for the Arthur BIA;

AND FURTHER THAT the Council dissolve the Arthur Downtown Revitalization Committee effective December 16th, 2019 with any programs not yet completed to be supported by the Arthur & District Chamber of Commerce & Economic Development Office.

PREVIOUS PERTINENT REPORTS/BY-LAWS/RESOLUTIONS

EDO 2018-037 Downtown-Main Street Revitalization dated December 3rd, 2018

EDO 2019-022 Wellington North Business Improvement Areas dated August 26th, 2019

BACKGROUND

As council is well aware designating a Business Improvement Area (BIA) allows local businesspeople and commercial property owners and tenants to join together and, with the support of the municipality, organize, finance, and carry out physical improvements and promote economic development in their district. In Mount Forest the BIA has been in place since 1985 and since that time have made a significant impact and supported a number of improvements to our Downtown.

The general functions of a BIA are very similar to the focus of our Downtown Revitalization Committee's, established in 2018 as Committee's of Council, to address the use of the Main Street Revitalization funding received from the Province. At the September Arthur Downtown

Revitalization Committee meeting it was discussed and agreed that we should look into establishing a BIA in Arthur in order to continue with the momentum and great work taking place by this committee. Some examples of the improvements being made by this committee:

Poppy Art Program	Blade Signage Program
Arthur Downtown Rising	Picnic Tables and Remembrance bench
Canada Banners	Shop, Play, Stay Awhile, Get Together Banners
Bubble Art in vacant buildings	Service Clubs of Arthur Signage

The initial proposal was that the boundary would extend the entire length of Highway 6 and would also include all commercial properties on highway 109 and Charles Street. Within this boundary was 65 commercial properties and on October 7th a notice was mailed to every property owner advising them of the “***Intention to Designate an Arthur Business Improvement Area (BIA)***”. The notice also included an invitation to attend an information session at the Arthur Community Centre on November 14th, 2019. The property owner was also advised that they were required to provide every business owner occupying space in their building(s) with a copy of the notice.

20+ people attended the information session and discussions ranged from supportive to not supportive with most of the non-supportive comments coming from business and property owners not located in our downtown or from those located in our downtown but whose buildings were no longer occupied or being used for commercial purposes.

The notice of intention indicated that the municipality may not pass a BIA by-law if the valid objections received have been signed by at least one-third of the total number of persons entitled to notice and the objectors are responsible for at least one-third of the taxes levied in the proposed improvement area. Written objections had to be filed no later than Dec. 6th.

Within the sixty-five properties receiving the notice we estimate there is also approximately sixty-five businesses operating so from an objection perspective forty-three+ objections would need to be filed for council to not be able to pass a by-law. As at close of business on December 6th twenty-one objections have been filed, ten from property owners who are also business owners, six from business owners who are not property owners and five from property owners who are not business owners. An overview of the various comments received is included as Attachment B. Actual emails/letters are available to council upon request.

We have reviewed the feedback with the Arthur Downtown Revitalization Committee and Chamber of Commerce, and it is our shared view to continue to move forward with the creation of a BIA in Arthur. We do believe however that the BIA boundary should be revisited. The new proposal would have the boundary end at Clarke Street to the north and to the south extend down to cover all properties to the intersection of 6 and 109. This new boundary would include fifty-five properties and for council's information of the twenty-one objections filed, nine of them are from property &/or business owners who will no longer be within the revised BIA boundary.

For information purposes the BIA tax levy would equate to:

- \$363.63/property based on an annual budget request of \$20,000
- \$309.09/property based on an annual budget request of \$17,000

The Board of Management Structure also needs to be finalized and appointed by council. Similar to the Mount Forest BIA we are recommending that the Board consist of a minimum of five and maximum of nine members. It would include at least one council member, two+ building owners and two+ business owners, with the remaining members coming later from the membership once the BIA has its first meeting.

Considerations for initial BIA Board Members:

- Councillor Hern and/or McCabe, Paula Coffey, Jim Coffey, Keith Harris, Carolyn Paquet, Will Gimblet, Tom Gorecki

Should council approve the BIA by-laws a letter has been prepared to be distributed to all property owners who received the original Letter of intention notifying them of the decision and changes that have been made.

FINANCIAL CONSIDERATIONS

One comment received a number of times was the concern that the BIA budget and tax levy could get out-of-hand and there was concern that the levy might increase dramatically over the years. While it is up to the property owners and business owners of the BIA themselves to recommend the budget, this is unlikely to happen, however it was raised as a concern.

As council must also approve the BIA budget each year any “unreasonable” amount could also be declined by council however we would also suggest that council consider providing some direction to the BIA in this regard. A suggestion would be that for the remaining term of this council, the expectation is that the BIA budget should not exceed \$20,000 per year.

We also recommend that the first year’s budget, 2020, be established at \$17,000 which would equate to a tax levy of \$309.09 per property within the BIA.

ATTACHMENTS

Attachment A: Arthur Business Improvement Area
Attachment B: Overview of Comments/Objections

STRATEGIC PLAN 2019 – 2022

Do the report’s recommendations align with our Strategic Areas of Focus?

XX Yes

No

N/A

Which priority does this report support?

Modernization and Efficiency

XX Partnerships

Municipal Infrastructure

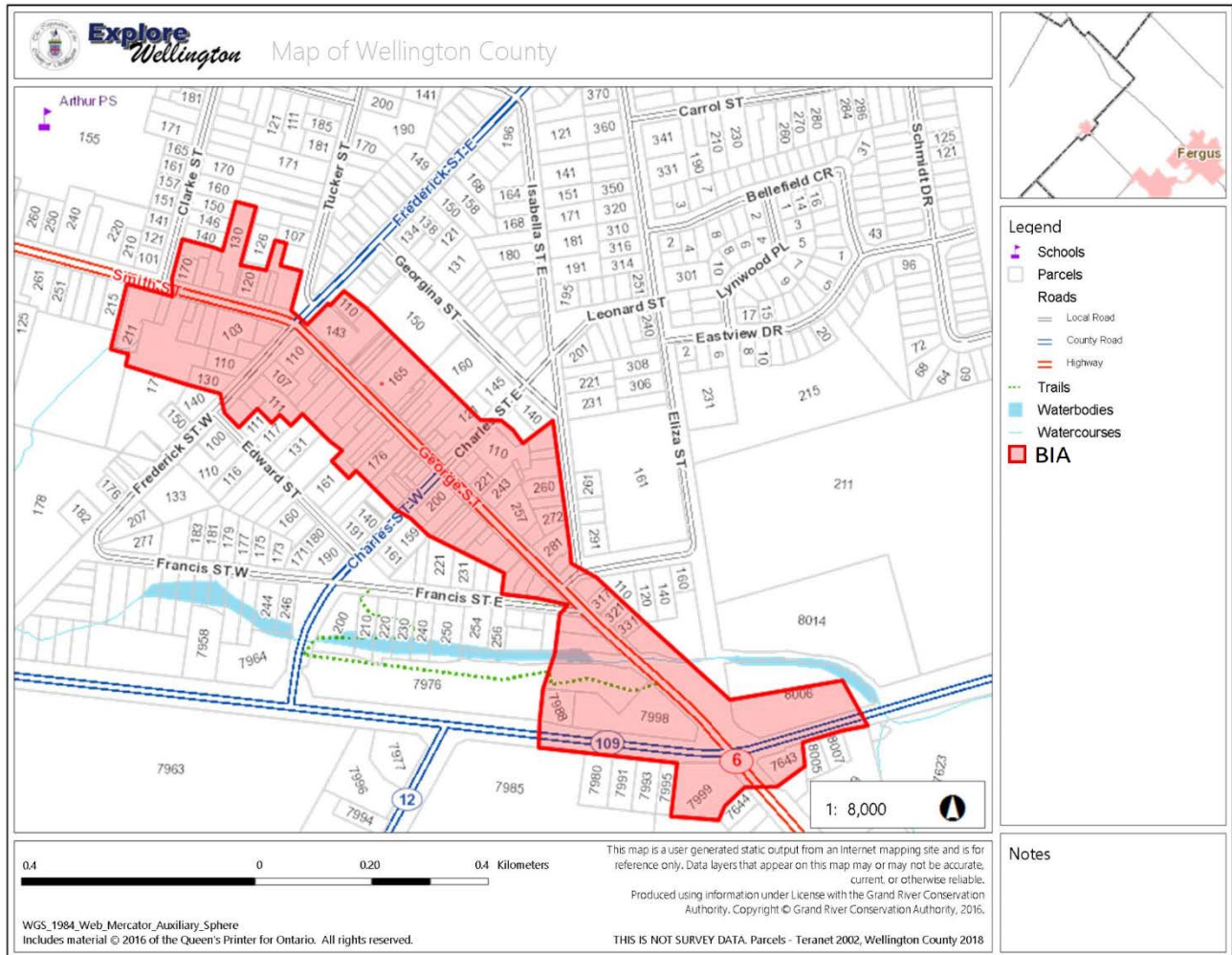
XX Alignment and Integration

Prepared By: Dale Small, Economic Development Officer *Dale Small*

Recommended By: Michael Givens, Chief Administrative Officer *Michael Givens*

ATTACHMENT A

ARTHUR BUSINESS IMPROVEMENT AREA



ATTACHMENT B

SAMPLE OVERVIEW OF OBJECTIONS/COMMENTS

The following reflects an overview of the various comments received in the objections. Not everything that was contained in the emails/letters have been captured however we have tried to present the information in such a way as to not change the meaning. Should anyone from council wish to receive copies of the actual letters/emails they will be provided upon request.

We are owners of commercial properties on Main Street and were unable to attend the community meeting about the levy tax(I believe that's what it is) and wanted to make our voice count as we are opposed to this tax. I feel that our properties are always taken care of and feel that the township should go after the ones whom have let their property fall into distress. I feel that we should not be categorized under one umbrella. I understand what the township wants to make the downtown area presentable and to attract people here, however it's hard for us to justify this extra expense when we are already taking money out of our personal account to cover expenses for the properties. Just to clarify we are against this BIA tax.

I object to the BIA as presented. Any property owner wanting to be part of this should be able to do so and anyone not wanting to be part of it should be able to opt out. No one objects to Arthur doing well but not everything can be done on the backs of small people who will be hurt the most.

I am submitting my written objection to the creation of the BIA. I will lift my objection and give support to this concept as an initial pilot project of three years and a maximum dollar value of \$20,000, distributed as a BIA levy among the subject property owners. I apologize that I wasn't in the area to attend the official information session. I look forward to more information as I do agree that steps need to be taken to improve the appearance of our Main Street.

I'm emailing to follow up about the proposed BIA in Arthur. While I can understand the potential benefits to be had for businesses along the main street, I do not feel that my business (north-end of Smith Street) would benefit from any projects focused along the main street, and therefore I would like to request that my property be excluded from the proposed area.

The following comments contained in one letter, was sent in by four different objectors: I attended the Nov 14th session and have objections to the BIA by-law. The budget is proposed to be \$20,000 but this could change once the by-law is in place. The landowner is the one that will have to pay the levy and pass it on to the business owner. Small business owners are having a hard time now making enough money to pay there overhead. I don't see the benefits of BIA for the north-end of Smith Street. I think there needs to be more information gathered before the township passes a bylaw like this.

We are not opposed to making our community more attractive. My first question is what the BIA is going to do to increase the business through my front door. The boundary all the way to the north end of Smith Street is quite a large area for a BIA to look after in such a small town. If the BIA is put in place will this create a paid position for a township employee or is everyone on the BIA board volunteers. Why should a group of business owners and property owners have to volunteer time they should be using to manage their business to raise money to make the downtown look better. Is this not what the Economic Development Committee is for.

I would like it to be noted that I am not in favor of the proposed BIA as presented on Nov 14th. I am not saying I'm against improvements, just not as presented.

Unfortunately, we were not notified by the property owner of the intention to designate an Arthur Business Improvement Area and we are writing this letter to give our formal objection.

This morning I become aware of the proposed BIA in Arthur. While on the face it sounds like a wonderful and lofty proposal it could also mark the death knell of a number of existing businesses. While an example cited \$20,000 which results in an assessment of \$322.58 per property it could just as easily have been \$50,000 and \$806.45 per property.

We object to a BIA for Arthur (Five objections were sent with only this information)

We have no objection to improving any part of the Village, however we do feel that it should be on a voluntary basis. They could still have their committee to make the decisions. At the meeting it was stated that it would benefit the whole village. If this is the case, then every household should participate.

Please delay start of the BIA until more Public Meetings are scheduled.

Thank you for your letter regarding the BIA improvement. At this time, I do not feel it would benefit (name of business). Possibly more discussions in 2020 are needed.

I have had a number of businesses approach me saying they were not informed of the public meeting and are only now hearing of this proposal and are very much against it. Although I am a very big proponent of "we need to do something!", at this time I think we need to hold off on the recommendation to form a BIA in Arthur in January 2020 and instead hold a few more meetings in the new year to come up with a solution to encourage a lot more of the businesses to come on board.

Please accept this letter as our objection to the Notice of intention to designate an Arthur Business Improvement Area. We feel that the area proposed should not include businesses that are not on the Main Street of Arthur.



Staff Report

To: Mayor and Members of Council Meeting of December 16th, 2019
From: Dale Small
Economic Development Officer
Subject: EDO 2019-032 Wellington North Community Funds

RECOMMENDATION

THAT the Council of the Corporation of the Township of Wellington North receive Report EDO 2019-032 being a report to establish a Wellington North Community Fund and a Wellington North Youth Fund,

AND FURTHER THAT Council authorize the Mayor and Clerk to sign a by-law and direct staff to establish a partnership agreement with the Centre Wellington Community Foundation to administer these funds on our behalf,

AND FURTHER THAT Council approve the allocation of \$25,000 to the Wellington North Community Fund and an additional \$25,000 to the Wellington North Youth Fund.

PREVIOUS PERTINENT REPORTS/BY-LAWS/RESOLUTIONS

While no reports have come directly to council, Raymond Soucy, Executive Director of the Centre Wellington Community Foundation has spoken at two previous joint Mapleton, Minto, Wellington North Economic Development Meetings:

- September 12th, 2018 @ the Mount Forest & District Sports Complex
- September 19th, 2019 @ the Maryborough Community Center in Moorefield

BACKGROUND

One of the challenges that all small rural communities face is not only trying to obtain new investment into our communities but to also ensure we have the mechanisms in place to keep current wealth from leaving our rural communities. One of the mechanisms many communities have utilized is to establish a Community Foundation.

To support and connect community foundations working across Canada the Community Foundations of Canada was founded in 1992. Since that time the "movement" of community foundations has grown considerably and today more than 90% of Canadian communities have access to a community foundation. Collectively the network stewards combined assets of more than \$5.8 billion and working with their local communities have put hundreds of millions back into the local economies.

The Centre Wellington Community Foundation (CWCF) is a public charitable foundation and was established in 2009. It is one of 191 Community Foundations across Canada and in 2016 CWCF granted over \$93,000 and currently manage over 20 Community Funds. An example of some of the funds include:

- **Centre Wellington Community Fund** which is a core non-restricted fund which is able to grant to a broad range of worthy causes in the community. As such, this fund is a great choice for those wishing to fund the widest spectrum of community initiatives.
- **Centre Wellington Youth Fund** supports a range of activities to develop youth. These activities include mentorship, social services, employment, education, physical fitness and other community activities targeting the holistic development of local young people
- **Elora Green Space Fund** supports the development and upkeep of green spaces. One of the first grants from this fund helped convert the corner of Metcalfe and Mill Streets in Elora into a green space.
- **Micklebring Fund** encourages the creation and appreciation of the arts. Granting from this fund focuses on literary, performing, visual and culinary arts.
- **Riverfest Elora Fund** was established in 2014 by the organizers of [Riverfest](#), which is Elora's festival of music, food, community and art, to use a portion of the proceeds to support worthy initiatives in the local community

Community Foundations strengthen a community by helping donors achieve their giving goals through the management and investment of their donated dollars. These dollars are then put into "funds" that can be used to help area non-profits find resources to support their important work. Because CWCF supports all kinds of charities, they are well positioned to bring people and organizations together, convening diverse voices to address local issues and opportunities. Their business is building community.

Wellington North has held a number of discussions with the CWCF and most of council also attended at least one of the joint Mapleton, Minto, Wellington North Economic Development Committee Meetings where Raymond Soucy spoke to the group about the work they do. It is our recommendation that rather than Wellington North, or Northern Wellington, establish our own Community Foundation we would be best served to leverage the experience and knowledge of the CWCF and establish a partnership arrangement with them. The CWCF would manage and invest the Wellington North funds, review and approve grant applications, issue tax receipts and work within our community to further promote and market the benefits of a Community Foundation.

In 2020 we recommend establishing two funds. One would be the "Wellington North Community Fund" which similar to the Centre Wellington fund mentioned above is a core non-restricted fund which is able to grant to a broad range of worthy causes in the community. The second fund would be a "Wellington North Youth Fund." In this case all funds would be used to support a range of activities to develop youth.

Next steps, providing council support these recommendations would be to work with the Centre Wellington Community Foundation in order to finalize the partnership agreement, operating principles as well as the communications and application process for the two funds.

FINANCIAL CONSIDERATIONS

In previous years Wellington North council has allocated \$50,000 towards Community Initiated Projects. This program has proven somewhat successful however we believe it is time to evolve to another program. Our recommendation in 2020 is to take the funding that would have been allocated to Community Initiated Projects and utilize it to establish the two funds with the CWCF:

- \$25,000 to the Wellington North Community Fund
- \$25,000 to the Wellington North Youth Fund.

ATTACHMENTS

Attachment 1: Fact Sheet : Centre Wellington Community Foundation

STRATEGIC PLAN 2019 – 2022

Do the report's recommendations align with our Strategic Areas of Focus?

XX Yes

No

N/A

Which priority does this report support?

Modernization and Efficiency

XX Partnerships

Municipal Infrastructure

XX Alignment and Integration

Prepared By:	Dale Small, Economic Development Officer	<i>Dale Small</i>
Recommended By:	Michael Givens, Chief Administrative Officer	<i>Michael Givens</i>

About the Centre Wellington Community Foundation



FACT SHEET

Centre Wellington Community Foundation strengthens our community by helping donors achieve their giving goals and by helping area non-profits find resources to support their important work.

What is the Centre Wellington Community Foundation?

Centre Wellington Community Foundation (CWCF) is a locally run, independent public foundation created by and for the people of Centre Wellington.

We are one of 191 community foundations across Canada. Nationally, community foundations hold over \$5.8 billion in combined assets and distribute over \$292 million in grants annually to a wide variety of charitable organizations. Since 2011, CWCF has provided over 117 grants totaling over \$420,000.

What do we do?

We help donors realize their giving goals through the management and investment of their donated dollars. These dollars are usually put into **'funds' that can be donated for charitable purposes including social services, culture, health, education and environment.**

Who is eligible for a grant from CWCF?

Organizations based in or serving the Centre Wellington community are eligible to apply for funding. Those organizations that apply need to be a registered charity or partner with a registered charity in order to apply.

CWCF provides a simple, powerful, and highly personal approach to giving.

We offer a variety of giving tools to help people achieve their charitable goals. You can give cash, appreciated stocks, real estate, or other assets and support the causes that are most important to you. Most charitable gifts qualify for maximum tax advantage under federal law. For more information and ideas on ways to integrate your financial planning with charitable giving, ask your financial advisor or contact Centre Wellington Community Foundation.

Find CWCF online at
www.cwcfoundation.ca

Twitter: @CWCFdn

Facebook: @cwcfdn

For Vital Signs 2019
#CWVitalSigns



CENTRE
WELLINGTON
COMMUNITY
FOUNDATION



CWCF

Ten reasons people choose CWCF.

one

We are a **local organization** with deep roots in the community, and part of a nationwide movement whose support we build and share.

two

We bring donors to the table as **community builders**, working closely with them to align their philanthropic vision with the community's needs.

three

We identify **long-term needs** and opportunities and invest in solutions that let our community guide its own future.

four

We take a broad and inclusive view of what our community is and **provide grants** to the widest possible range of organizations and initiatives.

five

We provide highly **personal and flexible service**, accepting a wide variety of assets and offering donors maximum tax advantage.

six

We build **permanent funds** and those that can respond to immediate needs, helping our community ensure a vital future.

seven

We **multiply the impact** of gift dollars by pooling them with other gifts.

eight

We believe that diversity is strength, so we **bring the entire community together** to stimulate new ideas, build participation and strengthen community philanthropy.

nine

We are **transparent and reputable stewards** of community resources, committed to being accountable, accessible and responsive.

ten

We build **community vitality** – the unique and essential spirit that flourishes when people believe their community holds possibilities for everyone.

Three special features of the CWCF

One: endowment building/personalized service. We build endowments and other funds to provide lasting support for local priorities. We make giving easy and effective, accepting a wide variety of gifts and providing donors with a number of charitable options. You can contribute cash, stocks, property, and other assets. You may establish a fund in your name or in the name of a loved one. In most cases, your gift qualifies for maximum tax advantage under federal law.

Two: local grantmaking expertise. We have an in-depth understanding of the issues, opportunities, and resources that shape our community. We evaluate all aspects of community well being – including social services, education, the environment, health care, youth, seniors, and the arts. We can help you learn more about local organizations and programs that make a difference in areas you care about most.

Three: community leadership. Because CWCF supports all kinds of charities, we are well positioned to bring people and organizations together, convening diverse voices to address local issues and opportunities. Our business is building community.

CWCF Board of Directors:

Randall Howard, *Chair*
Jean Prichard, *Treasurer*
Rick Hulley
Brian Vink
Alayna Longstaffe
Kris Lewis
Don Fisher

Kathie Butcher
Toni Ellis
Heather Glenister
Jason Thompson
Eric Oakley
Harvey Thomson

Executive Director: J Raymond Soucy, raymond@cwcfoundation.ca

CWCF Contact Information:

info@cwcfoundation.ca

1.888.713.4083

75 Melville St
Elora, ON
N0B 1S0

CRA # 859545295 RR0001

12/06/19

Township of Wellington North
CHEQUE DISTRIBUTION REPORT
Payables Management

Cheque Number		75041 to 75202	
Cheque Number	Cheque Date	Vendor Name	Cheque Amount
75041	11/27/19	Arthur Food Bank	\$215.00
75042	11/27/19	Arthur Foodland	\$27.90
75043	11/27/19	Arthur Home Hardware Building	\$337.60
75044	11/27/19	Artic Clear 1993 Inc.	\$45.60
75045	11/27/19	Balaklava Audio	\$254.36
75046	11/27/19	Barclay Wholesale	\$249.51
75047	11/27/19	Bluewater Fire & Security	\$635.17
75048	11/27/19	B M Ross and Associates	\$35,507.55
75049	11/27/19		\$241.82
75050	11/27/19		\$50.00
75051	11/27/19	Broadline Equipment Rental Ltd	\$411.32
75052	11/27/19		\$200.00
75053	11/27/19	Canada's Finest Coffee	\$422.73
75054	11/27/19	CARQUEST Arthur Inc.	\$15.30
75055	11/27/19	Carson Supply	\$157.69
75056	11/27/19	Canadian Tire #066	\$27.11
75057	11/27/19		\$25.00
75058	11/27/19	Coffey Plumbing, Div. of KTS P	\$832.50
75059	11/27/19		\$200.00
75060	11/27/19	Corporate Express	\$19.07
75061	11/27/19	County of Wellington	\$67.80
75062	11/27/19	Delta Elevator Co. Ltd.	\$878.83
75063	11/27/19	E Cox Sanitation	\$1,310.31
75064	11/27/19	Frey Communications	\$9,167.65
75065	11/27/19	Garafraxa Turf Inc.	\$678.00
75066	11/27/19	Get In Touch For Hutch	\$339.71
75067	11/27/19		\$157.63
75068	11/27/19	Horrigan Overhead Doors 2019	\$180.80
75069	11/27/19	Hydro One Networks Inc.	\$3,094.31
75070	11/27/19	Ideal Supply Inc.	\$23.47
75071	11/27/19	Innovative Access Technologies	\$949.20
75072	11/27/19		\$200.00
75073	11/27/19		\$77.76
75074	11/27/19	Kwik Snaks Ltd	\$1,463.22
75075	11/27/19		\$64.69
75076	11/27/19	Marcc Apparel Company	\$14,684.35
75077	11/27/19	Mount Forest Foodland	\$9.96
75078	11/27/19	Mount Forest Food Bank/Communi	\$215.00
75079	11/27/19	Minister of Finance Tile Drain	\$11,906.49
75080	11/27/19	NORTH SHORE DISTRIBUTING	\$84.75

Cheque Number	Cheque Date	Vendor Name	Cheque Amount
75081	11/27/19	Northern Ice	\$76.80
75082	11/27/19	North Wellington Co-op Service	\$1,431.51
75083	11/27/19	Ont Clean Water Agency	\$3,137.26
75084	11/27/19	PACKET WORKS	\$282.50
75085	11/27/19	PepsiCo Beverages Canada	\$1,454.37
75086	11/27/19	Pinestone Homes Limited	\$34,400.00
75087	11/27/19		\$24.00
75088	11/27/19	Reliance Home Comfort	\$77.55
75089	11/27/19	Royal Canadian Legion	\$40.00
75090	11/27/19	Sanigear	\$327.59
75091	11/27/19	Schoolhouse Products Inc.	\$1,683.70
75092	11/27/19	Shoetopia	\$2,980.00
75093	11/27/19	TD Canada Trust	\$5,297.01
75094	11/27/19	Terryberry	\$2,335.04
75095	11/27/19	Teviotdale Truck Service & Rep	\$1,225.31
75096	11/27/19	The People Information Network	\$3,850.00
75097	11/27/19	Triton Engineering Services	\$47,675.60
75098	11/27/19	Twp of Wellington North	\$357.36
75099	11/27/19	Union Gas	\$1,594.13
75100	11/27/19		\$1,080.00
75101	11/27/19	Waste Management	\$10.17
75102	11/27/19	Wellington Advertiser	\$1,044.69
75103	11/27/19	Wellington North Power	\$15,274.38
75104	11/27/19	Wightman Telecom Ltd.	\$585.65
75105	11/27/19		\$79.00
75106	11/27/19	Yake Electric Ltd	\$7,985.77
75107	11/27/19	Young's Home Hardware Bldg Cen	\$41.97
75108	12/15/19	Conseil scolaire catholique Mo	\$3,466.50
75109	12/15/19	County of Wellington	\$2,403,935.04
75110	12/15/19	Conseil scolaire Viamonde	\$3,673.25
75111	12/15/19	Upper Grand Dist School Board	\$758,219.25
75112	12/15/19	Wellington Catholic Dist Sch B	\$143,335.75
75113	12/05/19	Abell Pest Control Inc	\$133.84
75114	12/05/19	ACE, Accent Electronic Control	\$3,390.00
75115	12/05/19		\$250.00
75116	12/05/19	Appletree Printing	\$67.80
75117	12/05/19	Arthur Chrysler Dodge Jeep Lim	\$64.69
75118	12/05/19	Arthur Foodland	\$5,484.73
75119	12/05/19	Arthur Home Hardware Building	\$343.83
75120	12/05/19	ARTHURS FUEL	\$1,055.16
75121	12/05/19	B & I Complete Truck Centre	\$1,867.22
75122	12/05/19	Barclay Wholesale	\$366.69
75123	12/05/19	B.C. Construction	\$2,719.25
75124	12/05/19	Bell Canada Box 1550	\$32.83
75125	12/05/19	B M Ross and Associates	\$13,936.21
75126	12/05/19	Broadline Equipment Rental Ltd	\$138.97

Cheque Number	Cheque Date	Vendor Name	Cheque Amount
75127	12/05/19	Canada Heavy Equipment College	\$1,946.00
75128	12/05/19	CARQUEST Arthur Inc.	\$144.90
75129	12/05/19	Carson Supply	\$293.80
75130	12/05/19	Cedar Signs	\$1,061.33
75131	12/05/19	Chalmers Fuels Inc	\$1,011.64
75132	12/05/19	Coffey Plumbing, Div. of KTS P	\$151.99
75133	12/05/19	Corporate Express	\$88.19
75134	12/05/19	Cotton's Auto Care Centre	\$169.44
75135	12/05/19	CP Industries Ltd	\$183.06
75136	12/05/19	County of Wellington	\$63.00
75137	12/05/19	Cudney Steve	\$150.00
75138	12/05/19	Dave's Auto Body	\$2,649.15
75139	12/05/19	Delta Elevator Co. Ltd.	\$878.83
75140	12/05/19	Diamond Software Inc	\$15,955.90
75141	12/05/19	E Cox Sanitation	\$168.94
75142	12/05/19		\$81.00
75143	12/05/19	Excel Business Systems	\$370.07
75144	12/05/19	FOSTER SERVICES/822498 ONT INC	\$9,763.20
75145	12/05/19	Frey Communications	\$107.34
75146	12/05/19	Fundex Investments Inc. In Tru	\$1,097.16
75147	12/05/19	Get In Touch For Hutch	\$339.71
75148	12/05/19		\$150.00
75149	12/05/19	Holder Tractor Ltd.	\$515.87
75150	12/05/19		\$95.71
75151	12/05/19	Hydro One Networks Inc.	\$712.97
75152	12/05/19	Ideal Supply Inc.	\$109.84
75153	12/05/19	Jim's Auto Service	\$675.62
75154	12/05/19	JOB-INC Electric	\$2,424.42
75155	12/05/19	Kwik Snaks Ltd	\$414.07
75156	12/05/19	Leslie Emergency Vehicles Ltd.	\$3,095.16
75157	12/05/19	Manulife Financial	\$27,366.09
75158	12/05/19	Maple Lane Farm Service Inc.	\$575.46
75159	12/05/19	Marcc Apparel Company	\$1,082.77
75160	12/05/19	Martin Concrete Products	\$561.61
75161	12/05/19		\$34.19
75162	12/05/19		\$150.00
75163	12/05/19	Mount Forest Foodland	\$77.62
75164	12/05/19		\$22.00
75165	12/05/19	Minto Truck Centre (Formerly B	\$189.25
75166	12/05/19	Mississauga Bus Coach & Truck R	\$844.68
75167	12/05/19		\$14,584.25
75168	12/05/19	Murray Group Limited	\$86,885.23
75169	12/05/19	NORTH SHORE DISTRIBUTING	\$287.49
75170	12/05/19	North Wellington Liftruck Ltd.	\$451.89
75171	12/05/19	North Wellington Co-op Service	\$257.50
75172	12/05/19	Paul Dray Legal Services	\$254.25

Cheque Number	Cheque Date	Vendor Name	Cheque Amount
75173	12/05/19	PepsiCo Beverages Canada	\$1,091.41
75174	12/05/19		\$250.00
75175	12/05/19	Premier Equipment Ltd.	\$109.04
75176	12/05/19	Pure Air Mobile Emissions	\$282.50
75177	12/05/19	Purolator Inc.	\$23.47
75178	12/05/19	REALTAX Inc.	\$4,531.30
75179	12/05/19	Reeves Construction Ltd	\$30,307.97
75180	12/05/19	ROBERTS FARM EQUIPMENT	\$485.22
75181	12/05/19	Rochester Midland Canada Corpo	\$275.86
75182	12/05/19	Royal Bank Visa	\$3,908.84
75183	12/05/19	Royal Canadian Legion	\$140.00
75184	12/05/19	Rural Routes Pest Control Inc.	\$79.10
75185	12/05/19	Saugeen Community Radio Inc.	\$1,098.36
75186	12/05/19	Stephen Hale	\$1,197.80
75187	12/05/19		\$1,900.00
75188	12/05/19	Stryker Canada ULC	\$350.30
75189	12/05/19	Suncor Energy Inc.	\$6,997.95
75190	12/05/19	Superior Propane	\$361.69
75191	12/05/19	Superior Tire Sales & Service	\$23.17
75192	12/05/19	TD Wealth	\$1,104.98
75193	12/05/19	Terryberry	\$1,363.06
75194	12/05/19	Twp of Wellington North	\$1,406.29
75195	12/05/19	Union Gas	\$6,600.50
75196	12/05/19	Viking Cives Ltd	\$279.27
75197	12/05/19	Waste Management	\$1,227.18
75198	12/05/19		\$1,900.00
75199	12/05/19	Wellington North Power	\$3,428.64
75200	12/05/19		\$388.75
75201	12/05/19	Workplace Safety & Ins Board	\$8,882.35
		TOTAL:	\$3,820,749.12



7490 Sideroad 7 W, PO Box 125,
Kenilworth, ON N0G 2E0
www.wellington-north.com

519.848.3620
1.866.848.3620 FAX 519.848.3228

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Plan to
Simply Explore.

www.simplyexplore.ca

SEWAGE ALLOCATION POLICY

DEPARTMENT	Operations	POLICY NUMBER	
EFFECTIVE DATE	2019-12-16	LEGISLATIVE AUTHORITY	Municipal Act, 2001
APPROVED BY:	BY-LAW OR RESOLUTION OR DEPARTMENT HEAD		

PURPOSE

Sewage allocation is an important, necessary, component of the development process in that it allows the Township to control and authorize connections to its sanitary collection systems, which convey sewage to its wastewater treatment facilities. The raw sewage input into wastewater treatment facilities heavily regulated by the Ministry of the Environment. The discharge from wastewater treatment facilities is returned to the environment, minimizing our footprint on nature, and ensuring sustainability.

As the Township's ability to treat wastewater is finite and valuable, it is important that Township Council and staff have an equitable, fair and transparent process to award sewage allocations, giving appropriate consideration to many important factors.

PREDECESSOR BY-LAWS

The Corporation of the Village of Arthur by-law number 27/92, a by-law to establish sewer allocation priorities in the Village of Arthur.

The Corporation of the Township of Wellington North by-law number 89-05, being a by-law to amend the Corporation of the Village of Arthur by-law number 27/92 which is a by-law to establish sewer allocation priorities in the geographic area of the former village of Arthur (Arthur).

The Corporation of the Township of Wellington North by-law number 90-05, being a by-law regulating the allocation of available sewage treatment capacity to allow development in the geographic area of the former Town of Mount Forest (Mount Forest).

DEFINITIONS

“Infill lot” means a development or building, which will connect to existing municipal road, water, storm and sanitary infrastructure therefore making better use of this infrastructure. Furthermore an “infill lot” can be an existing lot or lot created by severance.

“Sewage allocation” means sanitary sewer allotment for the purpose of this policy, typically specified as a “per unit” allotment.

SCOPE

Any development which meets all the following criteria shall require the allocation of sewage units pursuant to this policy:

- a. The development is proposed to be located within the serviced areas of the Township, as defined by the County Official Plan;
- b. The development is required or proposed to be serviced by means of connection to the Township’s sanitary collection systems;
- c. The development requires approval(s) under the Planning Act or Condominium Act other than a minor variance and/or removal of a Holding provision; and
- d. The development requires more than three single detached equivalents (SDE) of capacity, as determined by the Township at their sole discretion.

