

**THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH
AGENDA OF REGULAR COUNCIL MEETING – JANUARY 11, 2021 AT 2:00 P.M.
VIA WEB CONFERENCING**

HOW TO JOIN

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

Please click this URL to join. <https://us02web.zoom.us/j/87315901451>

Or join by phone:

Canada: +1 855 703 8985 (Toll Free)

Webinar ID: 873 1590 1451

International numbers available: <https://us02web.zoom.us/j/87315901451>

| | PAGE NUMBER |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| CALLING TO ORDER | |
| ADOPTION OF THE AGENDA | |
| Recommendation: <i>THAT the Agenda for the January 11, 2021 Regular Meeting of Council be accepted and passed.</i> | |
| DISCLOSURE OF PECUNIARY INTEREST | |
| PRESENTATIONS | |
| 1. Andrew Coburn, Coburn Insurance Brokers Ltd. <ul style="list-style-type: none"> • Township of Wellington North Insurance Policies (to follow under separate cover) Recommendation: <i>THAT the Council of the Corporation of the Township of Wellington North accept the proposed insurance coverage for the Township of Wellington North for the year beginning January 1, 2021.</i> | |
| 2. Jennifer Stephens, General Manager/Secretary-Treasurer and Laura Molson, Manager, Accounting, Saugeen Valley Conservation Authority <ul style="list-style-type: none"> • Saugeen Valley Conservation Authority Draft Budget 2021 | 001 |
| 3. Karen Chisholme, Climate Change Coordinator, County of Wellington <ul style="list-style-type: none"> • Climate Change Mitigation Plan | 040 |
| ADOPTION OF MINUTES OF COUNCIL AND PUBLIC MEETING | |
| 1. Public Meeting, December 14, 2020 | 049 |
| 2. Regular Meeting of Council, December 14, 2020 | 065 |
| Recommendation: <i>THAT the minutes of the Public Meeting and the Regular Meeting of Council held on December 14, 2020 be adopted as circulated.</i> | |
| BUSINESS ARISING FROM PREVIOUS MEETINGS OF COUNCIL | |

| ITEMS FOR CONSIDERATION | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|--|
| 1. MINUTES | | |
| a. Saugeen Connects Meeting, December 4, 2020 Recommendation: <i>THAT the Council of the Corporation of the Township of Wellington North receive the minutes of the Saugeen Connects Meeting held on December 4, 2020.</i> | 079 | |
| b. Arthur Chamber of Commerce, Directors Meeting, December 9, 2020 Recommendation: <i>THAT the Council of the Corporation of the Township of Wellington North receive the minutes of the Arthur Chamber of Commerce Directors Meeting held on December 9, 2020.</i> | 081 | |
| c. Grand River Conservation Authority, Summary of the General Membership Meeting – December 18, 2020 Recommendation: <i>THAT the Council of the Corporation of the Township of Wellington North receive the Grand River Conservation Authority, Summary of the General Membership Meeting held December 18, 2020.</i> | 084 | |
| 2. ECONOMIC DEVELOPMENT | | |
| a. Report EDO 2021-001 Community Improvement Program Recommendation: <i>THAT the Council of the Corporation of the Township of Wellington North receive Report EDO 2021-001 Community Improvement Program;</i> <i>AND FURTHER THAT Council approve a \$2,203 Façade Improvement Grant to eclectic....the gift store at 147 George Street in Arthur.</i> <i>AND FURTHER THAT Council approve grants totaling upwards to \$10,000 to Pfisterer Farms located at 8462 Line 6, Kenilworth.</i> | 085 | |
| 3. FINANCE | | |
| a. Cheque Distribution Report, January 5, 2021 Recommendation: <i>THAT the Council of the Corporation of the Township of Wellington North receive the Cheque Distribution Report dated January 5, 2021.</i> | 089 | |
| b. Report TR2021-001 being a report on the Ontario Municipal Modernization Program & IT Service Delivery Review Update Recommendation: <i>THAT the Council of the Corporation of the Township of Wellington North receive Report TR 2021-001 being a report on the Ontario Municipal Modernization Program and IT Service Delivery Review;</i> <i>AND FURTHER THAT Council endorse the recommendations detailed in the Blackline Consulting report, and direct staff to implement the detailed recommendations as feasible;</i> | 094 | |