PROCEDURE

1. Annual calculations will be undertaken by the Township in accordance with the Ministry of Environment Procedure: D-5-1: Calculating and Reporting Uncommitted Reserve Capacity at Sewage and Water Treatment Plants to determine the amount of sewage capacity available for each wastewater treatment facility and will be reported to Township Council. This calculation will determine if there remains any uncommitted sewage allocation for each wastewater treatment facility. Township Council reserves the right to retain any sewage allocations it deems necessary.
2. Requests for sewage allocation units will be considered by Council once during each calendar year.
3. A proponent shall file a request, in writing, with the Township Clerk, for consideration by Council as set-out in the application attached Schedule A. The guideline is that applications should be submitted approximately one year prior to construction.
4. Each request will be evaluated by staff against the criteria outlined in this policy, the details

of which will be presented to Council in the form of a staff report.

5. Council will consider all requests received in a given year at the same time evaluating each projects merit in light of the sewage allocation available.
6. Council will grant up to 15% of the uncommitted sewage allocations per year and the Building Department will be granted 20 units of the uncommitted sewage allocations, per system, per year for infill lots. Depending on infill lot activity the Building Department could request additional allocations from Council as required.
7. Following Council's approval, the proponent(s) must execute a sewage allocation agreement with the Township within four months of Council's resolution date.
8. Following the execution of the sewage allocation agreement the project or project phase will be deemed to have received a "provisional" sewage allocation.
9. Subject to the terms of the sewage allocation agreement, sewage units of proponents who do not meet the terms of the agreement will be returned to the general pool of available uncommitted sewage allocations.
10. Each sewage allocation agreement shall be drafted on a case by case basis to the satisfaction of the Township Engineer, Township Solicitor, staff and Council. Subject to any special considerations, a sewage allocation agreement shall deal with the following matters, at a minimum:
 - a. The number of sewage allocations provisionally allocated to the proposed development;
 - b. The period of time for which capacity has been provisionally allocated;
 - c. Provisions for the expiry of provisional allocation of capacity;
 - d. Provisions for the extension of provisional allocation of capacity;
 - e. Any payments or works required by the Township in respect of the provisional allocation of capacity; and
 - f. Any other matters, conditions or limitations that staff, Council or the Town's professional advisors deem necessary.
11. Subject to the provisions of any sewage allocation agreement, the transfer of capacity shall not be permitted without the written consent of the Township. This restriction shall apply equally to capacity that has been provisionally allocated as to capacity that has been allocated finally.

PRIORITY CONSIDERATIONS

Staff will use the following to evaluate each application towards providing a score for Council's consideration. That said, final allocation remains at Township Council's sole discretion.

Consideration	Available Points
Built Boundary (Arthur or Mount Forest)	
No	0
Yes	2
Central Intensification Corridor	
No	0
Yes	2
Draft Plan of Subdivision	
No	0
Yes	5
Capital Contribution by Developer	
No	0
Yes	5
Site Plan Agreement	
No Application Filed	0
Application Filed	2
Existing Sanitary Infrastructure	
Connects to Existing Sanitary Main	10
Minor Extension (<25m) to Existing Sanitary Main	5
Major Extension (>25m) to Existing Sanitary Main	3
Purpose Built Rental Housing	
No	0
Yes	5
Community Growth Plan (CGP)	
Non-Consistent	0
Consistent with Some of CGP	3
Consistent with Multiple Aspects of CGP	5
Unit Density	
Project Meets Official Plan Density Targets	3

Consistent with Municipal Servicing Standards and Servicing Master Plan	
No	0
Yes	2
Construction Starts in Next 18-Months	
Unlikely	0
Somewhat Likely	5
Very Likely	10

SCHEDULE A

APPLICATION FOR SEWAGE ALLOCATION

DATE			
APPLICANT			
ADDRESS			
PHONE		EMAIL ADDRESS	

DEVELOPER			
ADDRESS			
HOME PHONE		EMAIL ADDRESS	

PROJECT NAME			
ROLL #			
STREET			
LEGAL DESCRIPTION			
# OF ALLOCATIONS			
PROJECT DESCRIPTION			

I / we wish Township Council to consider the following when evaluating this application:

- Project is located within the built boundary of Arthur or Mount Forest as described within the Township's Development Charges By-Law.
- Project is located within the central intensification corridor of Arthur or Mount Forest as described within the Township's Development Charges By-Law.
- Project has a draft plan of subdivision.
- Project will see a capital contribution for Municipal Infrastructure (roads, water, storm or sanitary).
- Project has entered into a site plan agreement with the Township.
- Project will utilize existing sanitary infrastructure.
- Project meets the unit density required by current planning policy.

- Project includes the building of purpose built rental.
- Project includes provisions that are consistent with the Township's Community Growth Plan:
- Project design will be consistent with the Township's Municipal Servicing Standards and Servicing Master Plan(s).
- Project will see construction commence within the next calendar year.

Proponent agrees that sewage allocations will be issued by Township Council, at their sole discretion, consistent with the process established by Policy ####. Furthermore, Township of Wellington North acknowledges that no policy can be completely exhaustive in dealing with all the factors regarding the servicing of any particular lot. In the event that there are factors that are not allowed for in this policy, as enunciated, application may be made to Council for consideration.

Personal information collected by the Township of Wellington North under the authority of the Municipal Act is for the purpose of administrating the Township's sewage allocation distribution. Any questions can be directed to the Director of Legislative Services/Clerk at 519-848-3620 ext. 4227

SIGNATURE:

DATED:

PRINT NAME:



Staff Report

To: Mayor and Members of Council Meeting of December 16, 2019

From: Corey Schmidt, Water/Sewer Supervisor
Sara McDougall, Process Compliance Analyst

Subject: OPS 2019-025 being a report on the Township's Drinking Water Quality Management System (DWQMS) – 2019 Management Review Meeting Minutes

RECOMMENDATION

THAT the Council of the Corporation of the Township of Wellington North receive Report OPS 2019-025 being a report on the Township's Drinking Water Quality Management System (DWQMS) – 2019 Management Review Meeting Minutes.

PREVIOUS PERTINENT REPORTS/BY-LAWS/RESOLUTIONS

None

BACKGROUND

The Township of Wellington North's DWQMS requires that a Management Review shall be conducted at least once every calendar year to evaluate the continuing suitability, adequacy and effectiveness of the Municipality's DWQMS and to identify any areas where improvement is required. The Management Review process ensures that all levels of the organizational structure (i.e. Owner, Top Management and Operating Authority) are kept informed and aware of the Township's DWQMS and the performance of the municipally owned Drinking Water Systems.

As an outcome of the Management Review, the Process Compliance Analyst makes recommendations for the improvement of the Township's DWQMS. These recommendations include descriptions of the identified deficiencies, identification of action items to address the deficiencies and delegation of the action items including required time frames for response.

FINANCIAL CONSIDERATIONS

None

ATTACHMENTS

Schedule A – Management Review Meeting Minutes dated November 20, 2019

STRATEGIC PLAN 2019 – 2022

Do the report's recommendations align with our Strategic Areas of Focus?

Yes No N/A

Which priority does this report support?

Modernization and Efficiency Partnerships
 Municipal Infrastructure Alignment and Integration

Prepared By:	Sara McDougall, Process Compliance Analyst	<i>Sara McDougall</i>
Recommended By:	Michael Givens, Chief Administrative Officer	<i>Michael Givens</i>



**TOWNSHIP OF WELLINGTON NORTH
DWQMS MANAGEMENT REVIEW
MEETING MINUTES**

Date: November 20, 2019

Time: 9:00 am

Location: Municipal Office Council Chambers
Kenilworth, Ontario

Attendees:

Mike Givens, Chief Administrative Officer (CAO) (Top Management)
Matt Aston, Director of Operations (Top Management)
Corey Schmidt, Water/Sewer Supervisor (Top Management)
Sara McDougall, Process Compliance Analyst/Quality Management Representative (PCA/QMR)

The PCA/QMR discussed the following items:

Incidents of Regulatory Non-Compliance

- Annual MECP inspections final inspection rating for both systems was 100%.
- No non-compliances were noted during both inspections.
- Four best practice recommendations from the inspector during the inspection.
 - Mount Forest – Update the DWWP to reflect VFDs, next amendment.
 - Arthur - monitor agricultural activities on lands adjacent to their wells.
 - Arthur - Update the DWWP to reflect VFDs, next amendment.
 - Arthur – Schedule 23/24 sampling periods be made the same for the two pumphouses, for simplicity in organization and tracking. The PCA commented that because of the way the regulation is written it would take us approximately 10 years to completely align the sampling periods. As a result, the inspector suggested we could complete the sampling for Well # 7 in November 2020 (a year earlier than scheduled) to align with Well # 8. The Water/Sewer Supervisor commented that though it makes scheduling easier to align the two sampling dates, we have not missed any sampling to this date on the current schedule. The PCA advised that this is a recommendation and that we don't have to change the way we are currently doing it. Also the PCA advised that we have until November 2020 to decide if we want to change the schedule and have another inspection prior to that time where we can discuss further with the inspector.

Action Items

- The best practice recommendations will be ongoing until the DWWP is updated in 2020. We believe the agricultural monitoring will be a continual recommendation. The recommendation to align sampling periods for the two wells in Arthur will be discussed further with the inspector before November 2020.

Incidents of adverse drinking water tests

- There were no incidents of adverse drinking water tests.
- There was a large watermain break that occurred in Mount Forest that resulted in low pressure in areas of the town until the break was isolated. As a result, a precautionary AWQI was reported to the MECP and Public Health. Many distribution free chlorine residuals were taken throughout the town and they ranged from 1.37mg/L to 1.75mg/L. The PCA added that the free chlorine residual should be higher than 0.2mg/L in the distribution system so the results were well above that level. These results were reported to the Public Health Inspector as requested. After break was repaired, bacteriological samples were taken, and the results came back clear.

Action Items

- None

Deviations from Critical Control Points Limits & Response Actions

- There were no deviations from Critical Control Points.

Action Items

- None

Efficacy of the Risk Assessment Process

- Risk Assessment Review was completed in February 2019.
- Staff reviewed the risk assessment outcome tables for the Arthur DWS and the Mount Forest DWS for currency and re-assessed the risks. Control measures, Critical Control Points and monitoring procedures were reviewed and were still current.

Action Items

- None

Internal & Third-Party Audit Results

- The Internal Audit was completed between August 8th and August 15th, 2019. There were no non-conformities and three opportunities for improvement (OFI) identified.
 - Element 12 Communications
 - Include Water Department contact/return information on F12-02 Drinking Water System Complaint Form.
 - Element 13 Essential Supplies and Services

Add Hach Canada as a supplier for D.P.D powder packs.

- Element 19 Internal Audit

Add “Internal Audit Summary and Checklist” as a new form in the Operational Plan.

These items were addressed and updates to the Operational Plan were made by the due date of September 13th, 2019.

- The External off-site Systems Audit was conducted by SAI Global on October 8th, 2019. There were no non-conformities and three opportunities for improvement (OFI) identified.
 - Element 12 Communications

As per the Director’s Direction: Public Disclosure of Operational Plans, ensure operational Plans are available for viewing by the public at the principal office of the owner and at one other publicly accessible location in the geographical area served by the subject system. As stated on the Township’s website, a copy of the Operational Plan is available to the public upon request. When reviewing the wording of the Directors Direction we feel that this is an area that we can improve on and plan to place a copy of the Operational Plan at the Municipal office for public viewing as well as continue to offer a hard copy upon request. There was some discussion on whether the Operational Plan should be placed on the Township website. The QMS Rep indicated that other municipalities within Wellington County do not have their Operational Plans on their websites but the City of Guelph does. There was also discussion as to whether the Operational Plan copy placed at the Municipal office should be a controlled document or is an uncontrolled copy sufficient. The CAO indicated that keeping the Operational Plan behind the front desk would allow us to have more control over the document instead of placing it out with all the pamphlets at the Municipal office. The QMS Rep will discuss with the auditor as to whether this copy of the Operational Plan needs to be controlled or uncontrolled. This item will be addressed by January 31, 2020. The QMS Rep added that there will be a structure change within the Water/Sewer Department and job titles will be changing as of January 1, 2020 so we would like to include those changes in the Operational Plan before placing a copy at the Municipal office.
 - Element 20 Management Review

As per the Standard and Operational Plan, ensure that action items for all deficiencies as discussed in management review, clearly identify the individual responsible and a timeline to implement the action item. Currently Form 20-01 Action Items and/or Deficiencies as a Result of Audits/Management Reviews has a column in the table to record who is responsible for the action item. This column was not included in the table under section J in the management review report. We agree that this is an area we can improve on and plan to add a column for who’s responsible to complete the action item in the table under section J in the management review report. This item will be addressed in the next management review report. The QMS Rep commented that this has been included in this management review.

- Element 21 Continual Improvement
Ensure that the Operating Authority is continuing improving the effectiveness of the QMS by identifying and implementing preventive actions to eliminate the occurrence of potential non-conformities. At the time of the audit, Form 21-01 was not completed for any preventive actions since the last audit, however, Form 21-01 was completed for opportunity for improvements. We didn't have any preventive actions to report, therefore Form 21-01 was not completed. We plan on implementing a system to have regular all staff meetings throughout the year to review Operational Plan appendices (SOP's) and forms to ensure documents are current, enhance Operator's knowledge of the QMS and possibly identify any preventive actions that arise. This item will be addressed by December 31, 2020.
- The Township of Wellington North maintains the Certificate of Accreditation. The current certificate expires November 13, 2020.

Action Items

- **The External Audit OFI to place a copy of the Operational Plan at the Municipal office for public viewing will be completed by January 31, 2020. The External Audit OFI to have regular staff meetings throughout the year to review Operational Plan and possibly identify preventive actions will be ongoing throughout the next year (2020).**

Results of Emergency Response Testing

- Pre and Post Chlorine Low Alarms and Diesel Generators are tested monthly.
- In October 2019 an emergency tabletop exercise was conducted by Wellington County Emergency Management for water and wastewater staff within the county and the City of Guelph. Four water and wastewater staff from the Township of Wellington North participated. The emergency scenario that was tested was a cyber attack on the Township's computer system which affected water and wastewater operations.
- PTO-driven power supply at Well #6 was tested in October 2019. There were no issues with operation of it. The Water/Sewer Supervisor commented that we will be looking at other options to power the PLC panel if the power outage is prolonged as the UPS battery backup only lasts so long. Also he commented that using the PTO-driven power supply would be a last resort as we have a permanent generator at Well # 3 and the ability to connect a portable generator at Well # 5 so those options would be utilized first.

Action Items

- None

Operational Performance

- Leak Detection was completed on the East side of Mount Forest in April 2018. No apparent water loss throughout the system.

- An ROV underwater camera tank inspection was performed by Landmark at the Mount Forest Standpipe on May 14th, 2019. The findings and recommendations are listed below:
 - Exterior: The exterior lower section is sound, although there are a few stone chips and it is dirty with Lichen and mildew. The upper sections are exhibiting general surface corrosion due to chalking and thinning from UV degradation. The recommendation is that this tank should not be considered for a maintenance overcoat. However, an overcoat option is a possibility if the Township is looking for a 5 year +/- aesthetic improvement. For optimal long-term performance, the existing coating system should be completely removed via abrasive blast cleaning followed by the application of an AWWA D102 Outside Coatings System.
 - Interior: The interior lining is in poor condition. There is corrosion on many of the weld seams, as well as large areas of de-laminated paint. There is general thinning of the liner due to age, and the expected lifespan has now passed. The floor could not be inspected due to sedimentation build up. The recommendation is that the interior of this tank should be completely removed via abrasive blast cleaning and then re-lined with an AWWA D102 Inside Coating System. This should be completed within the next 1-3 years before leaks start to occur as a result of localized corrosion.
- Approximately ½ of the Main Valves in Mount Forest (196) were operated and inspected in 2019.
- All Hydrants in Mount Forest (186) and Arthur (112) were inspected in 2019.
- There were 5 water main breaks since the last management review, 1 in Arthur and 4 in Mount Forest. They were at the following locations:
 - Durham Street/Perth Street
 - Infront of 281 Isabella Street East
 - Arthur Street/Queen Street
 - Infront of 303 Wellington Street East
 - Fergus Street at King Street
- There were 9 service leak repairs since the last management review, 5 in Arthur and 4 in Mount Forest. They were at the following locations:
 - 234 Adelaide Street
 - 411 York Street
 - 303 Domville Street
 - 170 Domville Street
 - 172 Conestoga Street
 - 156 Domville Street – splash pad service leak, ended up replacing services to both the splash pad and the swimming pool.
 - 130 South Water Street
 - 207 Wendy's Lane
 - 207 Wendy's Lane – replaced water service

Action Items

- None

Raw Water Supply & Drinking Water Quality Trends

- No quantity issues in the reporting year. The Director of Operations commented that water quantity will be looked at as part of the Master Plan update as we prepare for growth.
- There have been no significant changes in raw water quality since the last management review meeting. The trending has remained consistent, but the sodium levels in Mount Forest are slightly rising. The Director of Operations commented that road salting is likely contributing to the rise in sodium levels as all the wells in Mount Forest are in the urban area. The CAO commented that there has been a lot of discussion at Conservation Ontario and other Source Water Protection groups recently concerning salt management and mitigating the impact of salt on source water. Municipalities might in the future be required to implement Road Salt Management Best Practices.
- Schedule 23/24 (Organics /Inorganics) samples collected in the past 3 years indicates that there have been no changes in raw water quality. All results were within regulatory requirements.
- Mount Forest Wells #3 & #5 and Arthur Wells #7b & #8 have elevated levels of sodium. The Aesthetic Objective for sodium is 200 mg/L but must be reported to Ministry of Health (MOH) if above 20 mg/L. This is so physicians can notify patients on sodium restricted diets.
- The Township falls under three Conservation Authorities, each with a different Source Protection Plan (SPP). All plans have been approved and are currently in effect.
- Saugeen Valley SPP applies to Mount Forest.
- Grand River SPP applies to Arthur.
- Maitland Valley SPP, only education programs apply as there are no municipal wells in the area.

Action Items

- None

Follow-up Action Items from Previous Management Reviews

Item	Person(s) Responsible	Completed Yes/No	Date of Completion
QMS Changes to Standard	QMS Rep	Yes	July 31, 2019
MECP Inspection Recommendation: Update the DWWP with the new VFD equipment upon the next renewal.	PCA	No	By November 2020 Include in next renewal application
MECP Inspection Recommendation: Monitor agricultural activities on lands adjacent to their wells and report any further improper land applications to the MECP.	All Staff	No	Continually Monitor
External Audit OFI: Update Appendix 5-01, Document Control Table (missing version number) as a result of Audits/Management Review following the next Management Review.	QMS Rep	Yes	July 31, 2019

Status of Management Action Identified Between Reviews

Item	Person(s) Responsible	Completed Yes/No	Date of Completion
Internal Audit OFI: Add Water Department contact/return info. To the form.	QMS Rep	Yes	Sept 13, 2019
Internal Audit OFI: Add D.P.D Powder Packs to items that Hach Canada can supply us to the Essential Supplies/Services List.	QMS Rep	Yes	Sept 13, 2019
Internal Audit OFI: Add Internal Audit Summary & Checklist to the Operational Plan as a new form.	QMS Rep	Yes	Sept 13, 2019
MECP Inspection Recommendation: Schedule 23/24 Sampling Periods be made the same for the two pumphouses, for simplicity in organization and tracking.	PCA	No	By November 2020
External Audit OFI: Place a copy of the Operational Plan at the Municipal office for public viewing as well as continue to offer to the public a hard copy of the Operational Plan upon request.	QMS Rep	No	By Jan 31, 2020
External Audit OFI: Add a column to section J table in the Management Review report to identify the individual responsible to implement the actions.	QMS Rep	Yes	Nov 20, 2019
External Audit OFI: Have regular staff meetings throughout the year to review Operational Plan appendices (SOP's) and forms to ensure documents are current and enhance Operator's knowledge of the QMS and possibly identify any preventive actions that arise.	QMS Rep & Water/Sewer Supervisor	No	By Dec 31, 2020

Management System

- MEPC has released Version 2.0 of the Drinking Water Quality Management Standard (DWQMS)
- The revision affects 7 of the 21 elements. The revisions are administrative in nature and are intended to clarify existing requirements and to ensure that consideration is given to the potential impacts of climate change.
- The Township has updated the Operational Plan to meet the requirements of the DWQMS version 2.0. This was in effect on July 31, 2019. There will be an on-site third-party reaccreditation audit in the fall of 2020 to ensure we are meeting the new requirements.

Action Items

- None

Consumer Feedback

- 19 drinking water complaints in the Township of Wellington North since last management review.
- All complaints were resolved by staff in a timely fashion. The Water/Sewer Supervisor commented that most discoloured water complaints could be traced back to something we were doing operationally at the time of the complaint that caused the disruption.

Arthur Drinking Water System Customer Complaints			
	Date	Address	Complaint
1	Dec. 22, 2018	120 Charles Street	discoloured water (fire dept using water for fire)
2	April 2, 2019	270 Isabella Street	discoloured water (fire dept using water for fire)
3	April 2, 2019	353 Smith Street	discoloured water (fire dept using water for fire)
4	April 2, 2019	191 Edward Street	discoloured water (fire dept using water for fire)
5	April 10, 2019	272 Domville Street	discoloured water (fire dept using water for fire)
6	April 11, 2019	134 Frederick Street East	low pressure (private issue – filter)
7	April 25, 2019	201 Isabella Street	low pressure (private issue – filter)
8	May 17, 2019	177 Domville Street	low flow/pressure
9	July 4, 2019	295 McCord Street	discoloured water (directional flushing)
10	June 5, 2019	19 Andrew Street	discoloured water
11	Oct. 4, 2019	110 Smith Street	low pressure (possible private issue-water softener)

Mount Forest Drinking Water System Customer Complaints			
	Date	Address	Complaint
1	Jan. 11, 2019	215 Weber Street	low pressure (private issue)
2	Jan. 18, 2019	156 Egremont Street North	odour (private issue – hot water tank or boiler)
3	Feb. 2, 2019	Town of Mount Forest	low pressure (watermain break on Durham St W)
4	Feb. 5, 2019	435 Newfoundland Street	low pressure (private issue)
5	May 23, 2019	355 Durham Street West	discoloured water
6	June 5, 2019	310 Main Street South	discoloured water (staff using hydrant to fill public swimming pool)
7	June 24, 2019	450 King Street East	discoloured water (staff using hydrant for construction)
8	July 15, 2019	126 Birmingham Street East	Low pressure (possible private issue-water softener)

Action Items

- None

Resources Needed to Maintain the QMS

- Currently staff resources needed to maintain the DWQMS are felt to be adequate.
- The majority of water department staff has been trained to conduct internal audits.
- The Municipal Water Wastewater Resource Committee is an online group that provides resources and help with the DWQMS.

Action Items

- None

Results of the Infrastructure Review

- This review was completed in October 2019. The following items were reviewed:
 - Infrastructure review meeting minutes from the previous year;
 - List of reconstruction projects since the last review;
 - ✓ 6" cast iron watermain on Isabella Street West was replaced with 6" PVC watermain. All municipal services were replaced.
 - ✓ 6" cast iron watermain on Isabella Street East was replaced with 6" PVC watermain. All municipal services were replaced.
 - ✓ The watermain on William Street (between Queen Street to North Water Street) was replaced with 6" PVC watermain. All municipal services were replaced.
 - ✓ 6" cast iron watermain on the easement (former Dublin Street), from Princess Street to approximately the south parking entrance at the hospital was replaced with 6" PVC watermain. All municipal services were replaced.
 - ✓ A new 6" and 10" watermain was installed on Durham Street East and London Road to connect two existing dead end watermains while

servicing the 10-unit townhouse development on Durham Street East. The watermains will allow for future servicing of the retained lands.

- ✓ 21 new services were installed. The Water/Sewer Supervisor listed the services:
 - 470 Cork Street – Terry Martin Triplex
 - 472 Cork Street – Terry Martin Triplex
 - 474 Cork Street – Terry Martin Triplex
 - Mount Forest Splash Pad
 - 669 Martin Street
 - 7623 Jones Baseline
 - 10 Services for Brad Wilson town homes
 - 1 new service to hospital
 - 4 new services on Wellington Street East – Pete Reeves
- ✓ 6 services were replaced. The Water/Sewer Supervisor listed the services:
 - 398 Peel Street
 - 156 Domville Street – Arthur splash pad and pool services due to service leak.
 - 172 Queen Street West
 - 350 Queen Street West
 - 207 Wendy’s Lane due to service leaks.
- Water Tower maintenance, rehabilitation or renewal activities;
 - ✓ Mount Forest Standpipe was inspected May 14, 2019. Results already discussed in Operational Performance section.
- Production Wells/Pump House maintenance, rehabilitation or renewal;
 - ✓ Mount Forest Well # 5 was taken offline in November 2018 to complete maintenance work. A step test was conducted, the pump was pulled for cleaning and inspection and a video log of the well was completed.
 - ✓ Arthur Well # 7b was taken offline in October 2019 to complete maintenance work. A step test was conducted, the pump was pulled for cleaning and inspection and a video log of the well was completed.
 - ✓ The CAO questioned if there were any issues found in the inspections and the Water/Sewer Supervisor advised that there were no issues to report. The PCA commented that a below grade well inspection is recommended every ten years. All the wells have now been completed within the last ten years.
- Annual Arthur and Mount Forest Well Inspections Report;
 - ✓ The most recent inspection was conducted on December 18, 2018. The next inspection will be completed in November 2019. The Water/Sewer Supervisor advised that the inspections were to be completed the same week as the Management Review meeting. The PCA added the report will likely be issued in December.
- SCADA/Communications maintenance, rehabilitation or renewal activities;

- ✓ Nothing was completed at the time of the Infrastructure Review meeting. The Water/Sewer Supervisor shared that work had been completed in October/November:
 - Modified the 30 second data collection to a 60 second interval and aligned it with the historian data collection
 - Synchronized the time keeping function of all workstations and PLC clocks
 - Had PLC's set to store data on a communication loss then transfer data for reports when communication restored.
 - Leak Detection Program;
 - ✓ Leak detection was completed on the West side in Mount Forest on April 17th to 19th, 2019.
 - Main Valves maintenance and inspection records;
 - ✓ 196 main valves were inspected in Mount Forest in 2019.
 - Hydrant maintenance and inspection records;
 - ✓ 186 hydrants were inspected in Mount Forest in 2019.
 - ✓ 112 hydrants were inspected in Arthur in 2019.
 - Watermain/Service leak repairs since the last review;
 - ✓ Total of 5 watermain breaks since last review and 9 service leak repairs. Already discussed in Operational Performance section.
 - List of approximate age of watermains;
 - Risk Assessment Outcomes;
 - Township of Wellington North O. Reg 453/07 Financial Plan
 - ✓ The PCA commented that when reviewing the Financial Plan, it was noted that the Township is following the plan and is completing projects that were identified.
- The following are the outcomes of the review:
 - Recommend reconstruction of Georgina Street in Arthur (2020)
 - Recommend reconstruction of Fergus Street South between Wellington & King Street in Mount Forest (2020)
 - Recommend replacement of watermain on Domville Street between Tucker and Clarke Street (2020)
 - Recommend replacement of small section of cast iron pipe that was uncovered during the excavation on Dublin Street last year (2020). The Director of Operations commented that at the time of the Infrastructure Review meeting we thought we could complete this project in 2020 but because the hospital is now under construction this project will be pushed back to another year.
 - Recommend design be completed for John Street in Mount Forest between Waterloo & Queen Street West (2020)
 - Recommend design be completed for Walton Street (between Clarke Street and Tucker Street) and Clarke Street (from end of PVC section on Clarke Street to Walton Street) (2020). The Director of Operations commented that when discussing and coordinating projects with Roads Department it was discussed

that maybe a design should be completed for full reconstruction of Domville Street (between Conestoga Street and Preston).

- Look into changing Well # 6 chlorine pumps to flow paced pumps. The Water/Sewer Supervisor commented that he will be in touch with an electrician to investigate and provide us with options.
- Look into upgrading SCADA computers to Windows 10. The Director of Operations commented that he will be looking into this.
- Contact BM Ross to inquire about Mount Forest watermain installation years. The Water/Sewer Supervisor has been in contact with BM Ross and they have provided us with some information.
- Update Arthur & Mount Forest Master Plans. The Director of Operations has reached out to Triton Engineering and BM Ross to complete this work.
- Update Financial Plan in 2020. The PCA commented that we will need a new Financial Plan to submit with our Municipal Drinking Water Licence renewal application which has a deadline of November 2020.
- Repair valves that were identified in the Main Valve inspections.

Action Items

- None

Operational Plan Currency, Content and Updates

- The operational plan is reviewed and updated on an annual basis and whenever necessary changes are required to be made.
- The last revisions were completed November 13, 2019.

Action Items

- None

Staff Suggestions

- Staff suggestions are on-going throughout the year, if a change is needed in the operational Plan, staff are directed to complete a change request form, and that process is followed to make the change.

Action Items

- None

Meeting adjourned at 10:30 am



Staff Report

To: Mayor and Members of Council Meeting of December 16, 2019

From: Matthew Aston, Director of Operations

Subject: OPS 2019-026 being a report on two intersections investigated pedestrian crossing infrastructure

RECOMMENDATION

THAT the Council of the Corporation of the Township of Wellington North receive Report OPS 2019-026 being a report on two intersections investigated for pedestrian crossing infrastructure.

PREVIOUS PERTINENT REPORTS/BY-LAWS/RESOLUTIONS

Report OPS 2019-024 being a report on the Township's audible pedestrian signals

BACKGROUND

Triton Engineering Services Limited (Triton) was hired to perform assessment of two intersections within Wellington North giving consideration to whether or not pedestrian crossing infrastructure should be considered:

Main Street South and King Street East; and
Smith Street and Conestoga Street.

Main Street South and King Street East

Triton reviewed this intersection and determined that the traffic volumes and types observed did not meet the warrants necessary to justify the installation of pedestrian crossing infrastructure contained within Ontario Traffic Manual Book 15. Triton summary letter has been attached as Schedule A.

Smith Street and Conestoga Street

Triton reviewed this intersection and determined that the traffic volumes and types observed meet the warrants necessary to justify the installation of pedestrian crossing infrastructure contained within Ontario Traffic Manual Book 15. Triton summary letter has been attached as Schedule B.

Council could therefore consider the installation of pedestrian crossing infrastructure recommended at Smith Street and Conestoga Street, subject to MTO-approval. The installation of pedestrian crossing infrastructure at this location would also bring this crossing

current accessibility standards. If desired, staff suggest Council provide direction for staff to bring a pedestrian crossing infrastructure project forward as part of the current or a future budget discussion.

FINANCIAL CONSIDERATIONS

The estimated cost to design and install a Level 2, Type B, pedestrian crossing is ~\$110,000 plus applicable taxes.

ATTACHMENTS

Schedule A – Triton Engineering Services Limited letter dated October 4, 2019

Schedule B – Triton Engineering Services Limited letter dated November 22, 2019

STRATEGIC PLAN 2019 – 2022

Do the report's recommendations align with our Strategic Areas of Focus?

Yes

No

N/A

Which priority does this report support?

Modernization and Efficiency

Partnerships

Municipal Infrastructure

Alignment and Integration

Prepared By: Matthew Aston, Director of Operations

Recommended By: Michael Givens, Chief Administrative Officer *Michael Givens*



**TRITON
ENGINEERING
SERVICES
LIMITED**
Consulting Engineers

18 Robb Boulevard, Unit 8
Orangeville
Ontario L9W 3L2
Tel: (519) 941-0330
Fax: (519) 941-1830
e-mail: info@tritoneng.on.ca

ORANGEVILLE • FERGUS • GRAVENHURST

October 4, 2019

Township of Wellington North
7490 Sideroad 7 W
PO Box 125
Kenilworth, Ontario
N0G 2E0

ATTENTION: Mr. Matt Aston
Director of Operations

RE: TOWNSHIP OF WELLINGTON NORTH
REVIEW OF THE INTERSECTION OF KING
STREET AND MAIN STREET SOUTH
(HIGHWAY 6), MOUNT FOREST
OUR FILE: A5528-R03

Dear Mr. Aston:

INTRODUCTION

On behalf of the Township of Wellington North (Township), Triton Engineering Services Limited (Triton) has undertaken a review of the intersection of Main Street South (Highway 6) with King Street, in the former Town of Mount Forest, to determine whether additional traffic and pedestrian control would be warranted. It is our understanding that the concerns at this intersection relate to pedestrians crossing Main Street South. We are not aware of any traffic operation concerns at the intersection.

This report presents the results of our analysis, consistent with Ontario Traffic Manual (OTM) Book 12 – *Traffic Signals* and Book 15 – *Pedestrian Crossing Treatments*. The analysis takes into consideration observed traffic volumes, physical site conditions, proximity to other traffic control devices, and system connectivity and pedestrian desire lines. Further to providing a summary of the analysis, this report also presents design considerations and site modifications with respect to the Highway Traffic Act (HTA) and the Accessibility for Ontarians with Disabilities Act (AODA), and provides recommendations.

The OTM Book 15 - *Pedestrian Crossing Treatments* was published in June 2016 and provides warrant analysis and design criteria for the installation of Pedestrian Crossovers (PXOs). It provides a Decision Support Tool (DST) describing threshold conditions for assessing pedestrian crossing needs and the selection of a Treatment System. It is noted that a study of traffic conditions and physical characteristics of the location, as well as consideration of requirements to continue pedestrian desire lines or provide system connectivity are important in providing a complete analysis. This also includes roadway configuration, sight lines, and proximity to other traffic control devices.

LOCATION DESCRIPTION

The intersection is located approximately 180 metres (m) north of the traffic signals at the intersection of Main Street South and Queen Street and approximately 190 m south of the traffic signals at the intersection of Main Street and Wellington Street. Main Street South is the through road and stop control is provided on King Street. King Street is a local road, with one through lane in each direction. Time limited (maximum 2 hours between 9 a.m. and 6 p.m.) parallel parking lanes are provided on both sides of King Street West and on the south side of King Street East. A lane for angle parking, which is also time limited, is provided on the north side of King Street East from Main Street to approximately 40 m east of Main Street. A Municipal Parking Lot is located on the east side of Main Street South, approximately 55 m north of King Street East, with access provided between buildings 166 and 174 Main Street South.

Main Street South (Ontario Provincial Highway 6) is a north-south Connecting Link arterial road with a posted speed limit of 50 km/hr. The road authority for the Connecting Link is the Township; however, the Ontario Ministry of Transportation (MTO) must review and approve all traffic control devices on the roadway prior to installation. Main Street South has one through lane in each direction. Parallel parking lanes are provided on the east and west sides of Main Street South to the north and south of the intersection with King Street and creates sight distance restrictions for traffic stopped at the stop bars on King Street and for pedestrians crossing Main Street South.

Sidewalks are located on both sides of both roads. Sidewalk extensions/curb bulbs are provided on both sides of King Street East and King Street West and both have crosswalk lines marked across King Street. The intersection is an uncontrolled crossing, where pedestrians must yield to traffic before crossing. All four corners of the intersection have sidewalk ramps for pedestrians; however, they do not meet current AODA standards.

The approaches to the intersection from King Street are flat and straight. The approaches from Main Street South are straight. There is the potential for sight obstructions for northbound vehicle traffic resulting from vehicles parked along the east side of Main Street South which may hide the presence of pedestrians wanting to cross Main Street South from the east leg of the intersection. Additionally, the same situation exists for southbound vehicular traffic when vehicles are parked on the west side of Main Street South, blocking pedestrians wanting to cross Main Street South from the west leg of the intersection. Similarly, sight obstruction exists for pedestrian traffic wanting to cross Main Street South as a result of vehicles parked on Main Street South.

Sight distance is limited for vehicles stopped at the stop bars on King Street by parallel parking lanes and buildings on the corners of the intersection. Vehicles stopped at the stop bars on the side street must move ahead to view oncoming traffic before proceeding through the intersection and can cause visual obstruction and sight distance issues for pedestrians crossing Main Street South. The width of Main Street South, representing the pedestrian crossing distance, measured from the edge of pavement on either side of the roadway at the existing curb drops on the north and south legs of the intersection, is 13.4 m.

Figure 1 presents the lay-out of existing conditions of the intersection.

TRAFFIC COUNTS

A traffic count (vehicle and pedestrian) was conducted by Triton on July 30, 2019, for a total observation period of 8 hours that are representative of the highest hours of traffic volumes experienced on an average day. The pedestrian count includes those crossing at and in the immediate vicinity of the intersection, and was split into those that crossed the road within 10 seconds of reaching the curb, and those that had to wait more than 10 seconds before crossing. This measure of pedestrian delay is used in the traffic signal warrant analysis. The pedestrian count was further split into assisted pedestrians and unassisted pedestrians. Assisted pedestrians include senior citizens, children under the age of 12, disabled pedestrians and other pedestrians requiring special consideration or assistance. Assisted pedestrians are accounted for by doubling their total.

The pedestrian movement counts (in terms of net equivalent adults) and vehicle traffic volumes for the intersection studied are summarized below in Tables 1 and 2, respectively. It should be noted that pedestrians crossing the north leg and south leg of the intersection include those that crossed in Main Street South at a midblock location within one third of a block of King Street, with the majority of midblock crossing noted on Main Street South, to the north of King Street.

Table 1: Summary of Observed Pedestrian Volume

Time Period	Pedestrians (Net Adjusted) Crossing Main Street South (Highway 6)				Pedestrians (Net Adjusted) Crossing the Side Street (King Street)			
	North Leg		South Leg		East Leg		West Leg	
	<10 s	>10 s	<10 s	>10 s	<10 s	>10 s	<10 s	>10 s
7:30 a.m. to 8:30 a.m.	12	0	12	0	12	0	6	3
8:30 a.m. to 9:30 a.m.	28	0	14	0	25	2	15	3
11:00 a.m. to 12:00 p.m.	7	0	24	2	33	0	46	3
12:00 p.m. to 1:00 p.m.	13	0	22	0	43	0	48	0
1:00 p.m. to 2:00 p.m.	18	0	32	0	72	0	53	0
3:00 p.m. to 4:00 p.m.	15	0	11	0	43	0	44	0
4:00 p.m. to 5:00 p.m.	16	0	15	0	42	0	33	0
5:00 p.m. to 6:00 p.m.	26	0	23	0	23	0	36	0
Totals	135	0	153	2	293	2	281	9
Totals	135		155		295		290	
Total Crossing	290				585			

Table 2: Summary of Observed Traffic Volume

Time Period	Main Street South (Highway 6)						King Street (Side Street)					
	North leg entering			South Leg entering			East Leg Entering (King Street East)			West Leg Entering (King Street West)		
	Left	Through	Right	Left	Through	Right	Left	Through	Right	Left	Through	Right
7:30 a.m. to 8:30 a.m.	4	189	9	8	242	6	3	2	6	5	1	2
8:30 a.m. to 9:30 a.m.	9	201	12	22	277	5	2	4	11	8	5	2
11:00 a.m. to 12:00 p.m.	19	274	14	16	348	16	4	0	16	19	1	22
12:00 p.m. to 1:00 p.m.	39	320	18	16	347	7	1	2	17	21	6	20
1:00 p.m. to 2:00 p.m.	23	312	19	16	376	16	2	2	21	3	8	17
3:00 p.m. to 4:00 p.m.	23	337	24	29	318	10	1	3	18	8	5	21
4:00 p.m. to 5:00 p.m.	23	341	28	17	382	18	4	3	11	8	4	19
5:00 p.m. to 6:00 p.m.	22	287	22	23	365	7	2	6	12	11	6	17
Totals	162	2,261	146	147	2,655	85	19	22	112	83	36	120
Total Entering	2,569			2,887			153			239		
Leg Total	5,419			5,287			436			554		

OPTIONS AND ANALYSIS

The available options for traffic and pedestrian control at the study location are as follows:

All Way Stop

An all-way stop would provide stop signs on all legs of the intersection. Warrants for all-way stop control are published in *OTM Book 5 – Regulatory Signs*. Per OTM Book 5, there are separate warrant calculations depending on the road classification. The first is for Arterial and Major Roads and the second is for Minor Roads. This location falls under the category for Arterial Roads.

The Major Roads analysis for all-way stop control requires the total vehicle volume on all approaches to the intersection to be at least 500 vehicles per hour for each of any eight hours of the day, with at least 200 units of combined vehicle and pedestrian volume wishing to cross the major street from the side/minor street for each of the same eight hours, having a delay of more than 30 seconds before crossing the major road but not having more than 70/30 volume split. This warrant was not met based on the traffic counts collected at this location for the period observed on July 30, 2019.

Additionally, as per OTM Book 5, it is noted that all-way stop control is not to be used when the prime concern is for pedestrian protection, where intersections are offset, and where there is another permanent traffic control device within 250 m. Furthermore, all-way stops are inefficient in that they require all traffic to stop at all times, even when no conflicting movement is present.

The use of an all-way stop at this location is not appropriate, and is not recommended.

Full Traffic Signals, Intersection Pedestrian Signals (IPS), and Midblock Pedestrian Signals (MPS)

The study location could be fully signalized, with traffic heads controlling traffic on both the main road and side street, and pedestrian heads on all legs of the intersection. In accordance with current AODA requirements, Audible Pedestrian Signals are mandatory.

The OTM Book 15 – *Pedestrian Crossing Treatments* provides a Decision Support Tool that describes threshold conditions for assessing pedestrian crossing needs and the selection of a Treatment System. A complete analysis includes consultation of the DST along with a study of traffic conditions and physical characteristics of the location being studied.

Consistent with the DST, the first step in the analysis is to determine whether traffic signals are warranted, which was completed using the Justification calculations contained in OTM Book 12 – *Traffic Signals, Chapter 4 – Planning and Justification*. A summary of the Justifications based on existing conditions and the traffic count conducted on July 30, 2019 is provided below and in Table 3.

Justification 1 – Minimum Vehicle Volume

The intention of this warrant is to address the minimum volume conditions for which signalization can be used to minimize the vehicle delay on the minor road and distribute the delay between the main and minor roadways. This justification is comprised of two parts. Part A considers the lowest total traffic on all intersection approaches and Part B considers the lowest total traffic on both approaches of the minor street. The need for traffic signals is considered when both parts of this Justification are 100 percent satisfied. Justification 1 was not met at this location based on current conditions.

Justification 2 – Delay to Cross Traffic

This warrant consists of two parts. Part A is intended to justify the use of traffic signals when the traffic volume on the main road causes excessive delay for traffic entering or crossing the main road from the minor road and Part B is intended to evaluate if safety hazards exist for pedestrians crossing the main road. The need for traffic signals is considered when both parts of this Justification are 100 percent satisfied. Justification 2 was not met at this location based on current conditions.

Justification 3 – Volume/Delay Combination

This justification is applicable when Justifications 1 and 2 are not 100 percent satisfied, but both are at least 80 percent satisfied, and should only be considered when other mitigation measures to reduce delay and inconvenience are unsuccessful. This justification was not applicable to this location as both parts of both Justifications 1 and 2 were not at least 80 percent satisfied based on current conditions.

Justification 4 – Minimum Four-Hour Vehicle Volume

This justification is only used by some jurisdictions (it is not used by the Ontario Ministry of Transportation [MTO]) and is considered when the intersection does not meet the warrants under Justifications 1 through 3; however, traffic experiences excessive delays for four or more peak hours of the day (typically used for specific locations, such as for intersections within commuter-dominated roadways, commercial areas, and manufacturing, office and/or industrial areas/accesses). This warrant was not met at this location.

Justification 5 – Collision Experience

This justification requires 15 correctable or reducible accidents over a 36-month period which would be susceptible to correction through installation of a traffic signal; however, this justification does not consider the effect on safety following the installation of traffic signals. We are not aware of a significant collision experience at the location studied. This justification rarely warrants traffic signals on its own and therefore was not considered as part of this study since the other justifications are not warranted.

Justification 6 – Pedestrian Volume and Delay

This calculation is used to determine if a traffic signal is warranted for pedestrians and examines both pedestrian and traffic volumes for the highest eight hours of factored pedestrian movement. Justification 6 consists of Part A, which is based on volume (pedestrian and traffic) alone, and Part B which examines pedestrian delays. The latter analysis considers the volume of factored pedestrians that are delayed 10 seconds or more before crossing. Both parts of Justification 6 were not met for this location based on current conditions.

Summary

A summary of the analysis of Justifications based on existing conditions and the traffic count conducted on July 30, 2019 is provided in Table 3. Based on the results of the analysis, the installation of all-way stop control, traffic signals, IPS, or MPS are not warranted under current traffic conditions. Triton does not recommend the installation of unwarranted signals as they are inefficient and are likely to result in additional delays to traffic movement (vehicle and pedestrian). Based on the traffic count observations and existing conditions, less than one percent of pedestrians are experiencing a delay of more than 10 seconds when crossing Main Street South. There is the potential that the installation of traffic signals could cause an increase in pedestrian delay (i.e., waiting more than 10 seconds before crossing) since pedestrians must push the button to activate and wait for the light to change.

Table 3: Summary of Traffic Signal and Pedestrian Crossover Warrants

Warrant		Result	Notes	
Traffic Signal Warrants	Justification 1	Part A (Percent Fulfilled)	93	Justification 1 requires Part A and Part B to be 100 percent fulfilled; however, if both parts are at least 80 percent fulfilled, the lesser percent of the parts can be used in the assessment of Justification 3.
		Part B (Percent Fulfilled)	40	
	Justification 2	Part A (Percent Fulfilled)	90	Justification 2 requires Part A and Part B to be 100 percent fulfilled; however, if both parts are at least 80 percent fulfilled, the lesser percent of the parts can be used in the assessment of Justification 3.
		Part B (Percent Fulfilled)	69	
	Justification 3	Warrant Met?	No	Justification 3 is warranted when neither Justifications 1 and 2 are 100 percent fulfilled but both Justifications 1 and 2 are 80 percent fulfilled.
	Justification 6	Part A (Warrant Met?)	No	Justification 6 requires Part A and Part B to meet the justification requirement identified in OTM Book 12.
Part B (Warrant Met?)		No		
PXO Warrant	Vehicle Volume	≥ 750? (8-hr volume)	Yes (5,419)	The minimum 8-hour traffic volumes to warrant PXO installation are as follows: vehicle volume greater than or equal to 750 and total adjusted pedestrian volume greater than or equal to 100.
	Pedestrian Volume	≥ 100? (8-hr volume)	Yes (290)	

Pedestrian Crossover

Consistent with the DST, the first step of the analysis was completed and determined that traffic signals are not warranted based on existing conditions and traffic volumes observed on July 30, 2019. The second step of the DST examines the minimum volumes for a PXO, which were met at this intersection based on 8-hour traffic volumes, as summarized in Table 3.

The third step of the DST evaluates the location of the intersection with respect to distance from another traffic control device. As per the DST in OTM Book 15, it is noted that a PXO should not be applied within 200 m from another traffic control device, unless there is a requirement for system connectivity or to continue pedestrian desire lines. Alternatively, when the 8-hour minimum traffic volumes are not met but there is a requirement for system connectivity or the need to continue pedestrian desire lines (with consideration of proximity to another traffic control device), then the site may be considered a candidate for installation of a PXO.

Since the intersection of Main Street South and King Street is located within 200 m from another traffic control device on Main Street South, both to the north and south of the intersection with King Street, the site is not a candidate for pedestrian crossing control unless the crossing is on a pedestrian desire line or if there is a requirement for system connectivity.

Should the Township establish that this location is on a pedestrian desire line, then this site can be considered a candidate for a PXO because the vehicle and pedestrian volumes are warranted for a PXO. Therefore, *Table 7: Pedestrian Crossover Selection Matrix* in OTM Book 15 is used to determine which type of PXO should be selected. The number of pedestrians crossing Main Street South at the north or to the south side of King Street were nearly equal. Just over half (53 percent) of the total pedestrian traffic crossed Main Street South on the south side of King Street, where the pedestrian crossing distance is 13.4 m. This crossing distance is representative of a four-lane roadway (based

on an assumed lane width of between 3.0 m and 3.75 m [as per MTO Geometric Design Standards for Ontario Highways]). Consistent with Table 7 in OTM Book 15, the appropriate PXO treatment based on this pedestrian crossing distance, is a Level 2, Type B. A Level 2, Type B PXO is also the appropriate PXO treatment for the north leg of the intersection, which also has a pedestrian crossing distance of 13.4 m. A copy of the PXO selection matrix is included in Attachment A.

REVIEW AND RECOMMENDATIONS

The installation of traffic or pedestrian signals at this intersection is not justified. PXO treatment is not warranted based on the proximity to other traffic control devices on Main Street South; however, if the Township establishes that this location is on a pedestrian desire line, or that there is a requirement for system connectivity, then this site may be a candidate for a Level 2, Type B PXO treatment. An example of a Level 2 Type B PXO is attached in Attachment B. A copy of Table 11 from OTM Book 15, which presents the required, desirable, and optional components of Level 2, Type B PXOs is also included in Attachment B.

The OTM Book 15 provides the following guidance with respect to Pedestrian System Connectivity: *The provision of pedestrian system connectivity is important for proper pedestrian accommodation...Facilitating connectivity between crosswalks and sidewalks, and/or trail networks involves understanding and monitoring pedestrian desire lines, which evolve as a function of land use, the location of pedestrian generators and attractors, and proximity to existing crossing facilities. Providing proper connectivity between origins and destinations allow pedestrians for simple and convenient access to facilities with the shortest possible deviation.*

The intersection of Main Street and King Street is in the Central Business District, with nearby generators including banks and other businesses, and access to parking facilities. Sidewalks are present on all four corners. This, in conjunction with the number of pedestrians crossing, would appear to meet the definition of a pedestrian desire line.

However, a conflicting criterion is that the distance from this intersection to adjacent signalized intersections is less than 200 m. The 200 m criterion is taken from the OTM Book 12, Traffic Signals. While not explicitly stated, the concern likely is with operations from the adjacent intersection treatments interfering, such as traffic queues backing up from the signalized intersection to the PXO, or vice versa. This may require more study including determining queue lengths from the adjacent intersection.

Main Street is the Highway 6 Connecting Link. As such, approval for traffic control devices, including PXOs, is required from the Ministry of Transportation (MTO). From our past experience, it is expected that MTO will require a thorough analysis of the location due to the 200 m requirement not being met.

It should be noted that the intersection of Main Street South and King Street is currently an uncontrolled crossing, where pedestrians must yield to traffic before crossing. Should the Township establish that this location is on a pedestrian desire line, and given that the traffic volumes are warranted, it is recommended that a controlled crossing (PXO) be implemented at the intersection, in accordance with current standards for a Level 2 Type B PXO, as defined in OTM Book 15.

DISCUSSION

If the Township determines that there is a need to continue pedestrian desire lines, this site can be considered a candidate for the installation of a Level 2, Type B PXO, based on the pedestrian crossing distance on Main Street South. If the Township wishes to pursue this option, a request could be made to the MTO for review and approval; however, additional work is required to determine the optimal location (i.e. south leg versus north leg) and to identify any other modifications that may be required to enhance the safety and effectiveness of the crossing, as well addressing the separation issue from the adjacent signalized intersections

The pedestrian crossing distance on either leg of Main Street South could be reduced by providing curb bump outs. These would provide better pedestrian visibility and shorten the crossing distance for pedestrians, and may act as an enhancement to traffic calming. Of particular concern is the visibility of pedestrians entering the crosswalk in relation to adjacent parked cars. In order to provide sufficient sight distance, some existing parking may need to be removed. The provision of bump-outs both reduces the crossing distance (and time) and improves pedestrian visibility. However, bump-outs can restrict right turn movements and slip-by movements around left turning vehicles, thereby affecting traffic operations. Even if the crosswalk distance is reduced by the construction of bump-outs, a Level 2, Type B PXO will remain the appropriate PXO treatment system for Main Street South.

SUMMARY

A review of traffic and pedestrian treatments for the intersection of Main Street South and King Street, Mount Forest, has been completed. Triton's findings and recommendations are summarized as follows:

- All-way stop control, traffic signals, or pedestrian signals are not justified in accordance with the methodology contained in the OTM Book 12.
- This location is not a candidate site for PXO treatment, in accordance with OTM Book 15 due to proximity to other traffic control on Main Street South.
- The Township could consider further monitoring of pedestrian traffic at this location to determine pedestrian movement patterns/pedestrian desire lines and requirements for system connectivity.
 - Should the Township determine this location is on a pedestrian desire line and/or a requirement for system connectivity, further study to determine the optimal location and modifications for PXO treatment is required, as well as review and approval of the proposed design by MTO, prior to installation of a PXO. Further review with MTO of the offset distance from the adjacent signalized intersections will be required.
- The Township could consider constructing curb bump outs with AODA ramps to improve accessibility at this intersection.

- 10 -

We trust that this meets your current requirements, and we would be pleased to review our findings with you, as required.

Yours very truly,

TRITON ENGINEERING SERVICES LIMITED

A handwritten signature in blue ink, appearing to read "H. Wray", with a stylized flourish extending to the right.

Howard Wray, P. Eng.

A handwritten signature in blue ink, appearing to read "L. Scott", with a stylized flourish extending to the right.

Lindsay Scott, P. Eng.

TOWNSHIP OF WELLINGTON NORTH MAIN STREET SOUTH & KING STREET INTERSECTION LAYOUT, EXISTING CONDITIONS (MOUNT FOREST)



DESIGNATED NORTH

191 MAIN ST S
BDO

CONCRETE STAMPED
WITH BRICK PATTERN

CONCRETE SIDEWALK
BACK OF CURB
EDGE OF PAVEMENT

190 MAIN ST S
FOREST
PHYSIOTHERAPY

EDGE OF PAVEMENT
BACK OF CURB

13.6m

BACK OF CURB
EDGE OF PAVEMENT

KING STREET WEST

10.3m

EDGE OF PAVEMENT
BACK OF CURB

KING STREET EAST

8.5m

MAIN STREET SOUTH

13.5m

201 MAIN ST S
BMO

CONCRETE STAMPED
WITH BRICK PATTERN

CONCRETE SIDEWALK
BACK OF CURB
EDGE OF PAVEMENT

202 MAIN ST S
SCOTIABANK

EDGE OF PAVEMENT
BACK OF CURB

A5528 (R03)

FIGURE 1

SEPTEMBER 2019



TRITON ENGINEERING SERVICES LIMITED

Consulting Engineers

Fergus, Ontario

N.T.S.

ATTACHMENT A
PXO SELECTION MATRIX

Table 7: Pedestrian Crossover Selection Matrix

Two-way Vehicular Volume			Posted Speed Limit (km/h)	Total Number of Lanes for the Roadway Cross Section ¹			
Time Period	Lower Bound	Upper Bound		1 or 2 Lanes	3 lanes	4 lanes w/raised refuge	4 lanes w/o raised refuge
8 Hour	750	2,250	≤50	Level 2 Type D	Level 2 Type C ³	Level 2 Type D ²	Level 2 Type B
4 Hour	395	1,185		Level 2 Type C	Level 2 Type B	Level 2 Type C ²	Level 2 Type B
8 Hour	750	2,250	60	Level 2 Type D	Level 2 Type B	Level 2 Type D ²	Level 2 Type B
4 Hour	395	1,185		Level 2 Type C	Level 2 Type B	Level 2 Type C ²	Level 2 Type B
8 Hour	2,250	4,500	≤50	Level 2 Type D	Level 2 Type B	Level 2 Type D ²	Level 2 Type B
4 Hour	1,185	2,370		Level 2 Type C	Level 2 Type B	Level 2 Type C ²	Level 2 Type B
8 Hour	2,250	4,500	60	Level 2 Type D	Level 2 Type B	Level 2 Type D ²	Level 2 Type B
4 Hour	1,185	2,370		Level 2 Type C	Level 2 Type B	Level 2 Type C ²	Level 2 Type B
8 Hour	4,500	6,000	≤50	Level 2 Type C	Level 2 Type B	Level 2 Type C ²	Level 2 Type B
4 Hour	2,370	3,155		Level 2 Type B	Level 2 Type B	Level 2 Type C ²	Level 2 Type B
8 Hour	4,500	6,000	60	Level 2 Type C	Level 2 Type B	Level 2 Type C ²	Level 2 Type B
4 Hour	2,370	3,155		Level 2 Type B	Level 2 Type B	Level 2 Type C ²	Level 2 Type B
8 Hour	6,000	7,500	≤50	Level 2 Type B	Level 2 Type B	Level 2 Type C ²	Level 1 Type A
4 Hour	3,155	3,950		Level 2 Type B	Level 2 Type B	Level 2 Type C ²	Level 1 Type A
8 Hour	6,000	7,500	60	Level 2 Type B	Level 2 Type B		
4 Hour	3,155	3,950		Level 2 Type B	Level 2 Type B		
8 Hour	7,500	17,500	≤50	Level 2 Type B	Level 2 Type B		
4 Hour	3,950	9,215		Level 2 Type B	Level 2 Type B		
8 Hour	7,500	17,500	60	Level 2 Type B			
4 Hour	3,950	9,215		Level 2 Type B			

Type A
 Type B
 Type C
 Type D

Approaches to roundabouts should be considered a separate roadways.

¹The total number of lanes is representative of crossing distance. The width of these lanes is assumed to be between 3.0 m and 3.75 m according to MTO Geometric Design Standards for Ontario Highways (Chapter D.2). A cross sectional feature (e.g. bike lane or on-street parking) may extend the average crossing distance beyond this range of lane widths.

²Use of two sets of side mounted signs for each direction (one on the right side and one on the median)

³Use Level 2 Type B PXO up to 3 lanes total, cross section one-way.

The hatched cells in this table show that a PXO is not recommended for sites with these traffic and geometric conditions. Generally a traffic signal is warranted for such conditions.

ATTACHMENT B
EXAMPLE OF A LEVEL 2 TYPE B PXO TREATMENT

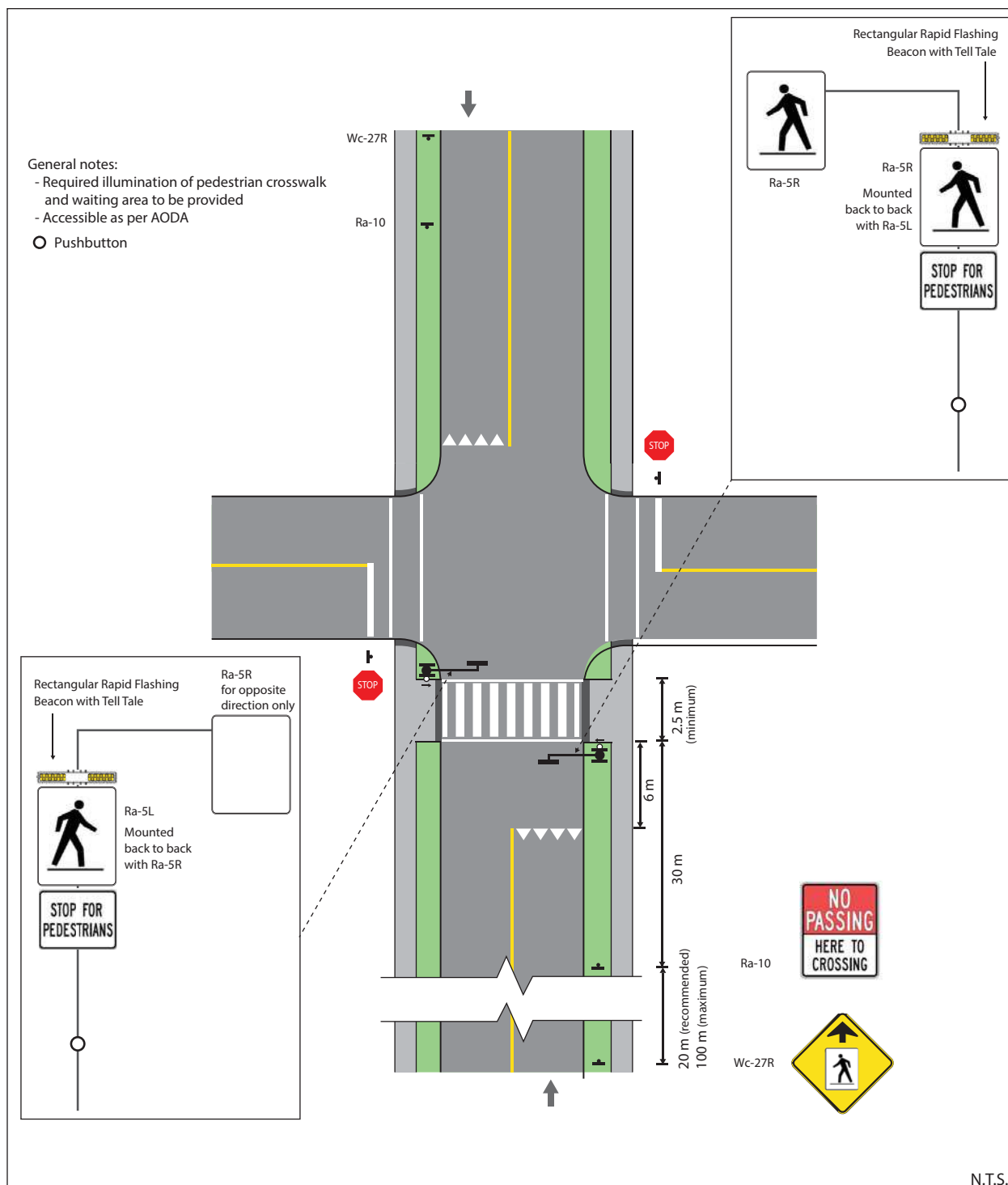


Figure 27: Pedestrian Crossover Level 2 Type B – Intersection (2-way)

Table 11: Components of Level 2 Type B Pedestrian Crossover

Required Components	Desirable Components	Optional Components
<ul style="list-style-type: none"> • Side-mounted pedestrian crossover signs, showing a symbol of a person crossing on a road (Ra-5R and Ra-5L), together with their Stop for Pedestrians (Ra-4t) tabs, on both sides of the road mounted back to back (For one-way applications, Stop for Pedestrians tab is required only for the direction of travel) • One over-head mounted pedestrian crossover sign showing a symbol of a person crossing on a road to the right (Ra-5R), for each direction of travel • Ladder Crosswalk Markings • Yield to Pedestrians line markings at 6.0 m from crosswalk • Actuated Double-sided Rectangle Rapid Flashing Beacon with Tell Tale and Pedestrian Pushbutton for pedestrians mounted above each set of side-mounted pedestrian crossover signs installed at the pedestrian crossover • Advanced Pedestrian Crossover Ahead sign (Wc-27R/Wc-27L) at 50.0 m upstream of the crosswalk • Passing restrictions on single lane approaches • Stopping prohibition for a minimum of 15 m on each approach to the crossing, and 10 m following the crossing • Lane change prohibition on multiple lane approaches using solid white lines (not applicable for exiting legs of roundabouts) • No Passing Here to Crossing sign (Ra-10) 30 m upstream of the crosswalk 	<ul style="list-style-type: none"> • Stopping prohibition for a minimum of 30 m on each approach to the crossing, and 15 m following the crossing 	<ul style="list-style-type: none"> • School Crossing Guard • Textured Crosswalk Markings • Raised Crosswalk • Pedestrian Pushbutton (Ra-11) sign • Safety elements including Barricades, Pedestrian Fencing, Gates, Walls, Bollards, and Barriers



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LIMITED**
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18 Robb Boulevard, Unit 8
Orangeville
Ontario L9W 3L2
Tel: (519) 941-0330
Fax: (519) 941-1830
e-mail: info@tritoneng.on.ca

ORANGEVILLE • FERGUS • GRAVENHURST

November 22, 2019

Township of Wellington North
7490 Sideroad 7 W
PO Box 125
Kenilworth, Ontario
N0G 2E0

ATTENTION: Mr. Matt Aston
Director of Operations

RE: TOWNSHIP OF WELLINGTON NORTH
REVIEW OF THE INTERSECTION OF CONESTOGA
STREET AND SMITH STREET (HIGHWAY 6),
ARTHUR
OUR FILE: A5528-R04

Dear Mr. Aston:

INTRODUCTION

On behalf of the Township of Wellington North (Township), Triton Engineering Services Limited (Triton) has undertaken a review of the intersection of Smith Street (Highway 6) and Conestoga Street, in the community of Arthur, to determine whether additional traffic and pedestrian control would be warranted. It is our understanding that the concerns at this intersection relate to the safety of pedestrians crossing Smith Street. We are not aware of any traffic operational concerns at the intersection.

This report presents the results of our analysis, consistent with Ontario Traffic Manual (OTM) Book 12 – *Traffic Signals* and OTM Book 15 – *Pedestrian Crossing Treatments*. The analysis takes into consideration observed traffic volumes, physical site conditions, proximity to other traffic control devices, and system connectivity and pedestrian desire lines. Further to providing a summary of the analysis, this report also presents design considerations and site modifications with respect to the Highway Traffic Act (HTA) and the Accessibility for Ontarians with Disabilities Act (AODA), and provides recommendations.

The OTM Book 15 - *Pedestrian Crossing Treatments* was published in June 2016 and provides warrant analysis and design criteria for the installation of Pedestrian Crossovers (PXOs). It provides a Decision Support Tool (DST) describing threshold conditions for assessing pedestrian crossing needs and the selection of a Treatment System. It is noted that a study of traffic conditions and physical characteristics of the location, as well as consideration of requirements to continue pedestrian desire lines or provide system connectivity are important in providing a complete analysis. This also includes roadway configuration, sight lines, and proximity to other traffic control devices.

LOCATION DESCRIPTION

The intersection is located approximately 430 m northwest of the traffic signals at the intersection of Smith Street and Frederick Street. Smith Street (Highway 6) is the through road and stop control is provided on Conestoga Street. Conestoga Street is a local road, with one through lane in each direction; however, Conestoga Street South terminates approximately 85 m south of the intersection with Smith Street, and is marked with a checked warning road sign. There are three residential entrances off of Conestoga Street South and the road surface is gravel.

Smith Street (Highway 6) is a Connecting Link arterial road with a posted speed limit of 50 km/hr. It has a pavement width of 9.8 metres, consisting of one through lane in each direction and a parking lane. The road authority for the Connecting Link is the Township; however, the Ontario Ministry of Transportation (MTO) must review and approve all traffic control devices on the roadway prior to installation. Smith Street has one through lane in each direction.

Parking is not permitted on the south side of Smith Street. Parallel parking is permitted on the north side of Smith Street to the east and west of the intersection with Conestoga Street, with parallel parking spaces defined with road paint. On street parking is also permitted on the west side of Conestoga Street North. There is a school bus loading zone on the east side of Conestoga Street North, located approximately 108 metres north of Smith Street and extending to Walton Street. Parking is not permitted within this school bus loading zone.

Sidewalks are located on both sides of the east leg of Smith Street and on the south side of the west leg of Smith Street. There is no sidewalk on Conestoga Street South and sidewalk on the east side of Conestoga Street North. White crosswalk lines are marked across Conestoga Street South. All four corners of the intersection have dropped curbs; however, they do not meet current AODA standards.

The intersection is proximate to the Arthur Public School, Tim Hortons, and Arthur Lion's Park. The intersection is an uncontrolled crossing, where pedestrians must yield to traffic before crossing; however, during school periods, the crosswalk is controlled by a crossing guard who provides the designated right-of-way for all pedestrians crossing Smith Street. Traffic must yield to the pedestrians in the presence of a crossing guard, in accordance with the Highway Traffic Act. School crossing signs are posted on Smith Street, on either side of the intersection with Conestoga Street, in both directions.

The approaches to the intersection are flat and straight. There is the potential that south(west)bound vehicle and pedestrian traffic on Conestoga Street North are obstructed from the view of east and west bound traffic on Smith Street as a result of vehicles parked along the north side of Smith Street. Additionally, the same situation exists for east and west bound vehicular traffic on Smith Street that may be obstructed from the view of southbound traffic on Conestoga Street North when vehicles are parked on the north side of Smith Street.

Sight distance is limited for vehicles stopped at the stop bar on Conestoga Street North by parallel parking on the north side of Smith Street. Vehicles stopped at the stop bar on Conestoga Street North must move ahead to view oncoming traffic before proceeding through the intersection and may also cause visual obstruction and sight distance issues for pedestrians crossing Smith Street from Conestoga Street North. The width of Smith Street, representing the pedestrian crossing distance, measured from the edge of pavement on either side of the roadway at the existing curb drops on the east and west leg of the intersection, is 12.2 m and 15 m, respectively. It should be noted that there is no sidewalk on the northwest corner of the intersection and the curb drop at this corner is for a residential entrance.

Figure 1 presents the lay-out of existing conditions of the intersection.

TRAFFIC COUNTS

A traffic count (vehicle and pedestrian) was conducted by Triton on October 8th and 9th, 2019, for a total observation period of 8 hours that are representative of the highest hours of traffic volumes experienced on an average day. The pedestrian count includes those crossing at and in the immediate vicinity of the intersection, and was split into those that crossed the road within 10 seconds of reaching the curb, and those that had to wait more than 10 seconds before crossing. This measure of pedestrian delay is used in the traffic signal warrant analysis. The pedestrian count was further split into assisted pedestrians and unassisted pedestrians. Assisted pedestrians include senior citizens, children under the age of 12, disabled pedestrians and other pedestrians requiring special consideration or assistance. Assisted pedestrians are accounted for by doubling their total.

The pedestrian movement counts (in terms of net equivalent adults) and vehicle traffic volumes for the intersection studied are summarized below in Tables 1 and 2, respectively.

Table 1: Summary of Observed Pedestrian Volume

Time Period	Pedestrians (Net Adjusted) Crossing Smith Street (Highway 6)				Pedestrians (Net Adjusted) Crossing the Side Street (Conestoga Street)			
	East Leg		West Leg		North Leg (Conestoga Street North)		South Leg (Conestoga Street South)	
	<10 s	>10 s	<10 s	>10 s	<10 s	>10 s	<10 s	>10 s
7:30 a.m. to 8:30 a.m.	7	8	2	0	3	1	15	0
8:30 a.m. to 9:30 a.m.	24	3	0	2	2	0	23	0
11:30 a.m. to 12:30 p.m.	1	0	0	0	0	0	4	0
12:30 p.m. to 1:30 p.m.	3	0	0	0	0	0	3	0
1:30 p.m. to 2:30 p.m.	0	3	1	0	1	0	7	0
3:00 p.m. to 4:00 p.m.	29	45	1	0	1	0	29	3
4:00 p.m. to 5:00 p.m.	3	1	0	0	0	0	17	0
5:00 p.m. to 6:00 p.m.	1	2	0	0	2	0	6	0
Totals	68	62	4	2	9	1	104	3
Totals	130		6		10		107	
Total Crossing	136				117			

Table 2: Summary of Observed Traffic Volume

Time Period	Smith Street (Highway 6)						Conestoga Street (Side Street)					
	East leg entering			West Leg entering			North Leg Entering (Conestoga Street North)			South Leg Entering (Conestoga Street South)		
	Left	Through	Right	Left	Through	Right	Left	Through	Right	Left	Through	Right
7:30 a.m. to 8:30 a.m.	1	264	34	25	314	0	23	0	33	0	0	0
8:30 a.m. to 9:30 a.m.	0	246	33	36	310	0	33	0	47	0	0	2
11:30 a.m. to 12:30 p.m.	1	261	17	13	229	0	13	0	11	0	0	0
12:30 p.m. to 1:30 p.m.	0	261	15	10	274	0	11	0	12	0	0	1
1:30 p.m. to 2:30 p.m.	2	267	14	10	262	0	19	0	11	0	0	1
3:00 p.m. to 4:00 p.m.	0	311	27	15	380	1	18	0	35	0	0	0
4:00 p.m. to 5:00 p.m.	1	331	32	14	289	0	20	1	16	0	0	0
5:00 p.m. to 6:00 p.m.	2	354	33	15	307	0	11	0	11	0	1	0
Totals	7	2,295	205	138	2,365	1	148	1	176	0	1	4
Total Entering	2,507			2,504			325			5		
Leg Total	5,024			4,975			669			14		

OPTIONS AND ANALYSIS

The available options for traffic and pedestrian control at the study location are as follows:

All Way Stop

An all-way stop would provide stop signs on all legs of the intersection. Warrants for all-way stop control are published in *OTM Book 5 – Regulatory Signs*. Per OTM Book 5, there are separate warrant calculations depending on the road classification. The first is for Arterial and Major Roads and the second is for Minor Roads. This location falls under the category for Arterial Roads.

The Major Roads analysis for all-way stop control requires the total vehicle volume on all approaches to the intersection to be at least 500 vehicles per hour for each of any eight hours of the day, with at least 200 units of combined vehicle and pedestrian volume wishing to cross the major street from the side/minor street for each of the same eight hours, having a delay of more than 30 seconds before crossing the major road but not having more than 70/30 volume split. This warrant was not met based on the traffic counts collected at this location for the period observed in October 2019.

Additionally, as per OTM Book 5, it is noted that all-way stop control is not to be used when the prime concern is for pedestrian protection, where intersections are offset, and where there is another permanent traffic control device within 250 m. Furthermore, all-way stops are inefficient in that they require all traffic to stop at all times, even when no conflicting movement is present.

The use of an all-way stop at this location is not appropriate, and is not recommended.

Full Traffic Signals, Intersection Pedestrian Signals (IPS), and Midblock Pedestrian Signals (MPS)

The study location could be fully signalized, with traffic heads controlling traffic on both the main road and side street, and pedestrian heads on all legs of the intersection. In accordance with current AODA requirements, Audible Pedestrian Signals are mandatory.

The OTM Book 15 – *Pedestrian Crossing Treatments* provides a Decision Support Tool that describes threshold conditions for assessing pedestrian crossing needs and the selection of a Treatment System. A complete analysis includes consultation of the DST along with a study of traffic conditions and physical characteristics of the location being studied.

Consistent with the DST, the first step in the analysis is to determine whether traffic signals are warranted, which was completed using the Justification calculations contained in OTM Book 12 – *Traffic Signals, Chapter 4 – Planning and Justification*. A summary of the Justifications based on existing conditions and the traffic count conducted in October 2019 is provided below and in Table 3.

Justification 1 – Minimum Vehicle Volume

The intention of this warrant is to address the minimum volume conditions for which signalization can be used to minimize the vehicle delay on the minor road and distribute the delay between the main and minor roadways. This justification is comprised of two parts. Part A considers the lowest total traffic on all intersection approaches and Part B considers the lowest total traffic on both approaches of the minor street. The need for traffic signals is considered when both parts of this Justification are 100 percent satisfied. Justification 1 was not met at this location based on current conditions.

Justification 2 – Delay to Cross Traffic

This warrant is intended to justify the use of traffic signals when the traffic volume on the main road causes excessive delay or hazard for traffic entering or crossing the main road from the minor road. The need for traffic signals is considered when both Parts A and B of this Justification are 100 percent satisfied. Justification 2 was not met at this location based on current conditions.

Justification 3 – Volume/Delay Combination

This justification is applicable when Justifications 1 and 2 are not 100 percent satisfied, but both are at least 80 percent satisfied, and should only be considered when other mitigation measures to reduce delay and inconvenience are unsuccessful. This justification was not applicable to this location as both parts of both Justifications 1 and 2 were not at least 80 percent satisfied based on current conditions.

Justification 4 – Minimum Four-Hour Vehicle Volume

This justification is only used by some jurisdictions (it is not used by the Ontario Ministry of Transportation [MTO]) and is considered when the intersection does not meet the warrants under Justifications 1 through 3; however, traffic experiences excessive delays for four or more peak hours of the day (typically used for specific locations, such as for intersections within commuter-dominated roadways, commercial areas, and manufacturing, office and/or industrial areas/accesses). This warrant was not met at this location.

Justification 5 – Collision Experience

This justification requires 15 correctable or reducible accidents over a 36-month period which would be susceptible to correction through installation of a traffic signal; however, this justification does not consider the effect on safety following the installation of traffic signals. We are not aware of a significant collision experience at the location studied. This justification rarely warrants traffic signals on its own and therefore was not considered as part of this study since the other justifications are not warranted.

Justification 6 – Pedestrian Volume and Delay

This calculation is used to determine if a traffic signal is warranted for pedestrians and examines both pedestrian and traffic volumes for the highest eight hours of factored pedestrian movement. Justification 6 consists of Part A, which is based on volume (pedestrian and traffic) alone, and Part B which examines pedestrian delays. The latter analysis considers the volume of factored pedestrians that are delayed 10 seconds or more before crossing. Both parts of Justification 6 were not met for this location based on current conditions.

Summary

A summary of the analysis of Justifications based on existing conditions and the traffic count conducted in October 2019 is provided in Table 3. Based on the results of the analysis, the installation of all-way stop control, traffic signals, IPS, or MPS are not warranted under current traffic conditions. Additionally, there is the potential that the installation of traffic signals could cause an increase in pedestrian delay (i.e., waiting more than 10 seconds before crossing) since pedestrians must push the button to activate and wait for the light to change. Triton does not recommend the installation of unwarranted signals as they are inefficient and are likely to result in additional delays to traffic movement (vehicle and pedestrian).

Based on the traffic count observations, it appears that the majority of pedestrians crossed Smith Street with minimal delay (less than 10 seconds). It should be noted that courteous drivers, as well as the presence of the school crossing guard may have influenced the lack of delay in crossing.

Table 3: Summary of Traffic Signal and Pedestrian Crossover Warrants

Warrant		Result	Notes	
Traffic Signal Warrants	Justification 1	Part A (Percent Fulfilled)	100	Justification 1 requires Part A and Part B to be 100 percent fulfilled; however, if both parts are at least 80 percent fulfilled, the lesser percent of the parts can be used in the assessment of Justification 3.
		Part B (Percent Fulfilled)	34	
	Justification 2	Part A (Percent Fulfilled)	100	Justification 2 requires Part A and Part B to be 100 percent fulfilled; however, if both parts are at least 80 percent fulfilled, the lesser percent of the parts can be used in the assessment of Justification 3.
		Part B (Percent Fulfilled)	58	
	Justification 3	Warrant Met?	No	Justification 3 is warranted when neither Justifications 1 and 2 are 100 percent fulfilled but both Justifications 1 and 2 are 80 percent fulfilled.
	Justification 6	Part A (Warrant Met?)	No	Justification 6 requires Part A and Part B to meet the justification requirement identified in OTM Book 12.
Part B (Warrant Met?)		No		
PXO Warrant	Vehicle Volume	≥ 750? (8-hr volume)	Yes (5,024)	The minimum 8-hour traffic volumes to warrant PXO installation are as follows: vehicle volume greater than or equal to 750 and total adjusted pedestrian volume greater than or equal to 100.
	Pedestrian Volume	≥ 100? (8-hr volume)	Yes (136)	

Pedestrian Crossover

Consistent with the DST, the first step of the analysis was completed and determined that traffic signals are not warranted based on existing conditions and traffic volumes observed in October 2019. The second step of the DST examines the minimum volume requirements for a PXO, which were met at this intersection based on 8-hour traffic volumes, as summarized in Table 3.

The third step of the DST evaluates the location of the intersection with respect to distance from another traffic control device. As per the DST in OTM Book 15, it is noted that a PXO should not be applied within 200 m from another traffic control device, unless there is a requirement for system connectivity or to continue pedestrian desire lines. Alternatively, when the 8-hour minimum traffic volumes are not met but there is a requirement for system connectivity or the need to continue pedestrian desire lines (with consideration of proximity to another traffic control device), then the site may be considered a candidate for installation of a PXO. The intersection of Smith Street and Conestoga Street is not within 200 m of a traffic-controlled intersection; therefore, a PXO treatment can be considered because the vehicle and pedestrian volumes satisfy the traffic volume warrant for a PXO.

Therefore, *Table 7: Pedestrian Crossover Selection Matrix* in OTM Book 15 is used to determine which type of PXO should be selected. The majority of pedestrians crossing Smith Street crossed at the East leg of the intersection, having a pedestrian crossing distance of 12.2 m. It is expected that most pedestrians would cross Smith Street at the East leg as this is on the same side of the roadway as the Arthur Public School and because there is no sidewalk on the northwest corner of the intersection, which is also located within a residential entrance. This crossing distance of 12.2 m is representative of a four-lane roadway (based on an assumed lane width of between 3.0 m and 3.75 m [as per MTO Geometric Design Standards for Ontario Highways]). Consistent with Table 7 in OTM Book 15, the appropriate PXO treatment based on this pedestrian crossing distance, is a Level 2,

Type B. A copy of the PXO selection matrix is included in Attachment A.

Supervised School Crossing

The existing crossing is signed as a School Crossing, although crosswalk markings are not present. In accordance with OTM Book 11 – Markings and Delineation, these crossings are marked by pavement crosswalk markings. At these crossings, when school crossing guards are present, they provide a designated right-of-way for all persons as vehicles must yield to a crossing guard. This is permitted in accordance with Section 176 of the Highway Traffic Act. It should be noted that in the absence of a school crossing guard, drivers are not required to yield the right-of-way to pedestrians.

Since the majority of the pedestrian crossing occurred during school hours, the site could be retained as a school crossing. In that case, the crosswalk should be pavement marked. However, this can create confusion during off hours when pedestrians must recognize that they do not have the right of way.

REVIEW AND RECOMMENDATIONS

The 8-hour traffic volumes observed at this intersection in October 2019 exceed the minimum volumes to warrant the installation of a PXO and is further supported by the fact that it is located on a pedestrian desire line and its location is more than 200 m from the traffic signals located at the intersection of Frederick Street and Smith Street. The pedestrian crossing distance on Smith Street is representative of a four-lane roadway (as per MTO Geometric Design Standards for Ontario Highways). The corresponding PXO treatment that can be considered for this site is Level 2, Type B. An example of a Level 2, Type B PXO is attached in Attachment B. A copy of Table 11 from OTM Book 15, which presents the required, desirable, and optional components of Level 2, Type B PXOs is also included in Attachment B.

The OTM Book 15 provides the following guidance with respect to Pedestrian System Connectivity: *The provision of pedestrian system connectivity is important for proper pedestrian accommodation...Facilitating connectivity between crosswalks and sidewalks, and/or trail networks involves understanding and monitoring pedestrian desire lines, which evolve as a function of land use, the location of pedestrian generators and attractors, and proximity to existing crossing facilities. Providing proper connectivity between origins and destinations allow pedestrians for simple and convenient access to facilities with the shortest possible deviation.* Due to its proximity to the Arthur Public School, Tim Hortons, and the Arthur Lion's Park, which are pedestrian generators and attractors, combined with adjacent on-street parking facilities, the intersection of Conestoga Street and Smith Street provides convenient access for pedestrians, therefore suggesting that it is located on a pedestrian desire line and provides pedestrian system connectivity.

It should be noted that the intersection of Smith Street and Conestoga Street is currently an uncontrolled crossing, where pedestrians must yield to traffic before crossing, except in the presence of the school crossing guard. Given that the traffic volumes are warranted and that this location is on a pedestrian desire line, it is recommended that a controlled crossing (PXO) be implemented at this intersection, in accordance with current standards for a Level 2 Type B PXO, as defined in OTM Book 15. Smith Street is the Highway 6 Connecting Link. As such, approval for traffic control devices, including PXOs, is required from the Ministry of Transportation (MTO).

DISCUSSION

Due to the volume of vehicle and pedestrian traffic, as well as the crossing distance, this site is a candidate for the installation of a Level 2, Type B pedestrian crossover. If the Township wishes to pursue this option, a request could be made to the MTO for review and approval; however, additional work is required identify any other modifications that may enhance the safety and effectiveness of the crossing (i.e., reduce the crossing distance through use of curb bulbs, determine whether any of the “desirable” and/or “optional” components in Table 11 of OTM Book 15 would be practical and beneficial to install, etc.).

The pedestrian crossing distance on Smith Street could be reduced by providing curb bump outs. These would provide better pedestrian visibility and shorten the crossing distance for pedestrians, and may act as an enhancement to traffic calming. Of particular concern is the visibility of pedestrians entering the crosswalk in relation to adjacent parked cars. In order to provide sufficient sight distance, some existing parking may need to be removed. The provision of bump-outs both reduces the crossing distance (and time) and improves pedestrian visibility. However, bump-outs can restrict right turn movements and slip-by movements around left turning vehicles, thereby affecting traffic operations. The provision of a bump-out can be considered during detail design.

SUMMARY

A review of traffic and pedestrian treatments for the intersection of Smith Street and Conestoga Street, Arthur, has been completed. Triton’s findings and recommendations are summarized as follows:

- All-way stop control, traffic signals, or pedestrian signals are not justified in accordance with the methodology contained in the OTM Book 12.
- This location is a candidate site for a Level 2, Type B PXO treatment, in accordance with OTM Book 15.
- Further study is required to determine modifications required for PXO implementation, including the consideration of curb bump outs.
- The PXO will be designed to meet AODA accessibility standards.
- PXO installation would require review and approval of the MTO. The MTO requires the preparation of PHM-125 “legal” drawing to be approved by their Traffic Section.

We trust that this meets your current requirements, and we would be pleased to review our findings with you, as required.

Yours very truly,

TRITON ENGINEERING SERVICES LIMITED

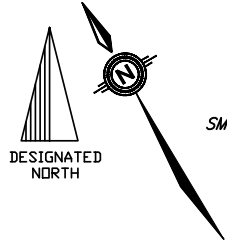


Howard Wray, P. Eng.



Lindsay Scott, P. Eng.

TOWNSHIP OF WELLINGTON NORTH SMITH STREET & CONESTOGA STREET INTERSECTION LAYOUT, EXISTING CONDITIONS (ARTHUR)



HSE
No. 310
SMITH STREET

HSE
No. 280
SMITH STREET

HSE
No. 291
SMITH STREET

HSE
No. 311
SMITH STREET

CONESTOGA
STREET
NORTH

CONESTOGA
STREET
SOUTH

SMITH STREET

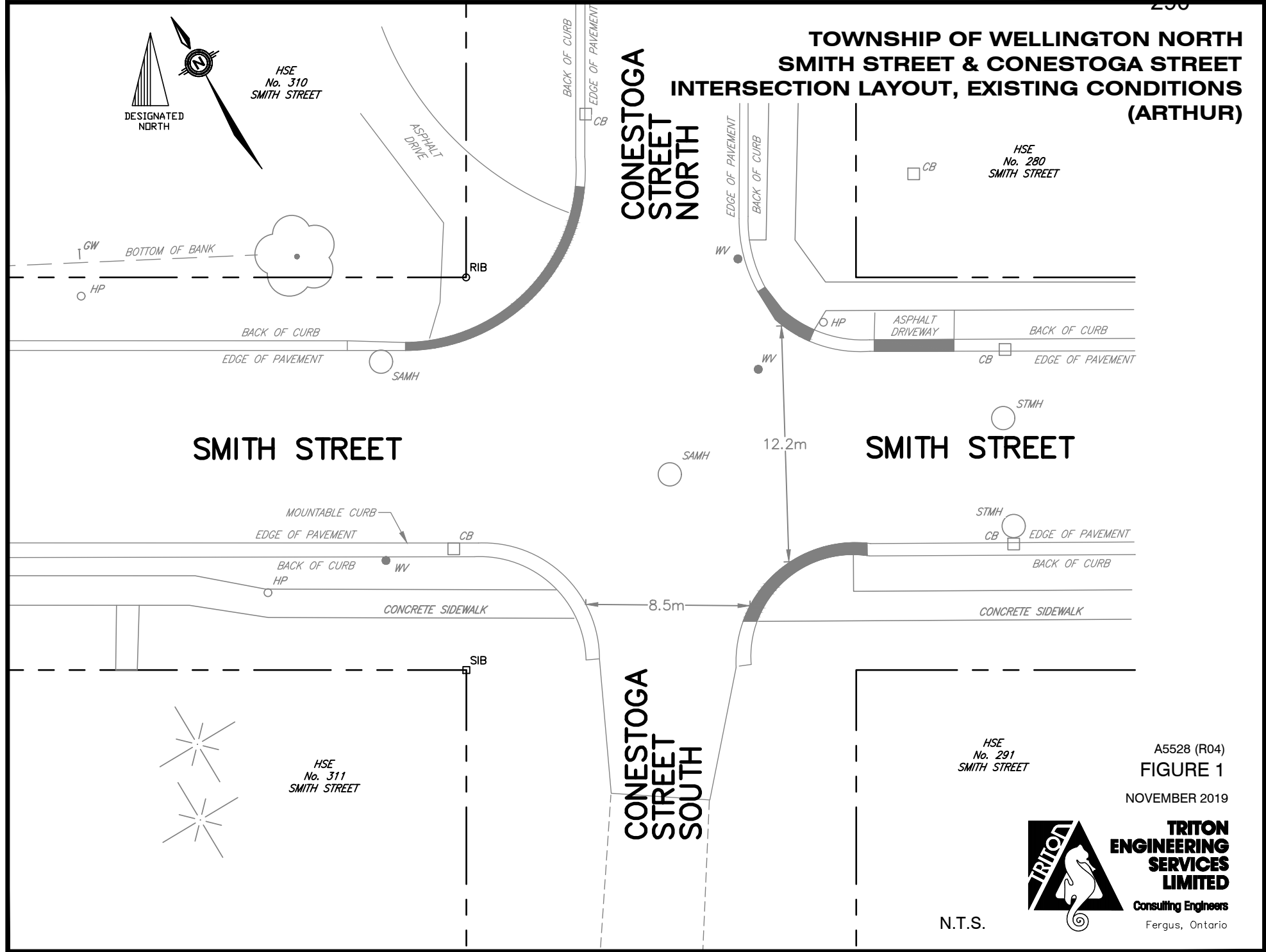
SMITH STREET



A5528 (R04)
FIGURE 1
NOVEMBER 2019

**TRITON
ENGINEERING
SERVICES
LIMITED**
Consulting Engineers
Fergus, Ontario

N.T.S.



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ATTACHMENT A
PXO SELECTION MATRIX

Table 7: Pedestrian Crossover Selection Matrix

Two-way Vehicular Volume			Posted Speed Limit (km/h)	Total Number of Lanes for the Roadway Cross Section ¹			
Time Period	Lower Bound	Upper Bound		1 or 2 Lanes	3 lanes	4 lanes w/raised refuge	4 lanes w/o raised refuge
8 Hour	750	2,250	≤50	Level 2 Type D	Level 2 Type C ³	Level 2 Type D ²	Level 2 Type B
4 Hour	395	1,185		Level 2 Type C	Level 2 Type B	Level 2 Type C ²	Level 2 Type B
8 Hour	750	2,250	60	Level 2 Type D	Level 2 Type B	Level 2 Type D ²	Level 2 Type B
4 Hour	395	1,185		Level 2 Type C	Level 2 Type B	Level 2 Type C ²	Level 2 Type B
8 Hour	2,250	4,500	≤50	Level 2 Type D	Level 2 Type B	Level 2 Type D ²	Level 2 Type B
4 Hour	1,185	2,370		Level 2 Type C	Level 2 Type B	Level 2 Type C ²	Level 2 Type B
8 Hour	2,250	4,500	60	Level 2 Type D	Level 2 Type B	Level 2 Type D ²	Level 2 Type B
4 Hour	1,185	2,370		Level 2 Type C	Level 2 Type B	Level 2 Type C ²	Level 2 Type B
8 Hour	4,500	6,000	≤50	Level 2 Type C	Level 2 Type B	Level 2 Type C ²	Level 2 Type B
4 Hour	2,370	3,155		Level 2 Type B	Level 2 Type B	Level 2 Type C ²	Level 2 Type B
8 Hour	4,500	6,000	60	Level 2 Type C	Level 2 Type B	Level 2 Type C ²	Level 2 Type B
4 Hour	2,370	3,155		Level 2 Type B	Level 2 Type B	Level 2 Type C ²	Level 2 Type B
8 Hour	6,000	7,500	≤50	Level 2 Type B	Level 2 Type B	Level 2 Type C ²	Level 1 Type A
4 Hour	3,155	3,950		Level 2 Type B	Level 2 Type B	Level 2 Type C ²	Level 1 Type A
8 Hour	6,000	7,500	60	Level 2 Type B	Level 2 Type B		
4 Hour	3,155	3,950		Level 2 Type B	Level 2 Type B		
8 Hour	7,500	17,500	≤50	Level 2 Type B	Level 2 Type B		
4 Hour	3,950	9,215		Level 2 Type B	Level 2 Type B		
8 Hour	7,500	17,500	60	Level 2 Type B			
4 Hour	3,950	9,215		Level 2 Type B			

Type A
 Type B
 Type C
 Type D

Approaches to roundabouts should be considered a separate roadways.

¹The total number of lanes is representative of crossing distance. The width of these lanes is assumed to be between 3.0 m and 3.75 m according to MTO Geometric Design Standards for Ontario Highways (Chapter D.2). A cross sectional feature (e.g. bike lane or on-street parking) may extend the average crossing distance beyond this range of lane widths.

²Use of two sets of side mounted signs for each direction (one on the right side and one on the median)

³Use Level 2 Type B PXO up to 3 lanes total, cross section one-way.

The hatched cells in this table show that a PXO is not recommended for sites with these traffic and geometric conditions. Generally a traffic signal is warranted for such conditions.

ATTACHMENT B
EXAMPLE OF A LEVEL 2 TYPE B PXO TREATMENT

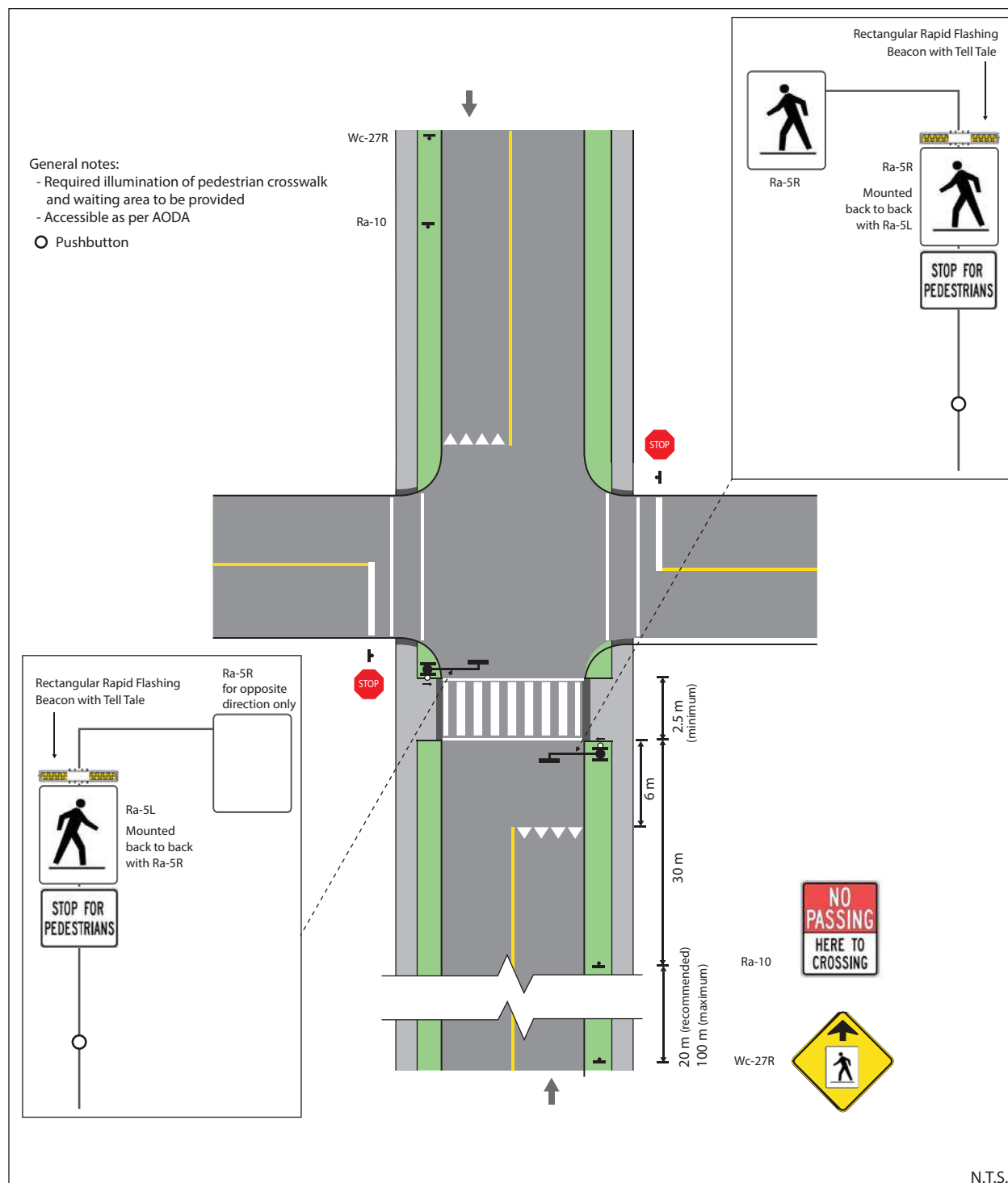


Figure 27: Pedestrian Crossover Level 2 Type B – Intersection (2-way)

Table 11: Components of Level 2 Type B Pedestrian Crossover

Required Components	Desirable Components	Optional Components
<ul style="list-style-type: none"> • Side-mounted pedestrian crossover signs, showing a symbol of a person crossing on a road (Ra-5R and Ra-5L), together with their Stop for Pedestrians (Ra-4t) tabs, on both sides of the road mounted back to back (For one-way applications, Stop for Pedestrians tab is required only for the direction of travel) • One over-head mounted pedestrian crossover sign showing a symbol of a person crossing on a road to the right (Ra-5R), for each direction of travel • Ladder Crosswalk Markings • Yield to Pedestrians line markings at 6.0 m from crosswalk • Actuated Double-sided Rectangle Rapid Flashing Beacon with Tell Tale and Pedestrian Pushbutton for pedestrians mounted above each set of side-mounted pedestrian crossover signs installed at the pedestrian crossover • Advanced Pedestrian Crossover Ahead sign (Wc-27R/Wc-27L) at 50.0 m upstream of the crosswalk • Passing restrictions on single lane approaches • Stopping prohibition for a minimum of 15 m on each approach to the crossing, and 10 m following the crossing • Lane change prohibition on multiple lane approaches using solid white lines (not applicable for exiting legs of roundabouts) • No Passing Here to Crossing sign (Ra-10) 30 m upstream of the crosswalk 	<ul style="list-style-type: none"> • Stopping prohibition for a minimum of 30 m on each approach to the crossing, and 15 m following the crossing 	<ul style="list-style-type: none"> • School Crossing Guard • Textured Crosswalk Markings • Raised Crosswalk • Pedestrian Pushbutton (Ra-11) sign • Safety elements including Barricades, Pedestrian Fencing, Gates, Walls, Bollards, and Barriers

Arthur
Wastewater
Treatment Plant
Expansion
Project:
Contract 1

Quarterly Report
Q4 2019

December 3, 2019



Client:	Township of Wellington North	Period Covered:	Q4 2019	Report No.	1
Contract Title:	Arthur WWTP Expansion Project, Contract 1	CIMA+ Project #:	T000851B		
Contractor:	Wellington Construction Contractors Inc. (WCCI)	Notice to Commencement Date:	May 29, 2019		
Contract No.	WELNOP17005	† Substantial Completion Date:	November 25, 2019		
		Prepared by:	Jaime Boutilier, P. Eng., PMP		



Summary of Work

Sanitary Pumping Station Frederick Street Site

Work Performed

1. WCCI mobilized to the Pumping Station site the week of September 16th and performed locates, removed existing fence and installed construction fencing.
2. The first site activities were to install MH11 and CB10, as well as sewer and storm pipes.
3. Excavation for the Pumping Station began the week of September 23rd and the shoring was installed.
4. Construction halted at the Pumping Station for a few weeks while WCCI worked on their Dewatering Plan.
5. Dewatering measures were implemented the week of October 21st and tying of rebar for the base slab commenced.
6. Base slab concrete pour was completed with no issues and tying of rebar for the walls commenced.
7. The concrete pour for the Pumping Station walls was completed with no issues and dampproofing application began.

Immediately Upcoming Work

1. Dewatering will continue.
2. Dampproofing and backfilling will be completed.
3. Shoring and forming for the top slab of the pump station will begin.
4. General site cleanup and tarping will be performed prior to holidays.
5. WCCI offsite from December 23rd to January 3rd.

Waste Water Treatment Plant Preston Street Site

Work Performed

1. Site preparation began at the WWTP the week of October 7th with layouts, modular fencing and silt fencing installation and electrical hook-ups to the temporary trailers.
2. Excavation of the driveway followed along with compaction of fill and granular. Compaction testing has been periodically performed by CMT.
3. Tree and stump removal was completed on the east side of the site.
4. Structural modifications were made to the existing basement wall to accommodate the new chemical containment wall.
5. Formwork was fabricated and installed for the chemical containment wall.
6. Excavation began for the exterior Alum Tank pad foundation.
7. Excavation began for the 300mm storm piping.

Immediately Upcoming Work

1. Work on underground piping will continue.
2. Work will continue for alum tank including excavation, pouring footings and curb, and forming and rebar tying for walls.
3. General site cleanup and tarping will be performed prior to holidays.
4. WCCI offsite from December 23rd to January 3rd.

Notes/Remarks:

Electrical Conduit Damage

During the excavation for the new Alum Tank on November 21st, WCCI damaged electrical conduits which temporarily affected power to the Ex. Sludge Treatment Building. WCCI's electrician was on site on the day of the incident. The damaged cables were repaired but other electrical power problems developed later that day. The Township of Wellington had coordinated with Wellington North Power (WNP) to provide some assistance. The Plant had operated on Standby power. The existing outdoor transformer was replaced on November 22nd by WNP. WNP sent their invoice directly to WCCI for this work.

Schedule

WCCI has neglected to meet the requirements of Specification 01320, namely to submit a CPM Baseline Schedule. Work onsite is progressing; however, CIMA cannot evaluate if current work progress will allow completion by the contractual Substantial Performance date without a CPM Baseline Schedule.

TABLE[Ⓐ] Document Tally up to November 29, 2019

	Document Description	Reviewed/Issued by CIMA**
1.	Shop Drawings (SD)	56
2.	Request For Information (RFI)	9
3.	Contemplated Change Notice (CCN)	1
4.	Site Instruction (SI)	5
5.	Request For Shutdown (RFS)	0
6.	Change Order (CO)	0
7.	Site Progress Meetings Completed	5

***Does not include reviews currently in progress*

Appendix A – Site Photos

Arthur WWTP: Week 4 - Photo 1.



Arthur WWTP: Week 4 – Photo 2.



Arthur WWTP: Week 4 – Photo 3.



Arthur WWTP: Week 4 – Photo 4.



Site Progress: Photo Description

	Arthur WWTP: Description
Photo 1.	Shows: Modular fencing installed along the north perimeter of the work site.
Photo 2.	Shows: Modular fencing installed along the north perimeter of the work site. Stake layout in progress.
Photo 3.	Shows: Material stored on site close to the Contractor's Site Office Trailer (Temporary location)
Photo 4.	Shows: Silt Heavy duty fencing installation in progress

WWTP – Preston Street



Arthur WWTP: Week 5 - Photo 1.



Arthur WWTP: Week 5 – Photo 2.



Arthur WWTP: Week 5– Photo 3.



Arthur WWTP: Week 5 – Photo 4.

SANIARY PUMPING STATION – Frederick Street



SAN Pumping Station: Week 5 – Photo 5.



SAN Pumping Station: Week 5 – Photo 6.



WEEKLY WORK SUMMARY

Site Progress: Photo Description	
	Arthur WWTP: Description
Photo 1.	Shows: Excavation is in progress for the Asphalt Drive Way.
Photo 2.	Shows: Offloading granular type B for the temporary driveway fill.
Photo 3.	Shows: Temporary Driveway fill. Compaction in progress (Smooth Drum Roller will be transported to site)
Photo 4.	Shows: Stripping of top soil removing from site; work in progress
Photo 5.	Sanitary Pumping Station: Description
Photo 6.	Shows: No activity for this week.

WWTP – Preston Street



Arthur WWTP: Week 6 - Photo 1.



Arthur WWTP: Week 6 – Photo 2.



Arthur WWTP: Week 6– Photo 3.



Arthur WWTP: Week 6 – Photo 4.

SANIARY PUMPING STATION – Frederick Street



SAN Pumping Station: Week 6 – Photo 5.



SAN Pumping Station: Week 6 – Photo 6.



SAN Pumping Station: Week 6 – Photo 7



SAN Pumping Station: Week 6 – Photo 8

Site Progress: Photo Description

Arthur WWTP: Description	
Photo 1.	Shows: Tree Removal is in progress.
Photo 2.	Shows: Offloading granular type B for the temporary driveway fill.
Photo 3.	Shows: Temporary Driveway fill. Compaction in progress.
Photo 4.	Shows: Temporary Driveway fill. Compaction in progress.
Sanitary Pumping Station: Description	
Photo 5/6.	Shows: Installation for groundwater dewatering system.
Photo 7/8.	Shows: Reinforcement installation is in progress for the new Pump Station base slab.

WWTP - Preston Street



Arthur WWTP: Week 7 - Photo 1.



Arthur WWTP: Week 6 - Photo 2.



Arthur WWTP: Week 7 - Photo 3.

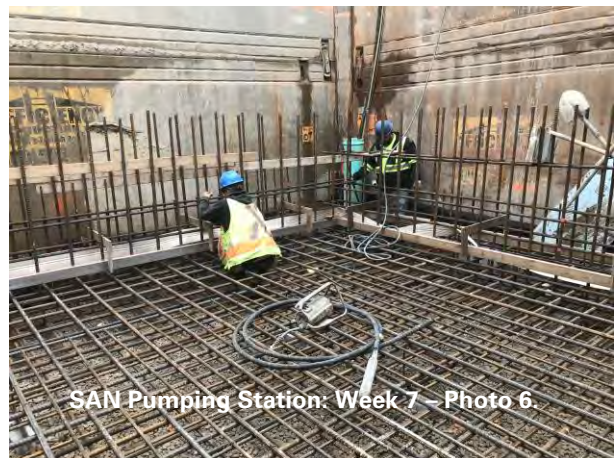


Arthur WWTP: Week 7 - Photo 4.

SANIARY PUMPING STATION - Frederick Street

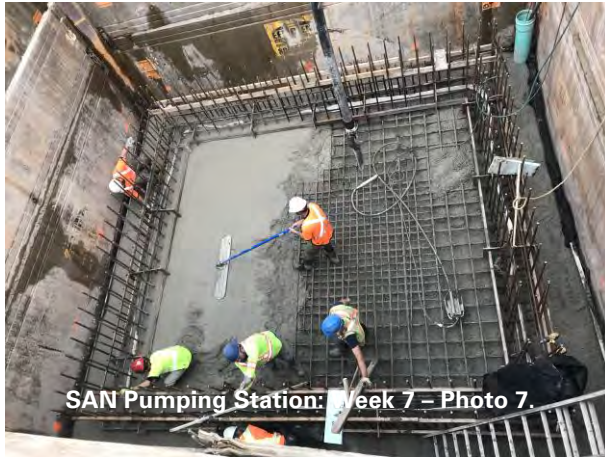


SAN Pumping Station: Week 7 - Photo 5.



SAN Pumping Station: Week 7 - Photo 6.

SANIARY PUMPING STATION – Frederick Street



SAN Pumping Station: Week 7 – Photo 7.



SAN Pumping Station: Week 7– Photo 8.



SAN Pumping Station: Week 7 – Photo 9.



SAN Pumping Station: Week 7 – Photo 10.

Site Progress: Photo Description Table

Arthur WWTP: Description	
Photo 1.	Shows: Excavation is in progress; Removal of top-soil & backfill
Photo 2.	Shows: Excavation is in progress; Removal of top-soil & backfill
Photo 3.	Shows: Compaction in progress for driveway.
Photo 4.	Shows: No activity due to continuous rain; ground is soft and saturated.
Sanitary Pumping Station: Description	
Photo 5.	Shows: Placement of clear stone after dewatering the excavated pit for the base slab.
Photo 6.	Shows: Plywood formwork & waterstop installation in progress for the floor slab & walls.
Photo 7/8.	Shows: Concrete place & vibrated; placed using the pump truck with chute.
Photo 9.	Shows: Concrete field testing is in progress.
Photo 10.	Shows: Float finish after concrete placement.

WWTP - Preston Street



Arthur WWTP: Week 8 - Photo 1.



Arthur WWTP: Week 8 - Photo 2.



Arthur WWTP: Week 8 - Photo 3.



Arthur WWTP: Week 8 - Photo 4.

SANIARY PUMPING STATION – Frederick Street

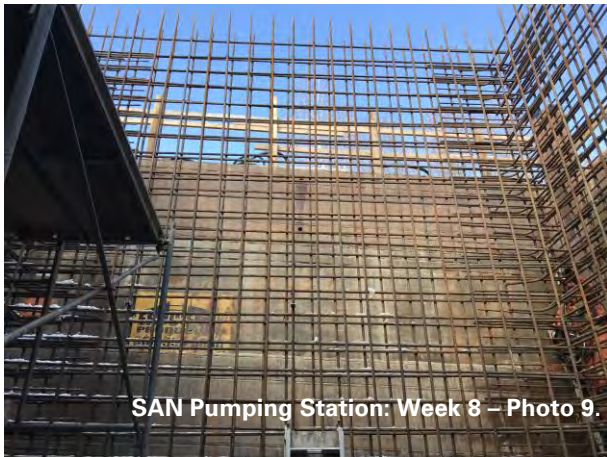


SAN Pumping Station: Week 8 - Photo 5.



SAN Pumping Station: Week 8 - Photo 6.

SANIARY PUMPING STATION – Frederick Street



Site Progress: Photo Description Table

Arthur WWTP: Description	
Photo 1.	Shows: Excavation is in progress; Fill material form the new circular tank location.
Photo 2.	Shows: Spreading of the granular type B material for the sub base along the driveway.
Photo 3.	Shows: Spreading of the granular type B material for the sub base along the driveway. Compaction in progress.
Photo 4.	Shows: Overall progress at the western end of driveway.
Sanitary Pumping Station: Description	
Photo 5.	Shows: Reinforcement installation started from the base of wall at the new Pump Station.
Photo 6.	Shows: Scaffolding erected.
Photo 7.	Shows: Planform installed for tying of the 25M wall rebar in place at that height.
Photo 8/9.	Shows: Wall reinforcement installation continues.
Photo 10.	Shows: Assembly of the formwork components started.

WWTP - Preston Street



Arthur WWTP: Week 9 - Photo 1.



Arthur WWTP: Week 9 - Photo 2.

SANIARY PUMPING STATION - Frederick Street



SAN Pumping Station: Week 9 - Photo 3.



SAN Pumping Station: Week 9 - Photo 4.



SAN Pumping Station: Week 9 - Photo 5.



SAN Pumping Station: Week 9 - Photo 6.

SANIARY PUMPING STATION – Frederick Street



SAN Pumping Station: Week 9 – Photo 7.



SAN Pumping Station: Week 9 – Photo 6.

Site Progress: Photo Description Table

Arthur WWTP: Description	
Photo 1&2.	Shows: No activity for the driveway this week.
Sanitary Pumping Station: Description	
Photo 3.	Shows: Formwork assembly is in progress for the Aluma Lite Form System.
Photo 4.	Shows: Formwork panels hoist into place for the walls.
Photo 5.	Shows: Formwork panel installation in progress for the internal face of wall.
Photo 6.	Shows: Formwork panel installation in progress for the external face of wall.
Photo 7.	Shows: Reinforcement installation is in progress for the wall to roof connections.
Photo 8.	Shows: Heating in progress in preparations for Monday's concrete pour.

WWTP - Preston Street



Arthur WWTP: Week 10 - Photo 1.



Arthur WWTP: Week 10 - Photo 2.

SANIARY PUMPING STATION - Frederick Street



SAN Pumping Station: Week 10 - Photo 3.



SAN Pumping Station: Week 10 - Photo 4.



SAN Pumping Station: Week 10 - Photo 5.



SAN Pumping Station: Week 10 - Photo 6.

SANIARY PUMPING STATION – Frederick Street



SAN Pumping Station: Week 10 – Photo 7.



SAN Pumping Station: Week 10 – Photo 8.

Site Progress: Photo Description Table

Arthur WWTP: Description	
Photo 1.	Shows: 600 Wall for Chemical Containment area; Form & reinforcement installed.
Photo 2.	Shows: Excavation started for the Alum Tank Foundation.
Sanitary Pumping Station: Description	
Photo 3/4.	Shows: Concrete pour is in progress for the perimeter walls.
Photo 5.	Shows: Field testing is in progress.
Photo 6/7.	Shows: Formwork panel installation remains in tact.
Photo 8.	Shows: Heating and Insulation is in progress.



Council Resolution Form

Date: 18 Nov 2019 No: Resolution No.261-19
 Moved By: Councillor Rigelhof Seconded by Disposition: CARRIED.
Councillor MacPherson
 Item No: 9.11.1

Description: Support for ministers to allow for electronic delegation

RESOLUTION:

WHEREAS Council has discussed lobbying the provincial ministers to allow for electronic delegation;

AND WHEREAS Council feel that it is unjust to have to attend expensive conferences to be able to have a delegation with Ministers or the Premier;

AND THEREFORE, Council requests that the Ministers and the Premier offer electronic delegations to small and rural Municipalities that do not have sufficient budget to attend conferences;

FURTHERMORE, that this resolution be sent to all Ontario Municipalities to request their support and sent to the Premier and all the Ministries for their consideration.

Recorded Vote Requested by:		
	Yea	Nay
B. Hunt	_____	_____
L. Perrier	_____	_____
C. Rigelhof	_____	_____
J. Frost	_____	_____
G. MacPherson	_____	_____



MAYOR

Declaration of Pecuniary Interest:

 Disclosed his/her/their interest(s), vacated he/her/their seat(s),
 abstained from discussion and did not vote



WELLINGTON NORTH HEALTH PROFESSIONAL RECRUITMENT COMMITTEE
c/o North Wellington Health Care, 630 Dublin Street. Mount Forest, ON N0G 2L3

Friday, December 6, 2019

Dale Small
Business Economic Manager
Township of Wellington North
Box 125, 7490 Side Road 7 West
Kenilworth, ON N0G 2E0

Dear Dale,

On behalf of the Mount Forest and Area Health Professional Recruitment Committee, I would like to thank you for your continued support of our health care professional recruitment efforts in this area. With the past financial assistance from Wellington North, the Health Professional Recruitment Committee was able to successfully market and promote our community in 2019 as an excellent place to live, learn and practice health care.

We currently have no physicians openly considering retirement in Mount Forest in the near future; however we continue to be aware that people living and moving to the area are unable to get attached to a physician or nurse practitioner in our area. We know that there are additional changes to be anticipated as Ontario Health Teams are planned and implement across the province. The impact of these changes upon recruitment and retention are not yet known or understood.

The attached summary provides an update of the current recruitment strategies that we have in place. These strategies have been guided by input and support from the Mount Forest and Area Recruitment Committee. Funding that we receive from the Municipality allows us to continue to implement these successful recruitment strategies.

It is our sincere hope that Wellington North will continue to provide \$10,000 financial support in 2020 for health professional recruitment efforts. Without your support, we will not be as successful. We are also keenly aware that the demand for funds is an ongoing challenge for most rural municipalities. We would be happy to work with you on health professional recruitment in either case.

Should you have any questions you may reach me at the Family Health Team Office (519-323-0255 ext. 5004).

Sincerely,

Suzanne Trivers,
Chair, Mount Forest and Area Health Professional Recruitment Committee

cc: Andrea Serratore, Professional Staff & Credentialing Lead, North Wellington Health Care
cc.: Michael Givens, CAO Clerk, Township of Wellington North

Recruitment Strategies for Rural Family Physicians

The goal of recruitment strategies in Wellington North and Southgate is to focus our energies on continuing to provide excellent learning opportunities for medical students, residents, interns and practicing physicians interested in exploring what our area has to offer, in terms of both work and leisure. We need to continue to put Wellington North and Southgate on the map as great places to live and work. While there are no guarantees when it comes to physician recruitment, we do know that the more interest and positive experiences we generate, the greater the odds of recruiting. Recruitment energy has focused on the following strategies:

TARGETING MEDICAL TRAINEES TO HAVE A RURAL EXPERIENCE

Education is the key to solving the problem of recruitment and retention of rural physicians. Appropriate education involves ongoing training that ensures learners acquire the knowledge and skills needed to practice successfully in rural areas, from undergraduate medical school and into medical residency practice. By providing learning experiences for medical students in a rural setting we increase interest in and understanding of rural practice. Students go back to their main campus and tell other students about their experiences.

Medical Residents are in their final years of training and are starting to look for places to live and work. They are also licensed physicians and, as such, are able to help provide care to our patients with the support and mentorship of our local physicians. Dr. Chris Rowley, Dr. John Reaume, Dr. Alex Goytisolo and Dr. Julie Weinstein continue to mentor Medical Trainees. This gives potential recruits an excellent opportunity to get to know our community and health care system at the right time in their training to support successful recruitment. This is especially important as a way to link our physicians who are beginning to look toward retirement with students who might share the same approach to care.

PARTICIPATING IN RURAL MEDICINE SKILLS DAY

Mount Forest continues to offer a unique learning opportunity to 20 first year McMaster Medical students at Rural Medicine Skills Day. This year, our one-day, hands-on learning opportunity for first year medical students took place in January. For most of the students, this is their first opportunity to try minor procedures such as suturing, intubation, and casting. Mount Forest takes this opportunity to highlight some of the unique features of the area by having students meet a local Mennonite Family and providing dinner catered by a local company.

MARKETING INITIATIVES

We continue to benefit from the investment made in our recruitment marketing materials (booth, display, brochures, give-a-ways) targeting young physicians at local Medical Trade Shows. The materials promote Wellington North as a place to live and work that offers rural comforts with close proximity to urban centres, along with plenty of recreational opportunities.

PROMOTING AND COORDINATING COMMUNITY SITE VISITS

Hosting prospective applicants is an important strategy used in health care recruitment. This allows us to highlight the living and working opportunities throughout Wellington North.

INCREASING LOCUM OPPORTUNITIES

A locum doctor is a physician holding a temporary job at a medical facility or medical office. New physician graduates often want to try out a community by providing locum coverage first. For those physicians interested in our community and not yet ready to set up a practice, we encourage them to do a locum. The goal of increasing the number of locum experiences in Wellington North is to increase the odds that a physician will want to stay and work in our area. We are pleased to note that a locum physician has made the decision to stay and practice in Arthur.

RETENTION EFFORTS

A physician Charity Baseball game was held this past June with physicians participating from Louise Marshall Hospital, Palmerston & District Hospital and Groves Memorial Community Hospital coming together for a day of fun!



WHO WE ARE

The Mount Forest and Area Health Professional Recruitment Committee was created as a strategy to enhance the recruitment of doctors and other health care professionals to the Wellington North area.

The Committee consists of the following members:

- Suzanne Trivers, Executive Director Mount Forest Family Health Team and Chair of the Mount Forest and Area Health Care Recruitment Committee
- Dr. John Reaume, Mount Forest Physician
- Steve McCabe, Wellington North Councilor
- Dan Yake, NWHC Board Member
- Bob Becker, Community Member
- Brian Milne, Southgate Community Designate
- Andrea Serratore, Professional Staff & Credentialing Lead

The Committee meets quarterly to review recruitment strategies, monitor progress, identify gaps and develop strategies to meet these gaps.

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

BY-LAW NUMBER 104-19

**BEING A BY-LAW CONCERNING THE COLLECTIVE AGREEMENT
WITH THE CANADIAN UNION OF PUBLIC EMPLOYEES (C.U.P.E.)
LOCAL 255.11 AND THE CORPORATION OF THE TOWNSHIP OF
WELLINGTON NORTH.**

WHEREAS the Corporation of the Township of Wellington North deems it advisable to ratify by by-law the Collective Agreement with the Canadian Union of Public Employees (C.U.P.E.) Local 255.11;

NOW THEREFORE the Council of the Corporation of the Township of Wellington North enacts as follows:

1. All provisions as outlined in substantially the same form as the draft agreement attached hereto as Schedule "A", and forming the Collective Agreement between the Corporation of the Township of Wellington North and C.U.P.E. Local 255.11, shall form the basis of wage rates and working conditions for the period July 1, 2019 to June 30, 2022.
2. That the Mayor and the Chief Administrative Officer of the Corporation of the Township of Wellington North are hereby authorized and directed to execute the said agreement and all other documentation required, on behalf of the Corporation.
3. All amendments shall be presented to Council in the form of a replacement by-law.
4. This by-law shall not be interpreted to contradict or violate any statute or regulation of the Province of Ontario.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 16TH
DAY OF DECEMBER, 2019.**

ANDREW LENNOX, MAYOR

KARREN WALLACE, CLERK

COLLECTIVE AGREEMENT

BETWEEN:

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

- AND -

**CANADIAN UNION OF PUBLIC EMPLOYEES
AND ITS LOCAL 255.11**

(July 1, 2019 - June 30, 2022)

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ARTICLE 1 - PURPOSE

- 1.1 It is the purpose of both parties to this Agreement:
- 1) To establish and promote a good relationship between the Employer and the Union and to provide settled and just conditions of employment;
 - 2) To encourage and improve efficiency in operations and delivery of services to the public without interruption or interference with work;
 - 3) To secure prompt and fair disposition of grievances.

ARTICLE 2 - RECOGNITION

- 2.1 The Employer recognizes the Canadian Union of Public Employees and its Local 255 as the bargaining agent of all employees of the Corporation of the Township of Wellington North in Wellington North, save and except Supervisor, persons above the rank of Supervisor, persons regularly employed for not more than twenty-four (24) hours per week and students employed during the school's vacation period, and persons employed for a definite term or task.
- 2.2 Persons employed for a definite term or task shall be deemed to mean persons employed for a definite term or task of up to six (6) months duration. Discharge, discipline or layoff of a person employed for a definite term or task shall not be subject to the grievance procedure.

ARTICLE 3 - MANAGEMENT RIGHTS

- 3.1 The Union acknowledges that it is the exclusive function of the Corporation to:
- (a) maintain order, discipline and efficiency;
 - (b) hire, retire, discharge, classify, transfer, assign duties, direct, promote, demote, layoff and suspend or otherwise discipline employees for just cause; and
 - (c) generally to manage the interests of the Corporation and without restricting the generality of the foregoing, the kinds and locations of equipment, machines and tools to be used, the services and level of service to be delivered, the scheduling and methods of meeting service requirements, the allocation and the number of employees required from time to time;
 - (d) formulate and amend from time to time reasonable rules and regulations to be observed by employees;

- (e) introduce new improved methods, facilities and equipment.
- 3.2 The Employer agrees that it will not exercise its Management Rights in a manner inconsistent with the terms of this Agreement.

ARTICLE 4 - REPRESENTATION

- 4.1 The Union membership shall elect three (3) stewards, together with an alternate steward, each of whom shall have attained seniority. The names of the stewards shall be given to the Corporation, in writing, and the Corporation shall not be required to recognize any such steward until it has been so notified. Union Stewards shall not suffer any loss of regular pay or benefits during negotiations with the Employer up to “and including” conciliation.
- 4.2 It is understood that the steward has his regular work to perform and that if it is necessary for him to service a grievance during working hours, he will not leave his work without first obtaining the permission of his immediate supervisor. Such permission shall not be unreasonably denied. In obtaining such permission, the steward shall state his destination and reason to his immediate supervisor and report again to him at the time of his return to work.
- 4.3 For the purpose of negotiations between the parties, the Corporation shall recognize a negotiation committee of the Union to be composed of not more than three (3) employees.
- 4.4 The negotiation committee shall be entitled to have present and be represented by a representative of the Canadian Union of Public Employees at all negotiation meetings between the Union and the Corporation.
- 4.5 Representatives of the Union shall not suffer any loss of regular pay or benefits for negotiations with the Employer up to and including conciliation.
- 4.6 The Union and the employees shall not engage in Union activities during working hours or hold meetings at any time on the premises of the Corporation.
- 4.7 On the request of either party, the parties shall meet at least once every two months until this Agreement is terminated for the purpose of discussing issues relating to the workplace which affect the parties or any employee bound by this Agreement.

ARTICLE 5 - GRIEVANCE

5.1 The parties to this Agreement are agreed that it is of the utmost importance to adjust complaints and grievances concerning the application or alleged violation of the agreement as quickly as possible.

5.2 No grievance shall be considered where the circumstances giving rise to it occurred or originated more than five (5) full working days before the filing of the grievance.

5.3 Grievances properly arising under this Agreement shall be adjusted and settled as follows:

Step One (a) The aggrieved employee, with his steward, shall present his grievance in writing to his immediate supervisor. The immediate supervisor shall give his decision within two (2) working days following the presentation of the grievance to him. If the immediate supervisor's decision is not satisfactory to the employee concerned, then the grievance may be presented as follows;

Step Two (b) Failing satisfactory settlement of the grievance at Step One, the employee concerned, together with the steward, shall submit the grievance in writing to the Administrator, who shall render Council's written decision within ten (10) working days. The Union may have the assistance of a representative of the Canadian Union of Public Employees.

(c) A written grievance shall bear the name(s) of the grievor(s), the nature of the grievance, the article(s) alleged to be violated, the corrective measures suggested as remedy and the date. The grievance must be signed by the steward or alternate and the grievor.

(d) Failing satisfactory settlement of the grievance at Step Two, the grievance may be referred in writing by either party to a Board of Arbitration at any time within ten (10) working days after the decision is given under Step Two, or should have been given. If no such written request for arbitration is received within the time limits, then it shall be deemed to have been abandoned.

(e) No matter shall be submitted to arbitration if it has not been properly carried through all the required steps of the grievance procedure.

- 5.4 Where a dispute involving a question of general application or interpretation occurs, the Union shall file grievance to be initiated at Step Two of the grievance procedure
- 5.5 Prior to any grievance proceeding to arbitration the parties agree to use the services of a Grievance Mediator. The costs of this service shall be shared equally by the parties. Failing a satisfactory settlement in this process either party reserves the right to proceed to arbitration.

ARTICLE 6 - ARBITRATION

- 6.1 When either party requests that a grievance be submitted to arbitration, the request shall be made by registered mail addressed to the other party of the Agreement under the provisions of Section 48 or 49 of the Labour Relations Act of Ontario, 1995 as amended from time to time, which shall be attached as Schedule "B" to this Agreement.
- 6.2 The Board of Arbitration shall not have any power to alter or change any of the provisions of this Agreement or to substitute any new provisions for any existing provisions, nor to give any decision inconsistent with the terms and provisions of this Agreement.
- 6.3 Each of the parties to this Agreement will bear the expenses of the arbitrator appointed by it and the parties will jointly bear the expenses, if any, of the Chairman.
- 6.4 The time limits fixed in both the grievance and arbitration procedure may be extended only by consent in writing of the parties to this Agreement.

ARTICLE 7 - DISCHARGE CASES

- 7.1 A claim by an employee, who has completed his probationary period, that he has been unjustly discharged, shall be treated as a grievance at Step Two within five (5) working days after the discharge is effected. Such grievance shall be settled under the Grievance or Arbitration procedure.

ARTICLE 8 - NO STRIKES - NO LOCKOUTS

- 8.1 In view of the orderly procedure established by this Agreement for settling of disputes and handling of grievances, the Union agrees that during the life of this Agreement there will be no strikes. The Corporation agrees that there will be no lockouts. Lockouts and strikes as defined in the Labour Relations Act of Ontario, 1995.

ARTICLE 9 - WAGES

- 9.1 Schedule "A" attached is hereby made part of this Agreement. Wages shall be paid on a bi-weekly basis and all deductions shall be itemized on the pay slip.
- 9.2 The Schedule "A" job classification and wage grid is an increment system recognizing years of service. The increment system has the following considerations:
1. Current employees on staff before the date of ratification will be grandfathered into the highest pay step (Step 3).
 2. Probation means the "probationary period" as defined in Article 13.2 for new hire employees; or
 3. Probation means a four (4) week trial period for employees who hold seniority rights that transfer job classifications in Schedule "A" in accordance with Article 13.11.
 4. After the probationary period, employees shall move to Step 1 and remain at that step until they complete one (1) year of active service.
 5. After Step 1, employees shall move to Step 2 and remain at that step until they complete one (1) year of active services.
 6. After Step 2, employees shall move to Step 3 and have reached job rate for the job classification.

ARTICLE 10 - HOURS OF WORK AND OVERTIME

- 10.1 (a) The normal work week for Works Department employees shall be forty (40) hours per week. The normal daily schedule shall be eight (8) hours of work. Monday to Friday exclusive of an unpaid half-hour lunch period.
- (b) The normal work week for Office employees shall be thirty-five (35) hours per week. The normal daily schedule shall be seven (7) hours of work. Monday to Friday exclusive of an unpaid one-hour lunch period.
- (c) The normal work week for Recreation Department employees shall be forty (40) hours per week. The normal daily schedule shall be eight (8) hours of work exclusive of an unpaid half-hour lunch period. Except when operationally unable, employees may leave the recreation facility during their unpaid half-hour lunch period. Weekend and evening hours are a requirement within the Department.
- 10.2 All authorized work performed in excess of the normal work week as defined in Article 10.02 above will be paid at the rate of time and one half for each hour worked, with the exception of Sunday for which the rate of two times each hour worked applies.
- 10.3 There will be two (2), fifteen (15) minute break periods allowed each day; one in the forenoon and one in the afternoon.
- 10.4 An employee who is called in to work outside of his regular scheduled hours, not immediately prior to his next scheduled shift, shall be compensated for a minimum of two and a half (2.5) hours at the overtime rate.
- 10.5 An employee required to work twelve (12) consecutive hours without a break of one hour shall receive a meal allowance of fifteen (\$15.00) dollars.
- 10.6 Employees who are required by the Road Superintendent to be on standby/on-call shall be paid their hourly rate for one hour each day the employee is required.

ARTICLE 11 - STATUTORY HOLIDAYS

11.1 The following holidays, regardless of when they fall, will be granted to all employees: New Year's Day, Family Day, Good Friday, Easter Monday, Victoria Day, Canada Day, Civic Holiday, Labour Day, Thanksgiving, Remembrance Day, Christmas Day and Boxing Day. If the holiday falls on a non-working day, the Employer shall designate a working day as the holiday.

Additional holidays to be two (2) float days and to be scheduled by department upon consultation with parties.

11.2 To qualify for statutory holidays with pay, an employee must fully work his last scheduled shift immediately before or his first scheduled shift immediately after the holiday, unless absent through prior permission of the Corporation. Such prior permission shall not be unreasonably withheld.

11.3 Any employee required to work on a statutory holiday as defined in Article 11.1 shall be compensated for all authorized work performed on such holidays at the rate of double time (2 times) the time worked, in addition to his regular pay.

ARTICLE 12 - VACATIONS

12.1 (a) Employees who, as of January 1 of the current year, meet the service requirement shall be granted vacation entitlement as follows:

After one (1) year of continuous service - 2 weeks;
 After four (4) years of continuous service - 3 weeks;
 After nine (9) years of continuous service weeks - 4 weeks;
 After fourteen (14) years of continuous service - 5 weeks;
 After nineteen (19) years of continuous service - 6 weeks;

• MARLIN HERRIOT TO BE GRANDFATHERED

EFFECTIVE JANUARY 1, 2017

Vacations shall not be normally accumulated or waived, but must be taken within the current calendar year. At its sole discretion, the Corporation may allow all or part of an employee's vacation entitlement to be carried forward one year.

- (b) An employee who leaves the employment of the Corporation, for any reason, or has less than 1 year of continuous service as of December 31 of each year, shall receive vacation pay in accordance with the Employment Standards Act.
- (c) The Corporation and the Union agree that employees will earn vacation entitlement and be paid vacation pay on earnings on a current *year* basis. Employees who are absent from work for any reason, with the exception of vacation, during the period of January 1 to December 31 in which vacation entitlement is earned, shall be paid vacation on a pro-rata basis.
- 12.2 Choice of vacation dates shall be governed according to seniority within the department subject to the requirement to maintain efficient operation in the department in question.
- 12.3 In the event that a statutory holiday falls within the vacation period of an employee, his vacation shall be extended by an extra day.
- 12.4 When, during his vacation, an employee is confined to hospital, he shall be entitled to take his vacation or part thereof which has been displaced at another time mutually agreed upon. An employee may be required to provide acceptable documentation prior to returning to work.
- 12.5 "Continuous Service" is defined as length of service in the employ of the Corporation, but does not include authorized or unauthorized absences from work with the Corporation.

ARTICLE 13 - SENIORITY

- 13.1 Seniority as referred to in this Agreement shall mean length of service with the Corporation from the date of last hiring into the bargaining unit by the Corporation, save and except the employees listed below shall have their seniority based on their service with the Corporation prior to the amalgamation on January 1, 1999.

EMPLOYEE NAME	SENIORITY (m/d/y)
Marlin L. Herriot	12/01/74
Glen Lehman	04/12/97
James Edwin White	12/14/98

- 13.2 An employee will be considered on probation for the first four (4) months and will have no seniority rights during that period. After five (5) months of service, his seniority shall date back to the day on which his employment began. The dismissal, layoff or failure to recall after layoff of a probationary employee shall not be the subject of a grievance.
- 13.3 Seniority lists will be revised each twelve (12) months. A copy of the list will be posted and a copy given to the Union. If an employee does not challenge the position of his name on the seniority list within the first twenty (20) working days from the date his name first appeared on a seniority list, then he shall be deemed to have proper seniority standing. If a term/task employee successfully attains a permanent position after a minimum 24 months of service with the Township as a term/task employee, they will earn up to a maximum 12 months' seniority within the Union. No retroactivity will apply.
- 13.4 Promotion, job posting, layoff and recall from layoff shall be based upon the following factors:
- (a) seniority;
 - (b) skill, ability and qualifications.

Where the requirements in factor (b) are in the opinion of the Corporation equal, seniority shall govern.

- 13.5 Seniority shall terminate and an employee shall cease to be employed by the Corporation when he:
- (a) voluntarily quits his employment with the Corporation; where the Employee does not give notice of intent to rescind resignation within 72 hours.
 - (b) is discharged and is not reinstated under the provisions of this Agreement;
 - (c) is off the payroll for the lesser of the employee's seniority or 24 months;
 - (d) fails to report for work within five (5) working days after being notified by the Corporation by registered mail to his last address on record following a layoff;
- 13.5
- (e) fails to return to work upon termination of authorized leave of absence, unless request for extension has been communicated to the Corporation in writing. Such request for extension may be granted for reasons satisfactory to the Corporation;

- (f) accepts employment while on leave of absence;
 - (g) retires;
 - (h) is absent from work for five (5) working days or more without providing a valid reason acceptable to the Corporation.
- 13.6 No employee shall be transferred to a position outside the bargaining unit without his consent. If an employee is transferred to a position outside of the bargaining unit, he shall retain his seniority accumulated up to the date of leaving the unit, but will not accumulate any further seniority. Such employee shall have the right to return to a position in the bargaining unit during his trial period, which shall be a maximum of sixty (60) days. If an employee returns to the bargaining unit, he shall be placed in a job consistent with his seniority. Such return shall not result in the layoff or bumping of an employee holding greater seniority.
- 13.7 It shall be the duty of each employee to notify the Corporation promptly of any change in address and telephone number. If an employee fails to do this, the Corporation will not be responsible for failure of a notice to reach such employee.
- 13.8 When a vacancy occurs or a new position is created, the Employer shall post notice of the position on all bulletin boards for a minimum of one (1) week in order that all members will know about the position and be able to make written application.
- 13.9 Such notice shall contain the following information: nature of position, qualifications, required knowledge and education, skills, shift, wage or salary rate or range. In filling job vacancies, including promotions, transfers and new positions, the job shall be awarded on the basis of the criteria specified in Article 13.4.
- 13.10 A minimum of three (3) weeks' notice of layoff shall be given or pay-in-lieu thereof.
- 13.11 The successful applicant for a posted job vacancy shall be given a four (4) week trial period to determine the suitability of the position to him and the Employer's satisfaction with his performance. If the employee is not suited or satisfactory, he shall be returned to his former position and wage rate without loss of seniority.

Any other employee affected by this rearrangement of positions shall be returned to his former position and wage rate without loss of seniority.

13.12 A layoff shall be defined as a reduction of the work force.

13.13 Contingency Plan for Water and Sewer Services

The parties agree that prior to the commencement of a work stoppage; they will negotiate and agree to a contingency plan for the provision of water and sewer services.

ARTICLE 14 - LEAVE OF ABSENCE

14.1 The Corporation may grant leave of absence without pay and without loss of seniority to an employee. All requests for such leave of absence shall be in writing as far in advance as practicable and the Corporation agrees to confirm or deny the request for such leave as soon as possible. Such leave shall not adversely affect the efficiency of operation and delivery of service.

14.2 In the event of a death in the family of an employee covered by this Agreement, the Corporation agrees to grant time off including the day of the funeral, and to make up the employee's regular pay (exclusive of any premium) for any absence not to exceed five (5) working days.

All bereavement leave is to be taken within five (5) calendar days before or after the day of the funeral. Additional unpaid leave of absence for bereavement purposes may be granted upon request.

Five (5) consecutive paid working days leave of absence for an immediate family member - Spouse, Child, Mother, Father, Brother, Sister, Mother-in-Law, Father-in-Law, Common-Law Spouse, Step-Child, Step-Mother, Step-Father, Step-Brother, Step-Sister.

Two (2) consecutive paid working days leave of absence for an immediate family member - Grandfather, Grandmother, Grandchild, Aunt, Uncle, Sister-in-law, Brother-in-law, Niece, and Nephew (includes common-law, in-law and step relations).

One (1) day paid leave of absence for a First Cousin, or for the purpose of being a pallbearer.

One half (1/2) day paid leave of absence for the purpose of attending the funeral of a fellow employee.

Bereavement leave, which falls on a paid holiday or vacation period, shall not be counted as part of the holiday or vacation.

- 14.3 The Corporation agrees to grant leave of absence without pay and without loss of seniority for union business to not more than two (2) employees selected by the Union to attend conventions or conferences. The cumulative total of leave of absence granted under this section shall not exceed eight (8) working days in any calendar year. Requests for such leave of absence shall be made in writing at least three (3) weeks in advance of such leave. The Corporation agrees to confirm or deny the request for such leave of absence within five (5) calendar days of receipt of the request. A request for such leave shall not be unreasonably denied. An employee shall receive the pay and benefits provided for in this Agreement when on unpaid leave of absence for union business or conventions. However, the Union shall reimburse the Employer for all pay and benefits received for the period of absence.
- 14.4 Each employee shall be entitled to pregnancy and parental leave in accordance with the provisions of the Employment Standards Act, as amended.
- 14.5 An employee required to serve as a juror or crown witness shall be granted a leave of absence without loss of seniority and shall be entitled to receive for each day of absence the difference between his regular straight time rate for all hours lost and the amount of fee received, provided the employee furnishes the Corporation with proof of service showing the amount of fee received.

ARTICLE 15 - EMPLOYEE BENEFITS

- 15.1 Each employee shall be provided with a Comprehensive Group Insurance Plan that provides for Life Insurance, Extended Medical, Long-Term Disability Benefit and Weekly Indemnity Benefit.

The Comprehensive Plan will provide the following benefits:

Extended Medical Benefits - including Semi-private hospitalization, Drug benefit and Dental plans;

Life Insurance and Accidental Death – 2x Annual Earnings;

Weekly Indemnity - 85%; \$800.00

Long-term Disability.

Benefit amount – 75% of monthly earnings to a maximum of \$6000.00.

- 15.2 Subject to Article 15.3, the Corporation will pay 100% of premiums for the current benefit plans.

Extended Health Care:

- Chiropractor - \$500.00 yearly - \$0.00 deductible
- Physio - \$500.00 yearly - \$0.00 deductible
- Massage - \$600.00 yearly - \$0.00 deductible
- Increase Psychologist benefits to include Registered Social Worker and Psychotherapist as eligible practitioners
- Vision Care \$400.00 - \$75.00 for eye examination every twenty-four (24) months

15.3 An employee to be placed on layoff with the right to recall may have the option to elect to continue their benefit coverage as provided in Article 15.1, excluding Weekly Indemnity and Long-term Disability, at their own cost. Such election must be made in writing to the Administrator prior to the layoff. Payment for benefit premiums must be made monthly in advance to the Corporation otherwise the benefit coverage shall be terminated by the Corporation.

15.4 Every employee shall join the Ontario Municipal Employees' Retirement System, except those presently employed who have opted out of the system. The Corporation and the employees shall make contributions in accordance with the provisions of the Plan.

15.5 The Corporation reserves the right to change the carrier of any of the benefit plans provided that the level of coverage is not decreased. Notice of such changes will be communicated to the Union prior to change. The Union will be provided with an opportunity for comment. Such comments will be provided within five (5) working days or such longer period as may be mutually agreed between the parties.

15.6 Benefits for Retirees

The Corporation will continue coverage for retired employees provided the retired employee pays 100% of the premium cost. The Corporation will bill the retired employee quarterly (each and every year), in advance, at the last address provided to the personnel department for 100% of the premium costs of the benefits provided. In the event of payment not received by the Corporation, as specified in the billing, all benefits will be cancelled forthwith and eligibility for future coverage will cease. It will be the retired employee's responsibility to ensure that the Corporation has a correct billing address at all times. This provision will be provided to retirees only if they can demonstrate that they have no other means of access to the above benefit coverage.

15.7 Benefits for Employees Age 65/70 who continue to work.

Extended Health and Dental Benefits:

- Short Term Disability
- Life Insurance 1X salary
- Out of Province Coverage:
Employees who want this coverage would have to absorb the premium of the variance between the regular cost and the benefit for employees under age 65 and the cost of over 65.

- 15.8 Effective January 1, 2020, and employee covered by the Agreement, upon completion of his probationary period, shall be eligible for eight (8) days of sick and emergency leave in a calendar year, which is not cumulative. Sick and emergency leave days will be prorated in the first year of employment after completion of his probationary period and in the final year of employment.

A maximum of (4) unused sick and emergency leave days in a year can be carried over to the next calendar year. The sick and emergency leave bank is capped at twelve (12) days each year, which includes the annual sick and emergency allotment and carry-over. It is recognized that sick and emergency leave days have no cash value and are lost when fulltime employment with the Township ends.

Employees may use sick and emergency leave days for medical appointments, sick time and family responsibilities. For clarity purposes, medical appointments, sick time and family responsibilities applies to an employee and his spouse, parents (including parent-in-law), children and a relative of the employee who is dependent on the employee for care. Approved absences under the sick and emergency leave entails absences for *essential* personal and family obligations, which includes illness, injury, attending medical appointments, emergency childcare responsibilities and court related to family matters. Under no circumstances may employees use sick and emergency leave days to supplement their vacation or tend to non-essential activities (e.g. sporting events, banking, school plays and ceremonies, family reunions and celebrations, gym attendance etc.) Employees must seek consultation with management should there be concerns if a situation would be considered an approved use of sick and emergency leave.

An employee's return to work after sick leave will be conditional on his supplying at his cost, when requested, a certificate from a physician verifying the dates of absence and that he is fully recovered from the sickness which caused his absence. Employees who are absent due to illness lasting longer than three (3) days will work with Human Resources to determine if illness should be routed through short-term disability.

ARTICLE 16 - GENERAL

- 16.1 Correspondence arising under the provisions of the Agreement shall be in writing and shall be sufficient if sent by mail addressed, if to the Union, to the Steward of Local 255, and if to the Corporation, to the Administrator.
- 16.2 The Corporation agrees to provide each employee covered by this Agreement with a copy of the present collective agreement.
- 16.3 The Corporation will provide a bulletin board for each department for the purpose of posting notices regarding meetings and other matters restricted to Union activity. Before posting, such notices must be signed by both the Administrator and the Union Officer.
- 16.4 Where the Corporation has determined that a new classification is required, the Corporation will inform the Union about the new classification and the parties shall discuss the wage rate. Should there be no agreement on the rate; the matter may be referred by either party to arbitration.

The Board of Arbitration established to rule on the grievance shall be restricted solely to determining the appropriateness of the wage rate as applicable to other related rates within the bargaining unit.

- 16.5 Whenever the singular, masculine or feminine is used in this Agreement, it shall be considered as if the plural, feminine or masculine has been used where the context of the party or parties so requires.
- 16.6 Where working days are referred to throughout this Agreement, they shall be deemed to be all days other than Saturday, Sunday or recognized Statutory Holidays.
- 16.7 Storm Closings/Storm Days-Office Staff-Kenilworth Location

The Kenilworth office location will remain open notwithstanding inclement weather. If an employee is unable to make it into work due to adverse weather conditions, the employee will have the opportunity to make up the lost time in the following two-week period subject to approval by the Department Head. If the employee is unable to make up the time, he or she will not be paid for the time lost and such time will be charged against the employee's annual vacation allotment or accumulated time in lieu or be deducted from that pay period.

ARTICLE 17 - UNION SECURITY

- 17.1 All present employees covered by this Agreement may become and shall remain members of the Union. New employees of the Corporation covered by this Agreement shall become members in the Union upon successful completion of probation.
- 17.2 Pursuant to Section 47 of the Labour Relations Act, the Corporation agrees to deduct from every employee covered by this Agreement, monthly dues as designated in writing by the Union. The total amount of said dues shall be forwarded to the Treasurer of the union monthly, accompanied by a list of employees from whose wages the deductions have been made.
- The Union shall advise the Corporation of the amount of Union dues to be deducted from every employee covered by this Agreement and of any changes in the amounts from time to time. The Union shall advise the Corporation, in writing, of the name and address of the Treasurer of the Union, and of any change from time to time.
- 17.3 At the same time that Income Tax (T4) slips are made available, the Employer shall type on the amount of Union dues paid by the employee in the previous year.

ARTICLE 18 - CLOTHING ALLOWANCE

- 18.1 Once annually, the Employer will reimburse each Works Department and Recreation employee for the purchase of safety boots up to a maximum of two hundred dollars (\$200.00) upon presentation of a receipt for proof of purchase at ratification of this Agreement.
- Once annually, the Employer will reimburse each Works employee for clothing allowance up to a maximum of Two Hundred Seventy-five Dollars (\$275.00) upon presentation of a receipt for proof of purchase.
- 18.2 It is understood by all Union Employees that they must wear all appropriate safety equipment as required by the *Occupational Health and Safety Act* or any successor legislation or as directed by their Supervisor. Failure to wear safety equipment in accordance with instructions may result in disciplinary action.

ARTICLE 19 – LEGISLATIVE CONSIDERATIONS

19.1 The parties recognize the need for a safe workplace free from the effects of alcohol and drug use, along with employees being fit for duty. To that end, employees agree to comply with the Drug and Alcohol policy.

DRUGS AND ALCOHOL

PURPOSE:

To prohibit the use of and/or possession of drugs and/or alcohol by an employee while on duty and further to prohibit an employee who is under the influence of drugs and alcohol from performing work and to restrict the employee's presence in the workplace.

And to further prohibit the storage and/or consumption of alcohol on Township of Wellington North property.

DEFENINITION:

For the purpose of this policy, drugs and/or alcohol are defined as any substance capable of affecting a person to the point where physical and/or mental control is diminished.

POLICY STETEMENT:

An employee is not permitted to, consume, possess or be under the influence of drugs or alcohol while on duty. An employee who reports for work under the influence of drugs or alcohol will be refused admittance to the workplace and will not be paid for time lost.

An employee who is found to be under the influence of drugs or alcohol while at work will be directed off the premises and will not be paid for time lost. An employee who is using prescription or over-the-counter drugs, which may impair work performance, must report this to the employee's Department Head.

An employee is not permitted to store alcohol on municipal property.

An employee who fails to adhere to this policy will be subject to discipline and possible termination.

ARTICLE 20 – TRAINING AND DEVELOPMENT

20.1 Compensation for Conferences and Training – Township Sponsored

An employee will receive their regular wages for working their regularly scheduled workday while they are attending the session.

1. All registration fees for the session will be paid by the Township.
2. The employee will be reimbursed for mileage to and from the session, at the current Township rate.
3. The Township will reimburse the employee for any meals they are required to purchase during their attendance at the session.
4. Notwithstanding Article 10 Hours of Work and Overtime, there is no entitlement for overtime compensation and for greater certainty, no overtime will be paid if the session itself or if the travel to and from the session results in the employee being away from the office on their home beyond their regular working hours.
5. All registrations must be pre-approved by the employee's immediate supervisor.

20.2 The Corporation's success is dependent on the creation of the culture of continuous learning. Development is individualized, easily accessible and engaging in order to enhance an enrich the performance of both the employee and, ultimately, the organization.

Learning and development is a shared responsibility. As such, employees and the Corporation have a variety of tools to ensure access to learning and development opportunities. Primary among those tools is the Employee Development System. The process encourages employees to be proactive in the management of their careers and to communicate and identify with their supervisors learning and development opportunities that will enhance their career development and their ability to perform work at their highest level.

An integral part of the Employee Development System is regular dialogue and feedback throughout the year between the supervisor/manager and the employee. As such, employees and supervisors/managers should meet regularly to review work progress and work through challenges that may be encountered.

ARTICLE 21 – BACKGROUND CHECKS

21. 1 Employees who are required to supply supplementary background checks in accordance with the Background Check policy shall have the cost of obtaining such check reimbursed by the Employer.

BACKGROUND CHECKS

Purpose:

The Township is committed to protecting the well-being of its employees, customers and residents. In keeping with this commitment, we have created guidelines with respect to background checks.

Policy:

Background Checks

1. It is our practice to conduct background checks on applicants for hire, volunteers and contractors (together referred to hereinafter as "candidates" or "candidate"). This may include:

- ensuring that a candidate has the education he or she claims to have, or in the case of contractors the professional ability required;
- checking all work-related references;
- conducting a criminal record check, if necessary for the position;
- conducting a vulnerable sectors check, if necessary for the position;
- obtaining a credit check, if necessary for the position;
- obtaining a drivers abstract, if necessary for the position.

When a Background Check is Required

2. A background check is required before anyone can be hired, transferred, promoted or accepted as an employee, contractor or volunteer into positions of trust, which include positions:

- requiring contact with children;

- requiring contact with vulnerable adults (a vulnerable adult is one who may be unable to properly protect his or her own well-being, such as an individual with a disability or substance abuse problem or seniors);
- involving significant responsibility for financial transactions;
- involving company security and/or data or information systems;
- requiring the handling of cash or negotiable securities;
- involving the control of significant inventory or corporate property;
- involving access to sensitive corporate information;
- for which a criminal record check is required by law; and
- any other position where a criminal record check is a bona fide occupational qualification.

Obtaining the Background Check

3. A background check is required only for the final candidate for a position of trust, after a conditional offer of employment is made.
4. All volunteers for positions of trust must complete a background check prior to performing and volunteer services.
5. Existing staff who transfer or are promoted into positions of trust must complete a satisfactory background check prior to being transferred or promoted.
6. If there is insufficient time to obtain a background check prior to placing an individual into a position of trust, the individual will only be allowed to assume the position if he or she is directly supervised. In addition, there will be a statement in writing, and signed by the individual confirming that he or she may be removed from the position if the background check is not satisfactory.
7. Employees who are currently employed in trusted positions may be required to undergo supplementary background checks and/or complete an Annual Offence Declaration as a condition of continued employment in those positions.
8. The Township will obtain written consent from all candidates or employees to conduct background checks. Candidates and employees wishing to be considered for or to continue in trusted positions must provide the Township with such written consent as a condition of employment.

9. In most cases, the Township will use a third party agency to conduct background checks and will be in compliance with applicable governing statutes and legislation, including statutes prohibiting unlawful discrimination in employment.
10. The cost of background checks will be borne by the Township.
11. All background checks conducted by a third party are arranged by the Human Resources Manager. Results of such checks will be received and reviewed initially by the Human Resources Manager only.
12. Any documents relating to the background check will be stored in a secure location to maintain confidentiality and control access to the information for the protection of your privacy. They will be destroyed on termination of employment or where a volunteer/contractor ceases to provide services.

Results of Criminal Record or Vulnerable Sectors Check

13. If a criminal record or vulnerable sectors check indicates a prior record that, at the Township's sole discretion, would disqualify a candidate for a trusted position or for employment at the Township, we may:
 - elevate the issue to the CAO for review;
 - notify the candidate or employee of the results of the criminal record or vulnerable sectors check before taking any adverse action based on the results; and
 - invite the candidate or employee to respond to the report and address or contest any disqualifying information in the report and give the applicant or employee at least five (5) business days in which to do so.
14. The Human Resources Manager will work with the CAO to determine the suitability of employment with consideration given to the results of the criminal record or vulnerable sectors check and response of the candidate on a case-by-case basis.
15. The following factors will be considered in determining whether to accept the individual into a position of trust:
 - the type of offence;
 - the number of convictions;

- how long ago the offence occurred and the individual's age at the time of the conviction;
- what rehabilitation efforts have been made by the individual;
- the relevance of the offence to the position involved; and
- potential risk to the Township in accepting the individual into the position.

16. Approval must be obtained from the CAO before an individual with a criminal record can be allowed into a position of trust.

17. If the Township takes adverse action based on the results of a criminal record or vulnerable sectors check, we will notify the candidate or employee that he or she is disqualified from the trusted position or for employment based on the results of the applicable background check.

ARTICLE 22 - MERGER AND AMALGAMATION

22.1 In the event that the Employer should merge, amalgamate or combine any of its operations or functions with any other Municipality or organization, the Employer shall provide the Union and affected employees at least one (1) months' notice. At the time of notice, the Employer shall also provide the Union with all relevant particulars pertaining to the merger.

22.2 Upon such notification, the Parties agree to meet to discuss potential impacts on the employees of the Bargaining Unit. These discussions shall include but are not limited to pertinent financial and staffing implications.

22.3 The Employer agrees that in the event the Employer merges, amalgamates or combines any of its operations for functions with any other Municipality or organization, that it shall use its best efforts to obtain an agreement that will preserve the following for its employees:

- a) Accumulated seniority to be carried into employment with a new Employer;
- b) Full-service credits with respect to vacations and current rate of pay.

ARTICLE 23 - TERMINATION

- 23.1 This Agreement shall continue in effect from July 1, 2019 to June 30, 2022. Either party may notify the other in writing not less than thirty (30) days and not more than one hundred and twenty (120) days prior to the expiration date that it desires to renew, amend or terminate the Agreement.
- 23.1 Negotiations shall begin within fifteen (15) days following notification or as mutually agreed by the parties.

Signed this ___ day of _____ 2019.

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

**THE CANADIAN UNION OF PUBLIC
EMPLOYEES AND ITS LOCAL 255.11**

Andy Lennox,
Mayor

Scott Blackhall

(Witness)

Michael Givens,
Chief Administrative Officer

Norm McLellan

We have authority to bind the
Corporation

(Witness)



Schedule "A"
Wages and Classifications

Increase applicable to wage grid – all classifications where stipulated:

	July 1, 2019	July 1, 2020	July 1, 2021		
Percentage Increase	1.8%	1.6%	1.6%		
CUPE Union Wage Grid					
CLASSIFICATION	GRID LEVEL	STEPS	July 1, 2019	July 1, 2020	July 1, 2021
OIT Water Distribution and Supply <i>AND</i> Wastewater Collection	9	Probation	19.19	19.50	19.81
		1	20.32	20.65	20.98
		2	21.45	21.79	22.14
		3	22.58	22.94	23.31
Administrative Support	8	Probation	21.17	21.51	21.86
		1	22.42	22.78	23.14
		2	23.66	24.04	24.43
		3	24.91	25.31	25.71
Recreation Labourer/Driver	8	Probation	21.17	21.51	21.86
		1	22.42	22.78	23.14
		2	23.66	24.08	24.43
		3	24.91	25.31	25.71
Finance Clerk	7	Probation	22.52	22.88	23.24
		1	23.84	24.22	24.61
		2	25.17	25.57	25.97
		3	26.49	26.91	27.34
Roads Labourer/Driver	6	Probation	22.81	23.18	23.55
		1	24.16	24.54	24.94
		2	25.50	25.91	26.32
		3	26.84	27.27	27.71
Water Distribution and Supply Class 1 <i>OR</i> Wastewater Collection Class 1	5	Probation	22.32	22.68	23.04
		1	23.64	24.01	24.40
		2	24.94	25.35	25.75
		3	26.26	26.68	27.11
Water Distribution and Supply Class 1 <i>AND</i> Wastewater Collection Class 1	4	Probation	23.52	23.90	24.28
		1	24.90	25.30	25.70
		2	26.29	26.71	27.13
		3	27.67	28.11	28.56
Wastewater Collection Class 2	3	Probation	24.74	25.13	25.54
		1	26.19	26.61	27.04
		2	27.65	28.09	28.54
		3	29.10	29.57	30.04
Water Distribution and Supply Class 2	2	Probation	26.05	26.46	26.88
		1	27.58	28.02	28.47
		2	29.11	29.57	30.05
		3	30.64	31.13	31.63
Water Distribution and Supply Class 2 <i>AND</i> Wastewater Collection Class 2	1	Probation	27.42	27.86	28.31
		1	29.03	29.50	29.97
		2	30.65	31.14	31.64
		3	32.26	32.78	33.30

**Road Lead Hand Premium shall be \$1.25 per hour above their current applicable hourly rate
Water & Sewer Lead Hand Premium shall be \$1.75 per hour above their current applicable hourly rate**

Special wage adjustment of \$1.50 per hour has been added to Roads Labourer/Driver, Recreation Labourer/Driver, Administrative Support and Finance Clerk for 2019. No percentage increase for these positions in 2019.

SCHEDULE "B"

Sections 48 and 49 of Labour Relations Act, 1995,

Arbitration

48. (1) Every collective agreement shall provide for the final and binding settlement by arbitration, without stoppage of work, of all differences between the parties arising from the interpretation, application, administration or alleged violation of the agreement, including any question as to whether a matter is arbitrable. 1995, c. 1, Sched. A, s. 48 (1).

Same

(2) If a collective agreement does not contain a provision that is mentioned in subsection (1), it shall be deemed to contain a provision to the following effect:

Where a difference arises between the parties relating to the interpretation, application or administration of this agreement, including any question as to whether a matter is arbitrable, or where an allegation is made that this agreement has been violated, either of the parties may after exhausting any grievance procedure established by this agreement, notify the other party in writing of its desire to submit the difference or allegation to arbitration and the notice shall contain the name of the first party's appointee to an arbitration board. The recipient of the notice shall within five days inform the other party of the name of its appointee to the arbitration board. The two appointees so selected shall, within five days of the appointment of the second of them, appoint a third person who shall be the chair. If the recipient of the notice fails to appoint an arbitrator, or if the two appointees fail to agree upon a chair within the time limited, the appointment shall be made by the Minister of Labour for Ontario upon the request of either party. The arbitration board shall hear and determine the difference or allegation and shall issue a decision and the decision is final and binding upon the parties and upon any employee or employer affected by it. The decision of a majority is the decision of the arbitration board, but if there is no majority the decision of the chair governs.

1995, c. 1, Sched. A, s. 48 (2).

Where arbitration provision inadequate

(3) If, in the opinion of the Board, any part of the arbitration provision, including the method of appointment of the arbitrator or arbitration board, is inadequate, or if the provision set out in subsection (2) is alleged by either party to be unsuitable, the Board may, on the request of either party, modify the provision so long as it conforms with subsection (1), but, until so modified, the arbitration provision in the collective agreement or in subsection (2), as the case may be, applies. 1995, c. 1, Sched. A, s. 48 (3).

Appointment of arbitrator by Minister

(4) Despite subsection (3), if there is failure to appoint an arbitrator or to constitute a board of arbitration under a collective agreement, the Minister, upon the request of either party, may appoint the arbitrator or make the appointments that are necessary to constitute the board of arbitration, as the case may be, and any person so appointed by the Minister shall be deemed to have been appointed in accordance with the collective agreement. 1995, c. 1, Sched. A, s. 48 (4).

Appointment of settlement officer

(5) On the request of either party, the Minister may appoint a settlement officer to endeavour to effect a settlement before the arbitrator or arbitration board appointed under subsection (4) begins to hear the arbitration. However, no appointment shall be made if the other party objects. 1995, c. 1, Sched. A, s. 48 (5); 1998, c. 8, s. 7.

Payment of arbitrators

(6) Where the Minister has appointed an arbitrator or the chair of a board of arbitration under subsection (4), each of the parties shall pay one-half the remuneration and expenses of the person appointed, and, where the Minister has appointed a member of a board of arbitration under subsection (4) on failure of one of the parties to make the appointment, that party shall pay the remuneration and expenses of the person appointed. 1995, c. 1, Sched. A, s. 48 (6).

Time for decision

(7) An arbitrator shall give a decision within 30 days after hearings on the matter submitted to arbitration are concluded. 1995, c. 1, Sched. A, s. 48 (7).

Same, arbitration board

(8) An arbitration board shall give a decision within 60 days after hearings on the matter submitted to arbitration are concluded. 1995, c. 1, Sched. A, s. 48 (8).

Same

(9) The time described in subsection (7) or (8) for giving a decision may be extended,

- (a) with the consent of the parties to the arbitration; or
- (b) in the discretion of the arbitrator or arbitration board so long as he, she or it states in the decision the reasons for extending the time. 1995, c. 1, Sched. A, s. 48 (9).

Oral decision

(10) An arbitrator or arbitration board may give an oral decision and, if he, she or it does so, subsection (7) or (8) does not apply and the arbitrator or arbitration board,

- (a) shall give the decision promptly after hearings on the matter are concluded;
- (b) shall give a written decision, without reasons, promptly upon the request of either party; and
- (c) shall give written reasons for the decision within a reasonable period of time upon the request of either party. 1995, c. 1, Sched. A, s. 48 (10).

Orders re decisions

(11) If the arbitrator or arbitration board does not give a decision within the time described in subsection (7) or (8) or does not provide written reasons within the time described in subsection (10), the Minister may,

- (a) make such orders as he or she considers necessary to ensure that the decision or reasons will be given without undue delay; and
- (b) make such orders as he or she considers appropriate respecting the remuneration and expenses of the arbitrator or arbitration board. 1995, c. 1, Sched. A, s. 48 (11).

Powers of arbitrators, chair of arbitration boards, and arbitration boards

(12) An arbitrator or the chair of an arbitration board, as the case may be, has power,

- (a) to require any party to furnish particulars before or during a hearing;
 - (b) to require any party to produce documents or things that may be relevant to the matter and to do so before or during the hearing;
 - (c) to fix dates for the commencement and continuation of hearings;
 - (d) to summon and enforce the attendance of witnesses and to compel them to give oral or written evidence on oath in the same manner as a court of record in civil cases; and
 - (e) to administer oaths and affirmations,
- and an arbitrator or an arbitration board, as the case may be, has power,
- (f) to accept the oral or written evidence as the arbitrator or the arbitration board, as the case may be, in its discretion considers proper, whether admissible in a court of law or not;
 - (g) to enter any premises where work is being done or has been done by the employees or in which the employer carries on business or where anything is taking place or has taken place concerning any of the differences submitted to the arbitrator or the arbitration board, and inspect and view any work, material, machinery, appliance or article therein, and interrogate any person respecting any such thing or any of such differences;

- (h) to authorize any person to do anything that the arbitrator or arbitration board may do under clause (g) and to report to the arbitrator or the arbitration board thereon;
- (i) to make interim orders concerning procedural matters;
- (j) to interpret and apply human rights and other employment-related statutes, despite any conflict between those statutes and the terms of the collective agreement. 1995, c. 1, Sched. A, s. 48 (12).

Restriction re interim orders

(13) An arbitrator or the chair of an arbitration board shall not make an interim order under clause (12) (i) requiring an employer to reinstate an employee in employment. 1995, c. 1, Sched. A, s. 48 (13).

Power re mediation

(14) An arbitrator or the chair of an arbitration board, as the case may be, may mediate the differences between the parties at any stage in the proceedings with the consent of the parties. If mediation is not successful, the arbitrator or arbitration board retains the power to determine the difference by arbitration. 1995, c. 1, Sched. A, s. 48 (14).

Enforcement power

(15) An arbitrator or the chair of an arbitration board, as the case may be, may enforce the written settlement of a grievance. 1995, c. 1, Sched. A, s. 48 (15).

Extension of time

(16) Except where a collective agreement states that this subsection does not apply, an arbitrator or arbitration board may extend the time for the taking of any step in the grievance procedure under a collective agreement, despite the expiration of the time, where the arbitrator or arbitration board is satisfied that there are reasonable grounds for the extension and that the opposite party will not be substantially prejudiced by the extension. 1995, c. 1, Sched. A, s. 48 (16).

Substitution of penalty

(17) Where an arbitrator or arbitration board determines that an employee has been discharged or otherwise disciplined by an employer for cause and the collective agreement does not contain a specific penalty for the infraction that is the subject-matter of the arbitration, the arbitrator or arbitration board may substitute such other penalty for the discharge or discipline as to the arbitrator or arbitration board seems just and reasonable in all the circumstances. 1995, c. 1, Sched. A, s. 48 (17).

Effect of arbitrator's decision

(18) The decision of an arbitrator or of an arbitration board is binding,

- (a) upon the parties;
- (b) in the case of a collective agreement between a trade union and an employers' organization, upon the employers covered by the agreement who are affected by the decision;
- (c) in the case of a collective agreement between a council of trade unions and an employer or an employers' organization, upon the members or affiliates of the council and the employer or the employers covered by the agreement, as the case may be, who are affected by the decision; and
- (d) upon the employees covered by the agreement who are affected by the decision,

and the parties, employers, trade unions and employees shall do or abstain from doing anything required of them by the decision. 1995, c. 1, Sched. A, s. 48 (18).

Enforcement of arbitration decisions

(19) Where a party, employer, trade union or employee has failed to comply with any of the terms of the decision of an arbitrator or arbitration board, any party, employer, trade union or employee affected by the decision may file in the Superior Court of Justice a copy of the decision, exclusive of the reasons therefor, in the prescribed form, whereupon the decision shall be entered in the same way as a judgment or order of that court and is enforceable as such. 1995, c. 1, Sched. A, s. 48 (19); 2000, c. 38, s. 7.

Procedure

(20) The Arbitration Act, 1991 does not apply to arbitrations under collective agreements. 1995, c. 1, Sched. A, s. 48 (20).

Referral of grievances to a single arbitrator

49. (1) Despite the arbitration provision in a collective agreement or deemed to be included in a collective agreement under section 48, a party to a collective agreement may request the Minister to refer to a single arbitrator, to be appointed by the Minister, any difference between the parties to the collective agreement arising from the interpretation, application, administration or alleged violation of the agreement, including any question as to whether a matter is arbitrable.

Request for references

(2) Subject to subsection (3), a request under subsection (1) may be made by a party to the collective agreement in writing after the grievance procedure under the agreement has been exhausted or after 30 days have elapsed from the time at which the grievance was first brought to the attention of the other party, whichever first occurs, but no such request shall be made beyond the time, if any, stipulated in or permitted under the agreement for referring the grievance to arbitration.

Same

(3) Despite subsection (2), where a difference between the parties to a collective agreement is a difference respecting discharge from or other termination of employment, a request under subsection (1) may be made by a party to the collective agreement in writing after the grievance procedure under the agreement has been exhausted or after 14 days have elapsed from the time at which the grievance was first brought to the attention of the other party, whichever first occurs, but no such request shall be made beyond the time, if any, stipulated in or permitted under the agreement for referring the grievance to arbitration.

Minister to appoint arbitrator

(4) Where a request is received under subsection (1), the Minister shall appoint a single arbitrator who shall have exclusive jurisdiction to hear and determine the matter referred to him or her, including any question as to whether a matter is arbitrable and any question as to whether the request was timely.

Same

(5) Where a request or more than one request concerns several differences arising under the collective agreement, the Minister may in his or her discretion appoint an arbitrator under subsection (4) to deal with all the differences raised in the request or requests.

Settlement officer

(6) The Minister may appoint a settlement officer to confer with the parties and endeavour to effect a settlement prior to the hearing by an arbitrator appointed under subsection (4).

Powers and duties of arbitrator

(7) An arbitrator appointed under subsection (4) shall commence to hear the matter referred to him or her within 21 days after the receipt of the request by the Minister and the provisions of subsections 48 (7) and (9) to (20) apply with all necessary modifications to the arbitrator, the parties and the decision of the arbitrator.

Oral decisions

(8) Upon the agreement of the parties, the arbitrator shall deliver an oral decision forthwith or as soon as practicable without giving his or her reasons in writing therefor.

Payment of arbitrator

(9) Where the Minister has appointed an arbitrator under subsection (4), each of the parties shall pay one-half of the remuneration and expenses of the person appointed.

Approval of arbitrators, etc.

(10) The Minister may establish a list of approved arbitrators and, for the purpose of advising him or her with respect to persons qualified to act as arbitrators and matters relating to arbitration, the Minister may constitute a labour-management advisory committee composed of a chair to be designated by the Minister and six members, three of whom shall represent employers and three of whom shall represent trade unions, and their remuneration and expenses shall be as the Lieutenant Governor in Council determines. 1995, c. 1, Sched. A, s. 49.

LETTER OF UNDERSTANDING

BETWEEN:

THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH

("Employer")

and

CUPE AND ITS LOCAL 255-11

("Union")

RE: Holiday Shutdown - CUPE Office Employees

The parties agree to allow CUPE office employees to accumulate enough hours to cover the annual office closure over the holiday season when applicable.

Effective immediately, the below guidelines will establish procedures for the program:

1. This Letter of Understanding is applicable to the CUPE Administrative Support and Finance Clerk positions only.
2. To transition the program in 2019, any accrued time off from the lunch lieu program to date will be converted to time off for the 2019 holiday shutdown.
3. In 2020 and thereafter, employees may begin accruing time off to cover the designated closure dates for the holiday season beginning September 1st of each year.
4. Vacation days must be used should employees wish to take time off before/after the designated holiday closure dates. To be clear, time will not be accrued under this program for days that are not declared part of the holiday shutdown.
5. Dates for the Holiday Shutdown will be communicated by management prior to September 1st each year.
6. This program will not apply should it be determined that the office remain open for the holiday season.
7. Hours accumulated in excess of the holiday shutdown will automatically be lost and will in no circumstances be paid out, carried over from one calendar year to the next or used as additional time off above and beyond this program.

8. Hours will not be accumulated while attending training, workshops, conferences or seminars.
9. Hours accumulated under this program are not to be used in advance of earning them (no negative balances).
10. Employees must be conscious of workload and should never accumulate hours under this program when it would negatively impact operations in their department.
11. These parameters will relate specifically to the holiday shutdown program and do not impact the treatment of pre-authorized overtime or lieu time as stipulated in the Township Personnel Policy or authorized work performed in excess of the normal work hours as stipulated in the Collective Agreement.

ACCRUAL PROCESS:

Employees may choose to take half-hour lunches during the designated accrual period noted above rather than the allotted one-hour lunch period. The remaining unused half-hour may be accumulated and must be clearly reported/recorded on timesheets under the heading "Holiday Shutdown Hrs". As noted above, this process is only from September — December until enough hours are accumulated to cover the designated closure days over the holiday season.

To access accumulated hours, employees must submit timesheets identifying typical workday hours (7 per day) accumulated under the heading "Holiday Shutdown Hrs." to be paid out on the holiday closure date.

Please ensure your lunch break does not exceed the thirty minutes when accumulating time off under this program.

Signed this _____ day of _____, 2019

For the Union

For the Employer

For the Union

For the Employer

For the Union

For the Employer

LETTER OF UNDERSTANDING

BETWEEN:

THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH

("Employer")

and

CUPE AND ITS LOCAL 255-11

("Union")

RE: Altered Work Week - Water Department

The parties agree to a pilot test allowing employees in the Water Department to adhere to an altered work week schedule in 2020. The schedule will commence the Victoria Day Monday in May and conclude the Friday prior to the Labour Day weekend. The altered work week schedule will be as follows:

Monday - Thursday: 7:00 AM - 4:00 PM (All Operators)

Friday (rotation): 7:00 AM - 11:00 AM (2 Operators)

Friday (rotation): 7:00 AM - 3:30 PM (2 Operators)

Given the nature of the altered work week schedule noted above, an exemption from 10.2 will be granted during the altered work week scheduling. Instead, all authorized work performed in excess of 80 hours accumulated over the course of two consecutive weeks will be paid at the rate of time and one half for each hour worked, with the exception of Sunday for which the rate of two times each hour worked applies.

The Operator designated to be on-call will be required to work the 42-hour work week (Friday rotation of 7:00 AM - 3:30 PM) and will be ineligible for vacation during the on-call week.

The altered work week schedule is subject to operational needs, including but not limited to Operator staffing for a four (4) person rotation. Should there be an operational requirement to change this practise the Union will be notified in advance with as much notice as possible. Should management consider the pilot test to be successful, management will allow the altered work week in 2021.

Signed this _____ day of _____, 2019

For the Union

For the Employer

For the Union

For the Employer

For the Union

For the Employer

LETTER OF UNDERSTANDING

BETWEEN:

THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH

("Employer")

and

CUPE AND ITS LOCAL 255-11

("Union")

RE: Flex Work Schedule - Roads Department

The parties agree to employees in the Roads Department to flex their hours of work. This flexing shall be allowed seasonally between May 1st and July 31st based on operational requirements. Roads employees shall be allowed to work Monday to Thursday nine (9) hour shifts with Friday being a four (4) shift day of work. Should there be an operational requirement to change this practise the Union will be notified in advance with as much notice as possible. Roads employees shall identify their interest in working the flex summer schedule in advance of the May 1st of each year to their respective Supervisor. Only employees volunteering to work the flex schedule shall be required to follow this seasonal schedule.

Signed this _____ day of _____, 2019

For the Union_____
For the Employer_____
For the Union_____
For the Employer_____
For the Union_____
For the Employer

LETTER OF UNDERSTANDING

BETWEEN:

THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH

("Employer")

-and-

CUPE AND ITS LOCAL 255-11

("Union")

RE: Benefit Enhancements

The parties agree that in the event benefit enhancements are granted to non-union employees within the term of renewed Collective Agreement that Union members shall be entitled to those improvements. The effective date of any benefit enhancement shall be implemented at the same time as non-union employees. Nothing in this letter shall give the Corporation the ability to reduce benefits covered by the Collective Agreement under Article 15 and/or any other relevant section of the Agreement.

Signed this _____ day of _____, 2019

For the Union_____
For the Employer_____
For the Union_____
For the Employer_____
For the Union_____
For the Employer

THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH

BY-LAW NUMBER 112-19

BEING A BY-LAW TO ESTABLISH THE FEES AND CHARGES FOR VARIOUS SERVICES PROVIDED BY THE MUNICIPALITY

WHEREAS *Municipal Act, 2001* (hereinafter called “the Act”) permits a municipality and a local board to pass by-laws imposing fees or charges on any class of persons; and

WHEREAS *The Planning Act*, provides that a Council of a municipality may pass a by-law to prescribe a tariff of fees for the processing of applications made in respect of planning matters.

WHEREAS the *Building Code Act*, provides that a Council of a municipality may pass a by-law to prescribe fees for the processing of applications for permits or for the issuance of permits.

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH ENACTS AS FOLLOWS:

1. **THAT** the fees and charges for various municipal services are established as shown in the Schedules attached hereto and forming part of this By-law:

Schedule “A”	-	Administration
Schedule “B”	-	Building Department
Schedule “C”	-	Cemeteries
Schedule “D”	-	Fire/Rescue
Schedule “E”	-	Licensing & Lotteries
Schedule “F”	-	Planning Department
Schedule “G”	-	Roads
2. **THAT** the effective date of the fees and charges is January 1, 2020.
3. **THAT** all fees and charges will be subject to applicable taxes [including but not limited to, Harmonized Sales Tax (H.S.T.).
4. **THAT** unpaid fees and charges imposed pursuant to this by-law are subject to an interest rate of one and one-half percent per month.

5. **THAT** all charges payable under this by-law including taxes, interest and collection costs constitute a debt of the person or persons charged and if unpaid, where permissible, shall be added to the tax roll for any property in the Township of Wellington North owned by such person or persons and may be collected in the same manner as taxes, in accordance with the *Municipal Act, 2001*.
6. **THAT** this by-law shall be known as the "Fees and Charges By-law".
7. **THAT** this by-law shall come into force effective January 1, 2020.
8. **THAT** By-law Number 106-18, and amending By-laws 006-19, 014-19 and 089-19 be repealed on January 1, 2020.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED
THIS 16TH DAY OF DECEMBER, 2019.**

ANDREW LENNOX, MAYOR

KARREN WALLACE, CLERK

**SCHEDULE "A"
ADMINISTRATION**

Effective January 1, 2020

DESCRIPTION	FEE
Marriage Licence	\$125.00
Certification of Documents	\$10.00 per document
Commissioning of Documents (Municipal Forms Only)	No Charge
Commissioning Documents	\$30.00 per document
Completion of Pension Forms (Township resident only*)	No Charge* \$30.00 per document – Non Residents
Fax Charges	\$1.00 per page local \$2.00 per page long distance
Flags Wellington North Canadian Flag	\$100.00 \$50.00
Freedom of Information Requests (legislated fees)	\$5.00 application fee plus disbursements (i.e. photocopying) plus Record Preparation at \$12.55 per quarter hour
NSF Cheque Charge	\$30.00
Photocopies (8½ x 11)	Black and White \$0.25 per page Colour \$1.50 per page
Tax Certificate	\$50.00
Tax Account Statement or Bill Reprint	\$10.00
Tax Sale Proceedings	\$250.00 Administration Fee Plus Cost recovery of fees and disbursements as charged by consultants and solicitors
Burial Permit	\$15.00
Fee for services provided by municipal employees per hr per employee	\$50.00
Tax Arrears Penalties & Interest	Refer to current Tax Rates By-law
Civic Addressing 911 Sign 911 Post	\$25.00 \$20.00
Electric Vehicle Charging Station	Level 2: \$0.05/minute Level 3: first five minutes free \$0.20/minute

SCHEDULE "B"
BUILDING DEPARTMENT

Effective January 1, 2020

SECTION NO.	DESCRIPTION	FEE	
		Per Sq. Ft.	Admin. Fee
1.1	Assembly and Institutional Occupancies (Group A & B) a) New construction b) Renovation/alteration less than 500 Sq. Ft. c) Renovation/alteration greater than 500 Sq. Ft.	.91 .00 .45	\$260.00 \$130.00 \$130.00
1.2	Residential Occupancies (Group C) New Construction a) Single family detached b) Semi-detached/Row-house per unit c) Apartment per unit		FLAT RATE \$3,000.00 \$2,200.00 \$1,200.00
1.3	Residential Occupancies (Group C) Addition/Renovation d) New construction e) Basement with ceiling height $\geq 6'-11"$ (2,100 mm) f) Renovation/alteration less than 500 Sq. Ft. g) Renovation/alteration greater than 500 Sq. Ft. h) Attached garage or carport i) Detached garage or carport j) Accessory building k) Deck/porch/veranda	.91 .32 .00 .32 .39 .39 .19 .19	\$260.00 \$260.00 \$260.00 \$260.00 \$130.00 \$130.00 \$130.00 \$130.00
1.4	Business and Mercantile Occupancies (Group D & E) a) New construction b) Renovation/alteration less than 500 Sq. Ft. c) Renovation/alteration greater than 500 Sq. Ft.	.91 .00 .39	\$260.00 \$130.00 \$130.00
1.5	Industrial Occupancies (Group F) a) New construction b) Renovation/alteration less than 500 Sq. Ft. c) Renovation/alteration greater than 500 Sq. Ft.	.52 .00 .39	\$260.00 \$130.00 \$130.00
1.6	Agricultural and Farm Building a) New livestock buildings and additions -First 10,000 Sq. Ft. -Over 10,000 Sq. Ft. b) Livestock renovations c) Sheds/shops d) Quonset/economy structure e) Silos/grain bins f) Manure storage or Pit silos -Uncovered -Covered -Roof over existing	.31 .26 .02 .17 .12 .05 .05 .12 .07	\$260.00 \$260.00 \$260.00 \$260.00 \$130.00 \$130.00 \$130.00 \$130.00 \$130.00

SCHEDULE "B" (CONTINUED)
BUILDING DEPARTMENT

Effective January 1, 2020

SECTION NO.	DESCRIPTION	FEE	
		Admin. Fee	
1.7	Temporary Structure		
	a) Portables, meteorological towers, etc.		\$260.00
	b) Special occasion tent		\$130.00
1.8	Septic Systems		
	a) All classes, new or replacement		\$520.00
	b) Tank replacement		\$130.00
	c) Leaching bed replacement		\$390.00
1.9	Commercial Wind Turbines	\$260 admin. plus \$59 per \$1,000 of const. value	
2.0	Buildings or Structures that do not fit elsewhere in this Schedule	\$260 admin. plus \$13 per \$1,000 of const. value	
3.0	Demolition Permit		
	a) Class "A"		\$130.00
	b) Class "B"		\$260.00
4.0	Conditional Permit		
	Full permit fee as calculated under Section 1 Additional permit security may be required Designated Structure the same as Section 1		\$260.00
5.0	Transfer permit		\$260.00
6.0	Change of Use (no construction)		\$130.00
7.0	Reapplication		\$130.00
8.0	Inspection of wood burning appliance installation		\$130.00
9.0	Pool Enclosure Fence		\$130.00
10.0	L.L.B.O. inspections and letters for occupant loads		\$130.00
11.0	Certificate of Compliance – Building and Zoning		\$100.00
12.0	Works Damage/Lot Grading where applicable	Deposit	Fee
		\$1,900.00	\$100.00

NOTE TO SCHEDULE

An investigation fee equal to the applicable building permit fee shall be applied where work has commenced prior to the issuance of the required building permit in addition to the building permit fee to be charged when permit is issued, at the discretion of the CBO.

SCHEDULE "C" CEMETERIES

Effective January 1, 2020

DESCRIPTION	FEE
<u>SALES</u>	
Single Grave 3 ½ feet x 10 feet (plot \$510.00) (Care and Maintenance Fund included) (40% of selling price \$340.00)	\$850.00
Single niche to accommodate two urns (Niche \$935.00) Care and Maintenance Fund (165.00)	\$1,100.00
<u>INTERMENT/INURNMENT</u>	
Adult	\$600.00
Infant without device and dressing	\$175.00
Cremated remains in standard plot	\$275.00
Double depth charge – extra	\$175.00
Inurnment in niche	\$175.00
Scattering garden	\$100.00
<u>Surcharges:</u>	
Saturday funerals until 12 noon & holidays - standard burial	\$345.00
Saturday funerals until 12 noon & holidays - cremated remains	\$230.00
Saturday funerals until 12 noon & holidays - niche	\$125.00
Burials inurnments that occur outside the hours of 9 a.m. – 3 p.m. Mon-Fri	\$125.00
<u>DISINTERMENT</u>	
Disinterment	600.00
<u>VAULT STORAGE</u>	
	\$175.00
<u>MONUMENT INSTALLATIONS</u>	
Staking fee	\$50.00
Monument care & maintenance fund:	
Flat marker (under 1,116.13 sq centimeters-173 sq inches)	0
Flat Marker (over 1,116.13 sq centimeters-173 sq inches)	\$50.00
Upright to 4 feet (including base)	\$100.00
Upright over 4 feet (including base)	\$200.00
<u>ADMINISTRATION</u>	
Transfer of Interment Rights	\$50.00
Research per hour	\$50.00

NOTE: Amendments subject to approval from Ministry of Consumer Services – Cemetery Regulation Unit

**SCHEDULE "D"
FIRE/RESCUE**

Effective January 1, 2020

DESCRIPTION	FEE
Inspections: By Request Only Single Residence Institution / Industrial / Commercial Apartments / Condominiums	\$100.00 \$100.00 \$100.00 plus \$10.00 per unit
Fire Search Fees / Approvals Fire Reports Fire investigation reports	\$200.00 \$200.00
Motor Vehicle Incidents: Non-residents/non-taxpayers of Wellington North are involved in a motor vehicle accident within the municipal boundary of the Township of Wellington North that require the Fire / Rescue to respond to the scene, will be invoiced firstly to the owner's insurance provider. In the case where there is no insurance payable, the owner shall be billed directly	\$477.00 per response unit for first hour and \$238.50 per response unit for each half hour thereafter
Administration & Enforcement: Spills Act and Transportation of Dangerous Goods Act: The cleanup of hazardous material spills	Current MTO Rates \$477.00 per vehicle per hour \$238.50 Per Half Hour thereafter Clean up costs to cover materials used Plus Administration Fee of \$50.00 per hour
Open Air Burning: Where burn is in contravention with Open Air Burn By-law and/or Fire Prevention and Protection Act	Clean up costs to cover materials used Plus Administration Fee of \$50.00 per hour per Fire-fighter
Securing of Premises after a fire	\$50.00 per hour per Fire-Fighter

**SCHEDULE "D" (CONTINUED)
FIRE/RESCUE**

Effective January 1, 2020

DESCRIPTION	FEE
<p>False Alarms: The following procedures and fees shall apply only when it has been determined at the discretion of the responding officer of the Township of Wellington North Fire Department that the false alarms were preventable. The totals shall be calculated within each calendar year with each year being considered separately.</p> <p>First False Alarm - Warning</p> <p>Second False Alarm</p> <p>Third False Alarm</p> <p>Four or More False Alarms</p>	<p>n/c</p> <p>\$250.00</p> <p>\$350.00</p> <p>\$200.00 or at the discretion of the Fire Chief MTO Rate</p>
<p>Fire Alarm Monitoring/Fire Watch</p>	<p>\$450.00 per vehicle per hour \$255.00 per half hour thereafter</p>
<p>Liquor Occupancy Permit Authority Have Jurisdiction Letter to Alcohol and Gaming Commission</p>	<p>\$150.00</p>
<p>Fire Safety Plan Review</p>	<p>\$150.00</p>
<p>Fire Extinguisher Training – renewals - First time</p>	<p>\$15.00 pp Free</p>
<p>Mobile/Seasonal Vendors Inspection</p>	<p>\$25.00</p>

SCHEDULE "E"
LICENCING AND LOTTERIES

Effective January 1, 2020

DESCRIPTION	FEE
Animal Control	
New Kennel Licence	\$500.00*
Renewal of Kennel License	\$250.00*
	*plus inspection fee charged by animal control officer
Licensing a dog	\$20.00
Replacement tag	\$10.00
Notice of Renewal Letter (2 nd and subsequent notices)	\$5.00 per Letter
Enumeration Charge	\$10.00
Impounding a Dog	\$150.00
Boarding Fees for an impounded dog / day	\$25.00
Additional Charges may apply pursuant to the Canine Control Bylaw	
Business Licensing Fees	
Food Vehicle Stand	\$100.00
Donation Box	\$100.00
Temporary Vendor	\$200.00
Administrative Penalty	\$300.00
Donation Box removal	
	Actual cost of labour

SCHEDULE "F"
PLANNING
Effective January 1, 2020

DESCRIPTION	FEE	
Committee of Adjustment – Minor Variance	\$3,000.00	
Zoning Amendment	\$9,000.00	
Holding Zone Removal By-law	\$1,000.00	
Any other applications pursuant to the provisions of the Planning Act i.e. Consent Agreement	\$1,000.00	
Certificate of Compliance Plan of Subdivision/Condominium, Site Plan and Development Agreements	\$130.00	
Part Lot Control	\$1,000.00	
Clearances for Severance Conditions	\$130.00	
Cash in Lieu of Parkland (severances and part lots pursuant to part lot control exemption) to be used for existing parks and recreation maintenance and development	\$1,000.00 per lot or part lot	
Fee for services provided by Municipal employees	\$50.00 (per hour, per employee)	
Copy of Zoning By-law	\$30.00	
	DEPOSIT (refundable)	ADMINISTRATION (not refundable)
Plan of Subdivision or Condominium New or Amendment including conditions of approvals to both Wellington North and the County of Wellington	\$15,000.00	\$10,000.00
Review of Draft Plan of Subdivision or Condominium	\$5,000.00	\$6,000.00
Site Plan Control Approval and Agreement <ul style="list-style-type: none"> • Minor 	\$3,500.00	\$2,000.00
Site Plan Control Approval and Agreement <ul style="list-style-type: none"> • Complex 	\$6,000.00	\$3,000.00
Site Plan Control Amendments	\$700.00	\$300.00
Lot Grading/surface Works Security Deposit	\$1,900.00	\$100.00
Development Agreement	\$5,000.00	\$2,000.00

DEPOSITS

- Deposits less the disbursement fees and third party fees will be refunded.
- Disbursements may include but are not limited to: postage, laminating, registration of documents and photocopying, faxing, etc.
- Third Party fees including, but are not limited to, planners, engineers, solicitors, advertising of notices and similar costs.
- Every applicant for a planning matter referred to in Schedule "F" hereof shall make an application on forms provided by the Municipality and in addition shall sign a deposit agreement in the prescribed form and pay any applicable deposit to the Municipality.

The Clerk/Deputy Clerk and/or Treasurer/Deputy Treasurer are hereby authorized to execute the deposit agreement on behalf of the Township.

SCHEDULE "G"**ROADS**
Effective January 1, 2020

DESCRIPTION	INSPECTION FEE	**DAMAGE DEPOSIT
Urban/Rural Damage	\$100	\$1,900.00
Rural/Semi-Urban Entrance Installations The applicant would be responsible for all costs to supply a culvert over 600 mm in diameter and/or to supply over 12 meters of culvert and/or to upgrade an existing entrance. Costs would be charged at the current rates. **Damage Deposit Fees shall be collected when a Building Permit is issued.		
a) Requires a 9m culvert (up to and including 600mm) including inspection fee	\$100.00	\$1,700.00
b) Entrance that does not require a culvert including inspection fee	\$100.00	\$1,200.00
	FEE	
c) Cost of hidden driveway sign installed		\$100.00
Equipment Rental rate – at the discretion of the township. (available only to Township of Wellington North ratepayers)		\$120.00/hr
Labourer/Driver Rate		\$50/hr

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

BY-LAW NUMBER 113-19

**BEING A BY-LAW TO ESTABLISH THE FEES AND CHARGES
FOR RECREATION SERVICES PROVIDED BY THE
MUNICIPALITY AND TO REPEAL BY-LAW 047-19 AND
AMENDING BY-LAWS 109-19**

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE
TOWNSHIP OF WELLINGTON NORTH ENACTS AS FOLLOWS:**

1. **THAT** the fees and charges for recreation services are established as shown in Appendix A attached hereto and forming part of this By-law.
2. **THAT** the effective date of the fees and charges is January 1, 2021.
3. **THAT** all fees and charges will be subject to applicable taxes [including but not limited to, Provincial Sales Tax (P.S.T.), Goods and Services Tax (G.S.T.) and Harmonized Sales Tax (H.S.T.).
4. That unpaid fees and charges imposed pursuant to this by-law are subject to an interest rate of one and one-half percent per month.
5. **THAT** all charges payable under this by-law including taxes, interest and collection costs constitute a debt of the person or persons charged and if unpaid, where permissible, shall be added to the tax roll for any property in the Township of Wellington North owned by such person or persons and may be collected in the same manner as taxes, in accordance with Section 398 *Municipal Act*, 2001 S.O. Chapter 25 as amended.

6. **THAT** this by-law shall be known as the "Recreation Fees and Charges By-law".
7. **THAT** this by-law shall come into force on January 1, 2021.
8. **THAT** By-law 047-19 and amending By-law 109-19 be repealed on January 1, 2021.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED
THIS 16TH DAY OF DECEMBER, 2019.**

ANDREW LENNOX, MAYOR

KARREN WALLACE, CLERK

APPENDIX A

RECREATION 2021 FEES AND CHARGES		
	2021	Holiday
LARGE HALL & AUDITORIUM		
Stag & Doe	\$857.25	\$1,028.75
Prime Rental (Friday to Sunday)	\$651.25	\$781.50
Wedding Set Up (Friday 8:30am to 4pm)	\$156.00	
Non-Prime (Monday to Thursday)	\$365.25	\$438.25
Tournament Rates (Minor Sports)	\$258.00	\$309.50
Hourly Rate	\$60.00	\$75.00
SMALL HALLS & MEETING ROOMS		
Conn Hall	\$81.00	
Damascus Hall	\$88.50	
Arthur Upper Leisure Hall (NL 160, LnD 160, LwD 160)	\$233.50	\$280.25
Mount Forest Upper Leisure Hall (L75, NL 85, Chairs 120)	\$233.50	\$280.25
Mount Forest Plume Room (L60, NL 70, Chairs 90)	\$233.50	\$280.25
Mount Forest Lower Leisure Hall (L75, NL 85, Chairs 120)	\$233.50	\$280.25
Hourly Rate	\$35.00	\$47.50
SPECIAL USER GROUP RATES		
Lions Club Bingo	\$191.50	\$229.75
Blood Donor Clinic	\$185.50	\$220.12
Seniors Club / Shuffleboard (per hour)	\$18.50	\$21.50
Mount Forest Family Health Team (per hour)	\$22.00	
Local User Groups (Meeting Space)	\$0.00	
ARENA FLOOR (SUMMER)		
Minor Sports (per hour)	\$52.50	\$63.00
Local Sports Adult (per hour)	\$72.00	\$86.75
Non Prime Sports (per hour): Monday to Thursday 8am - 3pm	\$40.00	
Prime Event Rental (Daily): Friday to Sunday	\$651.25	\$781.50
Non Prime Event Rental (daily): Monday to Thursday	\$365.25	\$438.25
ARENA FLOOR ICE (WINTER)		
Minor Sports (per hour)	\$114.75	\$137.75
Local Adults (per hour)	\$135.00	\$162.00
Non Prime (per hour): Monday to Friday 7am - 3pm	\$114.75	\$137.75
Walk-in Rate Rental (per hour)	\$60.00	
School Skating Rate (per hour)	\$55.50	
Non Resident (per hour)	\$154.00	\$184.75
Mount Forest Summer Ice (per hour)	\$167.50	\$200.00
BALL DIAMONDS		
Local Minor Ball - no lights (per game)	\$39.25	\$46.25
Adult Rates - no lights (per game)	\$48.00	\$56.50
Tournament - serviced (daily)	\$226.00	\$265.75
Lights (per game)	\$15.50	\$18.75
SOCCER FIELDS		
Per Game	\$30.00	\$36.26
Seasonal Rate for Minor Soccer	\$6,756.50	
Lights On - Charge per Game	\$15.50	\$18.75

RECREATION 2021 FEES AND CHARGES		
	2021	Holiday
PAVILIONS		
Daily Rental	\$233.58	\$280.25
Hourly Rate – Minimum of 3 Hours	\$35.00	\$47.50
Camping (Special Events Only) Daily Rate	\$35.00	\$47.50
STORAGE SPACE		
Outdoor	\$255.77	
Large	\$322.58	
JR. C – Club Room	\$634.70	
CORKAGE		
7 oz Plastic Cup	\$0.13	
14 oz Plastic Cup	\$0.18	
Bag of Ice	\$3.65	
2L Bottle of Pop	\$3.65	
Wrist Bands	\$0.28	
SPONSORSHIPS & ADVERTISING		
Public Skating Sponsorship (1.5 hours)	\$150.00	
Public Swimming Sponsorship (2 hours)	\$150.00	
Electronic Sign Advertising (per day)	\$1.00	
Baseball Diamond Advertising (4' x 6')	\$261.00	
Ice Resurfacers Advertising (per year, 3 year agreement)	\$1,500.00	
Score Clock Advertisement	\$423.50	
Arthur Wall Advertisement (4' x 8')	\$261.00	
Mount Forest Walking Track Advertisement (3.5' x 6')	\$675.00	
Single Board Advertisement (4' x 8' with Lexan)	\$635.00	
Two Board Advertisements: one in Arthur, one in Mount Forest (w/Lexan)	\$1,154.00	
SKATING & WALKING TRACK GENERAL ADMISSION (includes HST)		
1 Visit - Individual Skating	\$3.00	
1 Visit - Stick & Puck	\$5.00	
1 Visit - Family Skate: up to 5 members same household	\$10.00	
10 Visit Pass - Individual Skating	\$25.00	
10 Visit Pass - Stick & Puck	\$40.00	
10 Visit Pass - Family Skate: up to 5 members same household	\$100.00	
1 Visit - Walking Track	\$2.50	
Monthly Pass - Walking Track	\$16.00	

RECREATION 2021 FEES AND CHARGES		
	2021	Holiday
SWIMMING LESSONS (includes HST)		
Parent & Tot 1, 2, 3	\$70.00	
Preschool A, B, C	\$75.00	
Beginner	\$75.00	
Swimmer 1 - 4	\$75.00	
Swimmer 5 - 10	\$80.00	
Bronze Medallion & Emergency 1st Aid with CPR B	\$200.00	
Bronze Cross with CPR C	\$175.00	
1/2 Hour Private Lesson (5 Lessons)	\$120.00	
1/2 Hour Private Lesson (10 Lessons)	\$220.00	
1/2 Hour Semi-Private Lesson (5 Lessons)	\$100.00	
1/2 Hour Semi-Private Lesson (10 Lessons)	\$180.00	
Non Resident Fee	\$18.00	
SWIM PROGRAMS (includes HST)		
Swim Team (Non Resident Fee Does Not Apply)	\$72.00	
Aquafit (1 Visit)	\$5.00	
Aquafit (8 Class Pass)	\$36.00	
RENTALS		
Pool Rental (1 hour, 0-30 people, 2 Guards)	\$120.00	
Pool Rental (1 hour, 31+ people, 3 Guards)	\$150.00	
Pool Rental School Rate (1 hour, 3 Guards)	\$90.00	
POOL GENERAL ADMISSION (includes HST)		
Infants & Toddlers (2 years of age and under)	\$0.00	
Individual (1 Visit)	\$4.00	
Individual (20 Visit Pass)	\$70.00	
Individual (Season Pass)	\$100.00	
Family Pass (1 Visit) up to 5 members same household	\$15.00	
Family Pass (20 Visit Pass) up to 5 members same household	\$210.00	
Family Pass (Season Pass) up to 5 members same household	\$250.00	
DAY CAMP RATES (includes HST)		
Weekly Rate	\$145.00	
Weekly Rate (2+ Children in the same Household)	\$130.00	
Daily Rate	\$33.00	

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

BY-LAW NUMBER 114-19

**BEING A BY-LAW TO ESTABLISH THE FEES AND CHARGES
FOR WATER AND SEWER SERVICES PROVIDED BY THE
MUNICIPALITY AND TO REPEAL BY-LAW 089-15 AND BY-LAW
005-17**

WHEREAS Section 391. (1) of *the Municipal Act*, 2001 S.O. Chapter 25 as amended (hereinafter called "the Act") permits a municipality and a local board to pass by-laws imposing fees or charges on any class of persons

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE
TOWNSHIP OF WELLINGTON NORTH ENACTS AS FOLLOWS:**

1. **THAT** the fees and charges for various municipal services are established as shown in the Schedules attached hereto and forming part of this By-law:

Schedule "A" - Water & Sewer
Schedule "B" - Water & Sewer Rates
2. **THAT** the effective date of the fees and charges is January 1, 2020
3. **THAT** all fees and charges will be subject to applicable taxes [including but not limited to, Provincial Sales Tax (P.S.T.), Goods and Services Tax (G.S.T.) and Harmonized Sales Tax (H.S.T.).
4. That unpaid fees and charges imposed pursuant to this by-law are subject to an interest rate of one and one-half percent per month.
5. **THAT** all charges payable under this by-law including taxes, interest and collection costs constitute a debt of the person or persons charged and if unpaid, where permissible, shall be added to the tax roll for any property in the Township of Wellington North owned by such person or persons and may be collected in the same manner as taxes, in accordance with Section 398 *Municipal Act*, 2001 S.O. Chapter 25 as amended.

6. **THAT** this by-law shall be known as the “Water and Sewer Fees and Charges By-law”.
7. **THAT** By-law 089-15 and amending By-law 005-17 are hereby repealed

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED
THIS 16th day of DECEMBER, 2019.**

ANDREW LENNOX, MAYOR

KARREN WALLACE, CLERK

SCHEDULE "A"

WATER AND SEWER Effective January 1, 2020

Water/Sewer Servicing Charges	
Paved Road with curb and/or sidewalk up to 1" service	\$3,105.90
Paved Road with curb and/or sidewalk 1 ½" to 4" service	\$4,348.26
Paved Road with curb and/or sidewalk 6" service	\$4,865.91
Paved Road up to 1" service	\$2,588.25
Paved Road 1 ½" to 4" service	\$3,830.61
Paved Road 6" service	\$4,348.26
Gravel Road up to 1" service	\$2,277.66
Gravel Road Services 1 ½" to 4" service	\$3,520.02
Gravel Road 6" service	\$4,037.67
Sanitary Sewer	
Paved road with curb and/or sidewalk up to 6" service	\$3,727.08
Paved road with curb and/or sidewalk over 6" service	\$4,549.20
Paved road up to 6" service	\$3,209.43
Paved road over 6" service	\$4,037.67
Gravel road up to 6" service	\$2,795.31
Gravel road over 6" service	\$3,623.55
Exceptions and Special Circumstances	
The following rates apply when the service connection exists at property line or if the connection is made in the boulevard and does not involve disturbing asphalt/sidewalk or curb. Extra charges for large services apply	
Water	\$2,174.13
Sanitary Sewer	\$2,691.78
Connection Fees	
Must be paid to the Township prior to connection to the distribution system. The installation must be inspected by the Township's Building Department and/or Public Works Department. It is illegal to connect to the Township's Water and Sewage Systems without proper approval.	
At the discretion of the Director of Public Works, any connection costs in excess of the above described fees will be invoiced to the proponent	

SCHEDULE "A"**Water and Sewer (continued)****Effective January 1, 2020**

DESCRIPTION	FEE
<p>Swimming Pool Rate:</p> <p>In addition to the charges for water, being the Residential Rate or the General Service Rate in Arthur and Mount Forest hereinbefore set out, there shall be a separate water rate of \$75.00 payable annually to the Township by the landowner for each swimming pool located on a parcel of land during each year or part thereof. For the purposes of this paragraph a swimming pool shall be an inground or aboveground swimming pool containing 8,000 gallons of water or more.</p>	\$75.00
<p>Bulk Water Pick-Up or Supply:</p> <p>Persons wanting bulk water pick-up or supply must contact the Water and Sewer Department Office Monday to Friday between the hours of 7:30 A.M. and 4:00 P.M. to schedule the pick-up or supply. A member of the Township's Water Department must be present when any water is loaded. Unauthorized opening of any Township hydrant is an offence that will have legal implications.</p>	\$150.00
<p>Disconnection/Reconnection of Water Services:</p> <p>(a) At the request of owner to facilitate private water system maintenance; or</p> <p>(b) Will only be allowed if the electrical service is also disconnected or reconnected for the same period of time.</p> <p>A service fee will be charged per disconnect/connect (1 water turn off, 1 water turn on).</p>	<p style="text-align: center;">\$75.00 (During Business Hours)</p> <p style="text-align: center;">\$100.00 (After-Hours)</p>
<p>Service Call:</p> <p>Any property owner requesting a service call will be charged a minimum \$75.00 fee if the problem is found to be on the landowner's property. Any involvement by the Township in the repair of services on private property shall be billed to the property owner on a time and material basis.</p>	<p style="text-align: center;">75.00 (During Business Hours)</p> <p style="text-align: center;">\$100.00 (After-Hours)</p>
<p>Water-Sewer Operator Fee (Per hour) – During Business or After Hours</p>	\$60.00

SCHEDULE "B"
WATER & SEWER RATES

Effective January 1, 2020

DESCRIPTION	
Water	
Residential (flat rate)	
Residential - monthly	\$46.58
Residential - annually	\$558.96
Non-residential Customers – Annual Flat Rate	\$670.14
Non-residential	
Rate per cubic metre	\$2.05
Meter Maintenance Fee (Commercial / Industrial) - monthly	\$17.34
Wastewater (Sewer)	
Residential (flat rate)	
Residential - monthly	\$57.29
Residential - annually	\$687.48
Non-residential Customers – Annual Flat Rate	\$824.16
Non-residential	
Rate per cubic metre	\$2.52
Water Account Set up	\$25.00
Sewer Account Set up	\$25.00

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

BY-LAW NUMBER 115-19

**BEING A BY-LAW TO ESTABLISH AND DESIGNATE A BUSINESS
IMPROVEMENT AREA WITHIN MOUNT FOREST, WELLINGTON
NORTH AND TO REPEAL BY-LAW 24-1985**

WHEREAS The Corporation of the Township of Wellington North deems it expedient to reaffirm the establishment and designation of a Business Improvement Area (BIA) in Mount Forest.

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH ENACTS AS FOLLOWS:

1. Improvement Area Designation

That the designated Business Improvement Area (BIA) within Mount Forest is hereby established as provided in Schedule "A" attached hereto and forming part of this By-law.

2. Establish the Business Improvement Area mandate

The BIA and Board of Management is hereby established to:

2.1. Oversee the improvement, beautification and maintenance of municipally owned land, buildings and structures in the BIA beyond that provided at the expense of the municipality AND

2.2. To promote the area as a business or shopping area.

3. Repeal

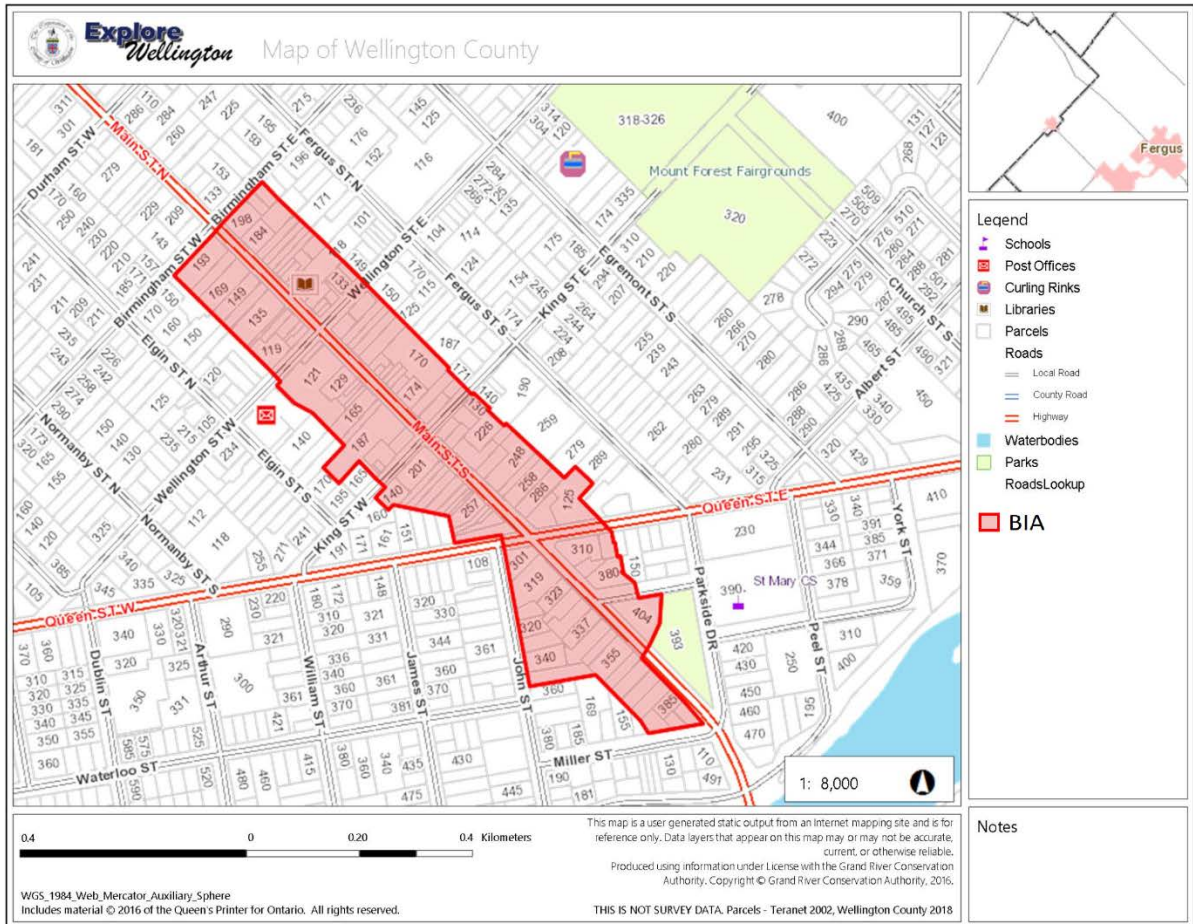
That By-law No. 24-1985 is hereby repealed.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED
THIS 16TH DAY OF DECEMBER, 2019.**

ANDREW LENNOX, MAYOR

KARREN WALLACE CLERK

SCHEDULE A



THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH

BY-LAW NUMBER 116-19

BEING A BY-LAW TO ESTABLISH A BOARD OF DIRECTORS AND MEMBERSHIP FOR THE BUSINESS IMPROVEMENT AREA WITHIN MOUNT FOREST, WELLINGTON NORTH AND TO REPEAL BY- LAWS 28-2006 and 006-1986

WHEREAS The Corporation of the Township of Wellington North deems it expedient to reaffirm the establishment a Board of Directors for the Business Improvement Area (BIA) in Mount Forest.

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH ENACTS AS FOLLOWS:

1. Composition of the Board of Directors

- 1.1. The Board of Directors (the Board) is a corporation and is a local board of the municipality as defined in the Municipal Act.
- 1.2. The Board shall consist of a minimum of five (5) and a maximum of nine (9) Directors.
- 1.3. One or more Directors shall be appointed directly by Council.
- 1.4. At least one Director shall be a member of Council.
- 1.5. The remaining Directors shall be selected by a vote of the membership, subject to 6.2.
- 1.6. After Directors have been elected by the membership, the Secretary shall inform the municipal Clerk for approval by Council.
- 1.7. The municipality may refuse to appoint a person selected by the members of an improvement area, in which case the municipality may leave the position vacant or direct that a meeting of the members of the improvement area be held to elect or select another candidate for the municipality's consideration.

2. Term of Board of Directors

- 2.1. The term of office of the Board shall be for the term of Council or on the date that their successors are appointed.
- 2.2. The members of the Board are eligible for reappointment on the expiration of their term of office.
- 2.3. Council may remove a Director for any reason and at any time, whereupon Council may appoint another Member for the remainder of the term.
- 2.4. Where a vacancy occurs from any cause, the Council shall appoint a person to fill the vacancy for the unexpired portion of their term of office.

- 2.5. That a Board member shall be deemed to have resigned their appointment if they are absent from 3 consecutive meetings without the prior consent of the Board or unless they are absent for health reasons, in which case the continuation of their appointment shall be determined by Council.

3. Duties of the Board of Directors

- 3.1. The Board of Management shall:
 - 3.1.1. at the first meeting of the Board of Directors, elect a Chair, Vice-Chair, Secretary and Treasurer from among themselves. The Secretary and the Treasurer may be the same individual;
 - 3.1.2. determine a schedule of meetings for the year including date, time and location;
 - 3.1.3. invite all members and hold a minimum of one (1) general meeting per year to review and receive authorization for the annual budget or other matters as determined by the Board.
 - 3.1.4. keep minutes of every meeting of the Board shall forward copies of the signed minutes to all members of the Board and to the Clerk of the municipality within thirty (30) days of each meeting;
 - 3.1.5. adopt and maintain banking arrangements and accounting procedures acceptable to the Treasurer of the municipality;
 - 3.1.6. provide inspection on request of the books, documents, transactions, minutes and accounts of the Board to the Township Auditor or the Director of Finance;
 - 3.1.7. the fiscal year of the Board shall be the calendar year;
 - 3.1.8. on or before November 30 in each year, prepare and submit to the Clerk of the municipality a proposed annual budget, as approved by general membership to be approved by Council;
 - 3.1.9. submit to the Clerk of the municipality, on or before March 31 each year, the following:
 - 3.1.9.1. An audited financial statement for the prior year;
 - 3.1.9.2. a list of all tenants who are members of the BIA,

4. Powers of the Board of Directors

- 4.1. Powers include but are not limited to:
 - 4.1.1. enter into contracts or agreements;
 - 4.1.2. make banking and financial arrangements;
 - 4.1.3. execute documents;
 - 4.1.4. direct the manner in which any other person or persons may enter into contracts or agreements on behalf of the BIA;
 - 4.1.5. purchase, lease or otherwise acquire, sell, exchange or otherwise dispose of personal property, securities or any rights or interests for such consideration and upon such terms and conditions as the Board may consider advisable, to a maximum value of \$100,000. Any acquisition or disposition above \$100,000 shall require Council approval;
 - 4.1.6. purchase insurance to protect the property, rights and interests of the BIA and to indemnify the BIA, its members, the Board and Officers from any claims, damages, losses or costs arising from or

- 4.1.7. related to the affairs of the BIA; and
create committees, either ad hoc or permanent, to assist the Board of Directors with its purpose and goals.

5. Specific Limitations on Power of Board of Directors

- 5.1. A Board of Directors on behalf of a BIA shall not,
5.1.1. spend any money unless it is included in the budget approved by the Municipality;
5.1.2. incur any indebtedness extending beyond the current year without the prior approval of the Municipality; or
5.1.3. borrow money.

6. Membership of the BIA

- 6.1. Members of the BIA shall consist of persons who are assessed, on the last returned assessment roll, with respect to rateable property in the area that is in a prescribed business property classes (commercial and industrial) and tenants of such property.
6.2. Any individual or corporation not a member of the BIA, may join the BIA as an Associate Member upon approval of the Board of Management. An Associate Member may attend the Annual General Meeting and meetings of the Board of Management, volunteer with the BIA, and take part in BIA discussions. An Associate Member shall not be permitted to vote at an Annual General Meeting or to be appointed as a Director of the Board.

7. Annual General Meeting

- 7.1 Notice of the Annual General Meeting(s) and Election of Officers shall be given by the Board of Management to the membership by first class mail a minimum of thirty (30) days prior to the scheduled meeting to the last known address as indicated on the current assessment roll for the Township of Wellington North.
8. That this By-law shall come into force and effect on the date of passing thereof.
9. That By-law No. 28-2006 and 006-1986 are hereby repealed.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED
THIS 16TH DAY OF DECEMBER, 2019.**

ANDREW LENNOX, MAYOR

KARREN WALLACE CLERK

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

BY-LAW NUMBER 117-19

**BEING A BY-LAW TO APPOINT MEMBERS TO THE MOUNT
FOREST BUSINESS IMPROVEMENT AREA BOARD OF
DIRECTORS**

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

1. **THAT** the following individuals be appointed to the Mount Forest Business Improvement Area Board of Directors for the 2019 – 2022 term:

Andrew Coburn; Kayla Morton; Dwight Benson; Callee Rice;
Peter Mohr; Jeanean Mousseau; Bill Nelson; Murray
Townsend and Councillor Sherry Burke.

2. **THAT** the Mayor and the Clerk are hereby authorized and directed to sign the appointment by-law.
3. **THAT** this By-law shall come into effect on passage.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED
THIS 16TH DAY OF DECEMBER, 2019.**

ANDREW LENNOX, MAYOR

KARREN WALLACE, CLERK

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

BY-LAW NUMBER 118-19

**BEING A BY-LAW TO AMEND BY-LAW 059-18 BEING A BY-LAW
FOR THE IMPOSITION OF DEVELOPMENT CHARGES**

**THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF
WELLINGTON NORTH ENACTS AS FOLLOWS:**

1. THAT Schedule B in By-law No. 059-18 be replaced with Schedule B attached hereto.
2. THAT this by-law shall come into force on and take effect upon its final passing.

***READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED
THIS 16th DAY OF DECEMBER, 2019.***

ANDREW LENNOX, MAYOR

KARREN WALLACE, CLERK

Service	RESIDENTIAL				NON-RESIDENTIAL			
	Single/Semi-Detached Dwelling	Apartments - 2 Bedrooms +	Apartments-Bachelor and 1 bedroom	Other Multiples	Commercial/Institutional (per ft ² of Gross Floor Area)	Industrial		
						Industrial (per ft ² of Gross Floor Area)	Warehouse (per ft ² of Gross Floor Area)	Wind Turbine
Municipal Wide Services								
Administration - Studies	\$ 63	\$ 41	\$ 30	\$ 50	\$ 0.02	\$ 0.01	\$ 0.01	\$ 63
Parks Services	\$ 204	\$ 132	\$ 96	\$ 161	\$ 0.01	\$ 0.01	\$ -	\$ 204
Recreation Services	\$ 1,035	\$ 672	\$ 490	\$ 818	\$ 0.06	\$ 0.03	\$ 0.01	\$ 1,035
Fire Protection Services	\$ 201	\$ 130	\$ 95	\$ 159	\$ 0.08	\$ 0.04	\$ 0.02	\$ 201
Roads and Related	\$ 1,570	\$ 1,019	\$ 743	\$ 743	\$ 0.61	\$ 0.31	\$ 0.16	\$ 1,570
Total Municipal Wide Services	\$ 3,073	\$ 1,994	\$ 1,454	\$ 1,931	\$ 0.78	\$ 0.40	\$ 0.20	\$ 3,073
Urban Services								
Wastewater Services	\$ 11,624	\$ 7,543	\$ 5,502	\$ 9,182	\$ 4.90	\$ 2.44	\$ 1.23	\$ -
Water Services	\$ 4,313	\$ 2,799	\$ 2,042	\$ 3,407	\$ 1.82	\$ 0.90	\$ 0.46	\$ -
Total Urban Services	\$ 15,937	\$ 10,342	\$ 7,544	\$ 12,589	\$ 6.72	\$ 3.34	\$ 1.69	\$ -
GRAND TOTAL RURAL AREA	\$ 3,073	\$ 1,994	\$ 1,455	\$ 1,931	\$ 0.78	\$ 0.40	\$ 0.20	\$ 3,073
GRAND TOTAL URBAN AREA	\$ 19,010	\$ 12,336	\$ 8,998	\$ 14,520	\$ 7.50	\$ 3.74	\$ 1.89	\$ 3,073

rounded revision for use January 1, 2020

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

BY-LAW NUMBER 119-19

**BEING A BY-LAW TO ADOPT A SEWAGE ALLOCATION POLICY
FOR THE TOWNSHIP OF WELLINGTON NORTH AND TO REPEAL
BY-LAWS 27-1992 (ARTHUR TOWNSHIP) AND 89-2005 AND 90-
2005**

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE
TOWNSHIP OF WELLINGTON NORTH ENACTS AS FOLLOWS:**

1. That the Corporation of the Township of Wellington North hereby adopts a Sewage Allocation Policy attached hereto as Appendix "A".

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED
THIS 16TH DAY OF DECEMBER, 2019.**

ANDREW LENNOX, MAYOR

KARREN WALLACE CLERK



7490 Sideroad 7 W, PO Box 125,
Kenilworth, ON N0G 2E0
www.wellington-north.com

519.848.3620
1.866.848.3620 FAX 519.848.3228

388

Plan to
Simply Explore.

www.simplyexplore.ca

SEWAGE ALLOCATION POLICY

DEPARTMENT	Operations	POLICY NUMBER	
EFFECTIVE DATE	2019-12-16	LEGISLATIVE AUTHORITY	Municipal Act, 2001
APPROVED BY:	BY-LAW OR RESOLUTION OR DEPARTMENT HEAD		

PURPOSE

Sewage allocation is an important, necessary, component of the development process in that it allows the Township to control and authorize connections to its sanitary collection systems, which convey sewage to its wastewater treatment facilities. The raw sewage input into wastewater treatment facilities heavily regulated by the Ministry of the Environment. The discharge from wastewater treatment facilities is returned to the environment, minimizing our footprint on nature, and ensuring sustainability.

As the Township's ability to treat wastewater is finite and valuable, it is important that Township Council and staff have an equitable, fair and transparent process to award sewage allocations, giving appropriate consideration to many important factors.

PREDECESSOR BY-LAWS

The Corporation of the Village of Arthur by-law number 27/92, a by-law to establish sewer allocation priorities in the Village of Arthur.

The Corporation of the Township of Wellington North by-law number 89-05, being a by-law to amend the Corporation of the Village of Arthur by-law number 27/92 which is a by-law to establish sewer allocation priorities in the geographic area of the former village of Arthur (Arthur).

The Corporation of the Township of Wellington North by-law number 90-05, being a by-law regulating the allocation of available sewage treatment capacity to allow development in the geographic area of the former Town of Mount Forest (Mount Forest).

DEFINITIONS

“Infill lot” means a development or building, which will connect to existing municipal road, water, storm and sanitary infrastructure therefore making better use of this infrastructure. Furthermore an “infill lot” can be an existing lot or lot created by severance.

“Sewage allocation” means sanitary sewer allotment for the purpose of this policy, typically specified as a “per unit” allotment.

SCOPE

Any development which meets all the following criteria shall require the allocation of sewage units pursuant to this policy:

- a. The development is proposed to be located within the serviced areas of the Township, as defined by the County Official Plan;
- b. The development is required or proposed to be serviced by means of connection to the Township’s sanitary collection systems;
- c. The development requires approval(s) under the Planning Act or Condominium Act other than a minor variance and/or removal of a Holding provision; and
- d. The development requires more than three single detached equivalents (SDE) of capacity, as determined by the Township at their sole discretion.

PROCEDURE

1. Annual calculations will be undertaken by the Township in accordance with the Ministry of Environment Procedure: D-5-1: Calculating and Reporting Uncommitted Reserve Capacity at Sewage and Water Treatment Plants to determine the amount of sewage capacity available for each wastewater treatment facility and will be reported to Township Council. This calculation will determine if there remains any uncommitted sewage allocation for each wastewater treatment facility. Township Council reserves the right to retain any sewage allocations it deems necessary.
2. Requests for sewage allocation units will be considered by Council once during each calendar year.
3. A proponent shall file a request, in writing, with the Township Clerk, for consideration by Council as set-out in the application attached Schedule A. The guideline is that applications should be submitted approximately one year prior to construction.
4. Each request will be evaluated by staff against the criteria outlined in this policy, the details

of which will be presented to Council in the form of a staff report.

5. Council will consider all requests received in a given year at the same time evaluating each projects merit in light of the sewage allocation available.
6. Council will grant up to 15% of the uncommitted sewage allocations per year and the Building Department will be granted 20 units of the uncommitted sewage allocations, per system, per year for infill lots. Depending on infill lot activity the Building Department could request additional allocations from Council as required.
7. Following Council's approval, the proponent(s) must execute a sewage allocation agreement with the Township within four months of Council's resolution date.
8. Following the execution of the sewage allocation agreement the project or project phase will be deemed to have received a "provisional" sewage allocation.
9. Subject to the terms of the sewage allocation agreement, sewage units of proponents who do not meet the terms of the agreement will be returned to the general pool of available uncommitted sewage allocations.
10. Each sewage allocation agreement shall be drafted on a case by case basis to the satisfaction of the Township Engineer, Township Solicitor, staff and Council. Subject to any special considerations, a sewage allocation agreement shall deal with the following matters, at a minimum:
 - a. The number of sewage allocations provisionally allocated to the proposed development;
 - b. The period of time for which capacity has been provisionally allocated;
 - c. Provisions for the expiry of provisional allocation of capacity;
 - d. Provisions for the extension of provisional allocation of capacity;
 - e. Any payments or works required by the Township in respect of the provisional allocation of capacity; and
 - f. Any other matters, conditions or limitations that staff, Council or the Town's professional advisors deem necessary.
11. Subject to the provisions of any sewage allocation agreement, the transfer of capacity shall not be permitted without the written consent of the Township. This restriction shall apply equally to capacity that has been provisionally allocated as to capacity that has been allocated finally.

PRIORITY CONSIDERATIONS

Staff will use the following to evaluate each application towards providing a score for Council's consideration. That said, final allocation remains at Township Council's sole discretion.

Consideration	Available Points
Built Boundary (Arthur or Mount Forest)	
No	0
Yes	2
Central Intensification Corridor	
No	0
Yes	2
Draft Plan of Subdivision	
No	0
Yes	5
Capital Contribution by Developer	
No	0
Yes	5
Site Plan Agreement	
No Application Filed	0
Application Filed	2
Existing Sanitary Infrastructure	
Connects to Existing Sanitary Main	10
Minor Extension (<25m) to Existing Sanitary Main	5
Major Extension (>25m) to Existing Sanitary Main	3
Purpose Built Rental Housing	
No	0
Yes	5
Community Growth Plan (CGP)	
Non-Consistent	0
Consistent with Some of CGP	3
Consistent with Multiple Aspects of CGP	5
Unit Density	
Project Meets Official Plan Density Targets	3

Consistent with Municipal Servicing Standards and Servicing Master Plan	
No	0
Yes	2
Construction Starts in Next 18-Months	
Unlikely	0
Somewhat Likely	5
Very Likely	10

SCHEDULE A

APPLICATION FOR SEWAGE ALLOCATION

DATE			
APPLICANT			
ADDRESS			
PHONE		EMAIL ADDRESS	

DEVELOPER			
ADDRESS			
HOME PHONE		EMAIL ADDRESS	

PROJECT NAME			
ROLL #			
STREET			
LEGAL DESCRIPTION			
# OF ALLOCATIONS			
PROJECT DESCRIPTION			

I / we wish Township Council to consider the following when evaluating this application:

- Project is located within the built boundary of Arthur or Mount Forest as described within the Township’s Development Charges By-Law.
- Project is located within the central intensification corridor of Arthur or Mount Forest as described within the Township’s Development Charges By-Law.
- Project has a draft plan of subdivision.
- Project will see a capital contribution for Municipal Infrastructure (roads, water, storm or sanitary).
- Project has entered into a site plan agreement with the Township.
- Project will utilize existing sanitary infrastructure.
- Project meets the unit density required by current planning policy.

- Project includes the building of purpose built rental.
- Project includes provisions that are consistent with the Township’s Community Growth Plan:
- Project design will be consistent with the Township’s Municipal Servicing Standards and Servicing Master Plan(s).
- Project will see construction commence within the next calendar year.

Proponent agrees that sewage allocations will be issued by Township Council, at their sole discretion, consistent with the process established by Policy ####. Furthermore, Township of Wellington North acknowledges that no policy can be completely exhaustive in dealing with all the factors regarding the servicing of any particular lot. In the event that there are factors that are not allowed for in this policy, as enunciated, application may be made to Council for consideration.

Personal information collected by the Township of Wellington North under the authority of the Municipal Act is for the purpose of administrating the Township’s sewage allocation distribution. Any questions can be directed to the Director of Legislative Services/Clerk at 519-848-3620 ext. 4227

SIGNATURE:

DATED:

PRINT NAME:

THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH

BY-LAW NUMBER 120-19

BEING A PROCEDURE BY-LAW FOR GOVERNING THE CALLING, PLACE AND PROCEEDINGS OF MEETINGS OF THE BUSINESS IMPROVEMENT AREAS IN WELLINGTON NORTH

The Council of the Township of Wellington North hereby enacts the following:

1. RULES OF ORDER

- 1.1 The rules and regulations contained in this by-law shall be observed in all proceedings of meetings of the Board of Directors and Annual General Meetings of Business Improvement Areas in Wellington North.

2. DUTIES OF THE CHAIR

- 2.1 The Chair shall:
- a) preside at all meetings of the Board;
 - b) set the agenda for the meetings, in consultation with the Secretary;
 - c) meet with the Treasurer to prepare the proposed annual budget for presentation to the Board;
 - d) approve the payment of accounts by the Treasurer in accordance with the annual budget
 - e) expel any person for improper conduct at a meeting;
 - f) recess a meeting at any time for not more than 10 minutes;
 - g) adjourn the meeting when business is concluded;
 - h) Adjourn the meeting, without question, in the case of grave disorder arising during the meeting.

3. ACTING CHAIR

- 3.1 In the absence of both the Chair, an Acting Chair shall be chosen from the members present to Chair the meeting.
- 3.2 On the arrival of the Chair, the Acting Chair shall relinquish their seat.

4. DUTIES OF THE RECORDING SECRETARY

- 4.1 That the Secretary shall;
- a) attend all Board Meetings to record and sign the minutes of each meeting of the Board;
 - b) give notice to the members of the Board of the date, time and location of rescheduled meetings;
 - c) report all changes in Board membership to the Clerk;

- d) provide copies of all minutes to the Clerk within 30 days after the meeting;
- e) forward an annual budget to the Clerk for consideration and approval of Council;
- f) on an annual basis forward all minutes, papers, records and documents belonging to the Board to the Clerk for keeping, in accordance with the Township Records Management By-law.

5. QUORUM

- 5.1 A quorum for conducting any meeting of the Board shall consist of a majority of Directors.
- 5.2 Quorum for any meeting of Members is 10% of the Members or ten (10) Members, whichever is less. No business shall be transacted at any meeting of Members unless the requisite quorum is present.
- 5.3 Unless there is a Quorum present within fifteen (15) minutes after the time appointed for a meeting, the council or committee shall adjourn until the next meeting date.
- 5.4 The Secretary shall record the names of the members present at the time of adjournment.

6. OPEN AND CLOSED MEETINGS

- 6.1 All meetings or part of a meeting shall be open to the public.
- 6.2 A meeting may be closed to the public if unless closed meeting the subject matter being considered is:
 - (a) the security of the property of the municipality or local board;
 - (b) personal matters about an identifiable individual, including municipal or local board employees;
 - (c) a proposed or pending acquisition or disposition of land by the municipality or local board;
 - (d) labour relations or employee negotiations;
 - (e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board;
 - (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
 - (g) a matter in respect of which a council, board, committee or other body may hold a closed meeting under another Act
 - (h) information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them;
 - (i) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;

- (j) a trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value; or
- (k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.
- (l) If the meeting is held for the purpose of educating or training the members AND at the meeting, no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the council, local board or committee

6.3 A meeting shall be closed to the public if the matter being considered is:

- a) a request under the *Municipal Freedom of Information and Protection of Privacy Act*, if the council, board, commission or other body is the head of an institution for the purposes of that Act; or
- b) an ongoing investigation respecting the municipality, a local board or a municipally-controlled corporation by the Ombudsman appointed under the *Ombudsman Act*, an Ombudsman or investigator referred to in the Act.

6.4 Voting is not permitted in a closed meeting, unless the vote is for a procedural matter or for giving directions or instructions to officers, employees or persons retained by or under contract with the municipality.

6.5 A resolution shall be passed in open session stating the general nature of the matter to be considered at the closed session.

6.6 A resolution shall be passed to adjourn the closed session.

6.7 In the event discussion in closed session concludes prior to the open session, the Board shall rise from closed and adopt a motion to recess and reconvene at the beginning of the regularly scheduled open meeting.

7. **MOTIONS**

7.1 All motions shall be moved and seconded before being debated and called for the vote by the Chair.

7.2 Only one motion may be on the floor at any given time.

7.3 Once a motion is on the floor, it shall not be withdrawn prior to voting without the consent of the majority of the members.

8. VOTING

- 8.1 Each member of the Business Improvement Area is entitled to one (1) vote regardless of the number of properties that the member may own or lease in the improvement area.
- 8.2 If member refuses to vote, where not prohibited by interest or otherwise, that member shall be considered to have voted no.
- 8.3 Any question in which there is a tie vote shall be deemed to be defeated.
- 8.4 A corporate member of an improvement area may nominate in writing one individual to vote on behalf of the corporation
- 8.5 One individual may be nominated for voting purposes by two or more corporations that are members of an improvement area.

9. DECORUM

- 9.1 Unless otherwise authorized by the presiding officer, all members, staff and persons appearing as delegations shall address the Board of Directors through the Chair and only when recognized to do so.
- 9.2 Persons attending a meeting shall not:
 - a) Use offensive words against Directors, members or guests;
 - b) Speak on any subject other than the subject as listed on the agenda;
 - c) Create a disturbance in the meeting;
 - d) Interrupt the member who has the floor except to raise a point of order;
 - e) Disobey the rules or a decision of the Chair or Board on questions of order or practical
 - f) On a majority vote of Board the Chair may request that a member apologize to council for disruptive behaviour.

**READ A FIRST, SECOND, THIRD TIME AND FINALLY PASSED THIS
16th DAY OF DECEMBER 2019**

ANDREW LENNOX, MAYOR

KARREN WALLACE, CLERK

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

BY-LAW NUMBER 121-19

**BEING A BY-LAW TO ESTABLISH AND DESIGNATE A BUSINESS
IMPROVEMENT AREA WITHIN ARTHUR, WELLINGTON NORTH**

WHEREAS The Corporation of the Township of Wellington North deems it expedient to establish and designate a Business Improvement Area (BIA) in Arthur.

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH ENACTS AS FOLLOWS:

1. Improvement Area Designation

That the designated Business Improvement Area (BIA) within Arthur is hereby established as provided in Schedule "A" attached hereto and forming part of this By-law.

2. Establish the Business Improvement Area mandate

The BIA and Board of Management is hereby established to:

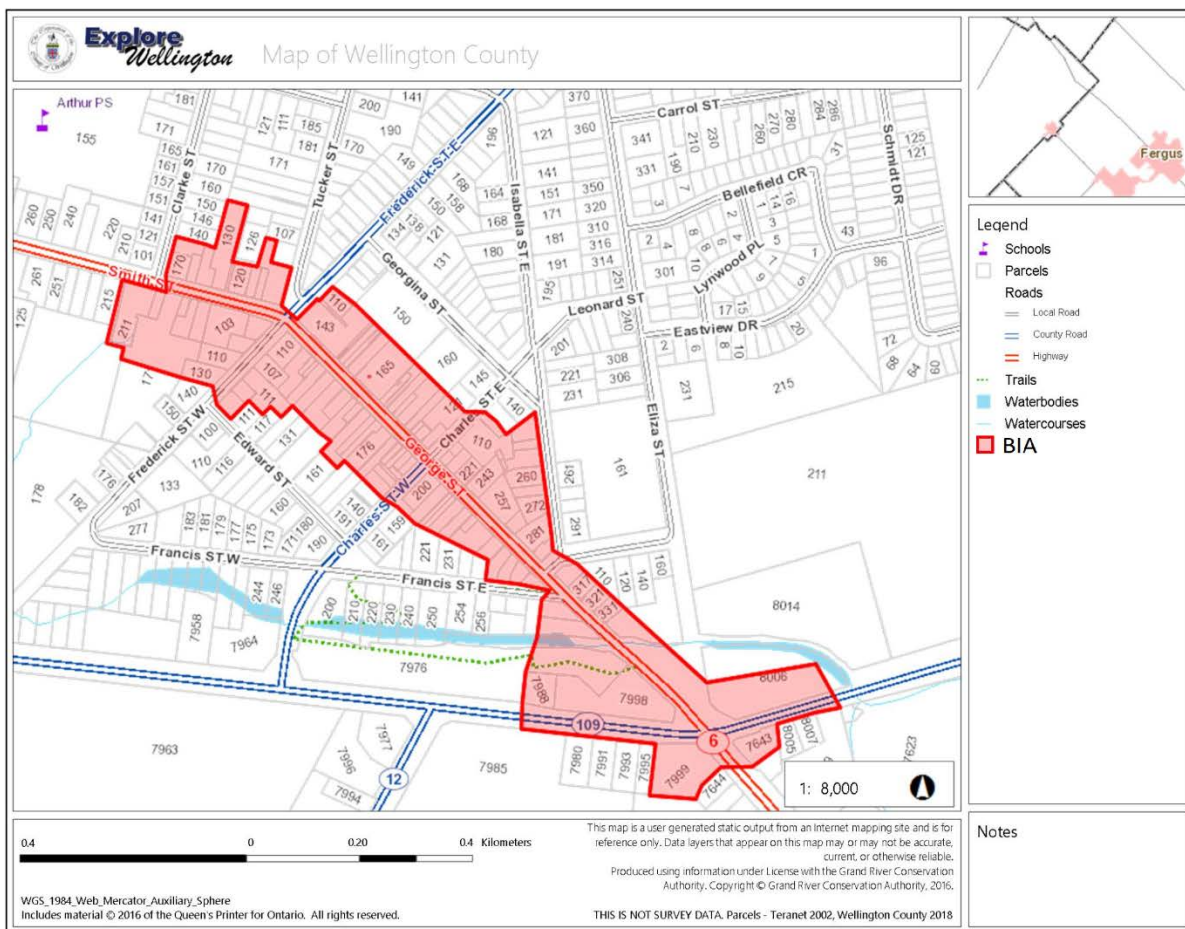
- 2.1. Oversee the improvement, beautification and maintenance of municipally owned land, buildings and structures in the BIA beyond that provided at the expense of the municipality AND
- 2.2. To promote the area as a business or shopping area.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED
THIS 16TH DAY OF DECEMBER, 2019.**

ANDREW LENNOX, MAYOR

KARREN WALLACE CLERK

SCHEDULE A



THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH

BY-LAW NUMBER 122-19

BEING A BY-LAW TO ESTABLISH A BOARD OF DIRECTORS AND MEMBERSHIP FOR THE BUSINESS IMPROVEMENT AREA WITHIN ARTHUR, WELLINGTON NORTH

WHEREAS The Corporation of the Township of Wellington North deems it expedient to establish a Board of Directors for the Business Improvement Area (BIA) in Arthur.

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH ENACTS AS FOLLOWS:

1. **Composition of the Board of Directors**

- 1.1. The Board of Directors (the Board) is a corporation and is a local board of the municipality as defined in the Municipal Act.
- 1.2. The Board shall consist of a minimum of five (5) and a maximum of nine (9) Directors.
- 1.3. One or more Directors shall be appointed directly by Council.
- 1.4. At least one Director shall be a member of Council.
- 1.5. The remaining Directors shall be selected by a vote of the membership, subject to 6.2.
- 1.6. After Directors have been elected by the membership, the Secretary shall inform the municipal Clerk for approval by Council.
- 1.7. The municipality may refuse to appoint a person selected by the members of an improvement area, in which case the municipality may leave the position vacant or direct that a meeting of the members of the improvement area be held to elect or select another candidate for the municipality's consideration.

2. **Term of Board of Directors**

- 2.1. The term of office of the Board shall be for the term of Council or on the date that their successors are appointed.
- 2.2. The members of the Board are eligible for reappointment on the expiration of their term of office.
- 2.3. Council may remove a Director for any reason and at any time, whereupon Council may appoint another Member for the remainder of the term.
- 2.4. Where a vacancy occurs from any cause, the Council may appoint a person to fill the vacancy for the unexpired portion of their term of office or approve a member as nominated by the remaining Board.

- 2.5. That a Board member shall be deemed to have resigned their appointment if they are absent from 3 consecutive meetings without the prior consent of the Board or unless they are absent for health reasons, in which case the continuation of their appointment shall be determined by Council.

3. Duties of the Board of Directors

- 3.1. The Board of Management shall:
 - 3.1.1. at the first meeting of the Board of Directors, elect a Chair, Vice-Chair, Secretary and Treasurer from among themselves. The Secretary and the Treasurer may be the same individual;
 - 3.1.2. determine a schedule of meetings for the year including date, time and location;
 - 3.1.3. invite all members and hold a minimum of one (1) general meeting per year to review and receive authorization for the annual budget or other matters as determined by the Board.
 - 3.1.4. keep minutes of every meeting of the Board shall forward copies of the signed minutes to all members of the Board and to the Clerk of the municipality within thirty (30) days of each meeting;
 - 3.1.5. adopt and maintain banking arrangements and accounting procedures acceptable to the Treasurer of the municipality;
 - 3.1.6. provide inspection on request of the books, documents, transactions, minutes and accounts of the Board to the Township Auditor or the Director of Finance;
 - 3.1.7. the fiscal year of the Board shall be the calendar year;
 - 3.1.8. on or before November 30 in each year, prepare and submit to the Clerk of the municipality a proposed annual budget, as approved by general membership to be approved by Council;
 - 3.1.9. submit to the Clerk of the municipality, on or before March 31 each year, the following:
 - 3.1.9.1. An audited financial statement for the prior year;
 - 3.1.9.2. a list of all tenants who are members of the BIA,

4. Powers of the Board of Directors

- 4.1. Powers include but are not limited to:
 - 4.1.1. enter into contracts or agreements;
 - 4.1.2. make banking and financial arrangements;
 - 4.1.3. execute documents;
 - 4.1.4. direct the manner in which any other person or persons may enter into contracts or agreements on behalf of the BIA;
 - 4.1.5. purchase, lease or otherwise acquire, sell, exchange or otherwise dispose of personal property, securities or any rights or interests for such consideration and upon such terms and conditions as the Board may consider advisable, to a maximum value of \$100,000. Any acquisition or disposition above \$100,000 shall require Council approval;
 - 4.1.6. purchase insurance to protect the property, rights and interests of the BIA and to indemnify the BIA, its members, the Board and Officers from any claims, damages, losses or costs arising from or

- 4.1.7. related to the affairs of the BIA; and
create committees, either ad hoc or permanent, to assist the Board of Directors with its purpose and goals.

5. Specific Limitations on Power of Board of Directors

5.1. A Board of Directors on behalf of a BIA shall not,

- 5.1.1. spend any money unless it is included in the budget approved by the Municipality;
5.1.2. incur any indebtedness extending beyond the current year without the prior approval of the Municipality; or
5.1.3. borrow money.

6. Membership of the BIA

- 6.1. Members of the BIA shall consist of persons who are assessed, on the last returned assessment roll, with respect to rateable property in the area that is in a prescribed business property classes (commercial and industrial) and tenants of such property.
6.2. Any individual or corporation not a member of the BIA, may join the BIA as an Associate Member upon approval of the Board of Management. An Associate Member may attend the Annual General Meeting and meetings of the Board of Management, volunteer with the BIA, and take part in BIA discussions. An Associate Member shall not be permitted to vote at an Annual General Meeting or to be appointed as a Director of the Board.

7. Annual General Meeting

- 7.1 Notice of the Annual General Meeting(s) and Election of Officers shall be given by the Board of Management to the membership by first class mail a minimum of thirty (30) days prior to the scheduled meeting to the last known address as indicated on the current assessment roll for the Township of Wellington North.
8. That this By-law shall come into force and effect on January 1, 2020 date of passing thereof.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED
THIS 16TH DAY OF DECEMBER, 2019.**

ANDREW LENNOX, MAYOR

KARREN WALLACE CLERK

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

BY-LAW NUMBER 123-19

**BEING A BY-LAW TO APPOINT MEMBERS TO THE ARTHUR
BUSINESS IMPROVEMENT AREA BOARD OF DIRECTORS**

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

1. **THAT** the following individuals be appointed to the Arthur Business Improvement Area Board of Directors for the 2019 – 2022 term:

TO BE DETERMINED

2. **THAT** the Mayor and the Clerk are hereby authorized and directed to sign the appointment by-law.
3. **THAT** this By-law shall come into effect on passage.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED
THIS 16TH DAY OF DECEMBER, 2019.**

ANDREW LENNOX, MAYOR

KARREN WALLACE, CLERK

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

BY-LAW NUMBER 124-19

**BEING A BY-LAW TO CONFIRM THE PROCEEDINGS OF THE
COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF
WELLINGTON NORTH AT ITS REGULAR MEETING HELD ON
DECEMBER 16, 2019**

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

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

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

1. The action of the Council of the Corporation of the Township of Wellington North taken at its meeting held on December 16, 2019 in respect of each motion and resolution passed and other action taken by the Council of the Corporation of the Township of Wellington North at its meeting, is hereby adopted and confirmed as if all such proceedings were expressly embodied in this By-law.
2. That the Mayor and the proper officials of the Corporation of the Township of Wellington North are hereby authorized and directed to do all things necessary to give effect to the action of the Council of the Corporation of the Township of Wellington North referred to in the proceeding section hereof.
3. The Mayor and the Clerk are authorized and directed to execute all documents necessary in that behalf and to affix thereto the Seal of the Corporation of the Township of Wellington North.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED
THIS 16TH DAY OF DECEMBER 2019.**

**ANDREW LENNOX,
MAYOR**

**KARREN WALLACE,
CLERK**