| <p><i>AND FURTHER THAT Council endorse the application for future funding opportunities afforded by the Ministry of Municipal Affairs and Housing (MMAH) via the Municipal Modernization Program future intakes, or others, applicable to the opportunities identified in the final report.</i></p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|---------------------------|-----------|-----------|-----------|------------|------------|-------|----------------------|-----------------------------|---------------------------|----|----|---|---|----|----------------------|----------------------------|---------------------------|----|----|----|---|----|------------------------|---------------------|-----------------|----|---|---|----|----|--------------------|---------------|---------------|---|---|----|---|----|--------------|--|--|-----------|-----------|-----------|-----------|------------|-----|
| 4. OPERATIONS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>a. Report from CIMA+ regarding the Arthur Wastewater Treatment Plant Expansion Project: Contract 1, Quarterly Report Q4 2020</p> <p>Recommendation: <i>THAT the Council of the Corporation of the Township of Wellington North receive the report from CIMA+ regarding the Arthur Wastewater Treatment Plant Expansion Project: Contract 1, Quarterly Report Q4 2020.</i></p> | 155 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>b. Report OPS 2021-002 being a report to grant sewage allocation</p> <p>Recommendation: <i>THAT the Council of the Corporation of the Township of Wellington North receive Report OPS 2021-002 being a report to grant sewage allocations;</i></p> <p><i>AND FURTHER THAT Council commit to allocating one hundred and ninety (190) sewage allocation units, pursuant to the Sewage Allocation Policy 012-19 as follows:</i></p> <table border="1" style="width: 100%; border-collapse: collapse; margin: 10px 0;"> <thead> <tr> <th style="text-align: left;">Owner</th> <th style="text-align: left;">Development</th> <th style="text-align: left;">Location</th> <th style="text-align: center;">Singles</th> <th style="text-align: center;">Semis</th> <th style="text-align: center;">Towns</th> <th style="text-align: center;">Apartments</th> <th style="text-align: center;">TOTAL</th> </tr> </thead> <tbody> <tr> <td>2073022 Ontario Inc.</td> <td>Eastridge Landing Phase III</td> <td>Arthur-Schmidt Drive area</td> <td style="text-align: center;">19</td> <td style="text-align: center;">20</td> <td style="text-align: center;">8</td> <td style="text-align: center;">0</td> <td style="text-align: center;">47</td> </tr> <tr> <td>2073022 Ontario Inc.</td> <td>Eastridge Landing Phase IV</td> <td>Arthur-Schmidt Drive area</td> <td style="text-align: center;">18</td> <td style="text-align: center;">18</td> <td style="text-align: center;">20</td> <td style="text-align: center;">0</td> <td style="text-align: center;">56</td> </tr> <tr> <td>940749 Ontario Limited</td> <td>Forest View Estates</td> <td>Domville Street</td> <td style="text-align: center;">10</td> <td style="text-align: center;">8</td> <td style="text-align: center;">8</td> <td style="text-align: center;">24</td> <td style="text-align: center;">50</td> </tr> <tr> <td>Seawaves Homes Ltd</td> <td>Seawaves Home</td> <td>Gordon Street</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">37</td> <td style="text-align: center;">0</td> <td style="text-align: center;">37</td> </tr> <tr> <td colspan="3">TOTAL</td> <td style="text-align: center;">47</td> <td style="text-align: center;">46</td> <td style="text-align: center;">73</td> <td style="text-align: center;">24</td> <td style="text-align: center;">190</td> </tr> </tbody> </table> <p><i>AND FURTHER THAT the sewer allocation units expire thirty-six (36) months from the date of a signed sewage allocation agreement or forty (40) months from the date of the resolution, whichever is shorter, after which time the allocations are returned to the Township's sanitary reserve and distributed at the discretion of Council;</i></p> <p><i>AND FURTHER THAT Township Council directs staff to prepare sewage allocation agreement(s) with each developer consistent with the current Sewage Allocation Policy to be authorized by Mayor and Clerk.</i></p> | Owner | Development | Location | Singles | Semis | Towns | Apartments | TOTAL | 2073022 Ontario Inc. | Eastridge Landing Phase III | Arthur-Schmidt Drive area | 19 | 20 | 8 | 0 | 47 | 2073022 Ontario Inc. | Eastridge Landing Phase IV | Arthur-Schmidt Drive area | 18 | 18 | 20 | 0 | 56 | 940749 Ontario Limited | Forest View Estates | Domville Street | 10 | 8 | 8 | 24 | 50 | Seawaves Homes Ltd | Seawaves Home | Gordon Street | 0 | 0 | 37 | 0 | 37 | TOTAL | | | 47 | 46 | 73 | 24 | 190 | 200 |
| Owner | Development | Location | Singles | Semis | Towns | Apartments | TOTAL | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2073022 Ontario Inc. | Eastridge Landing Phase III | Arthur-Schmidt Drive area | 19 | 20 | 8 | 0 | 47 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2073022 Ontario Inc. | Eastridge Landing Phase IV | Arthur-Schmidt Drive area | 18 | 18 | 20 | 0 | 56 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 940749 Ontario Limited | Forest View Estates | Domville Street | 10 | 8 | 8 | 24 | 50 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Seawaves Homes Ltd | Seawaves Home | Gordon Street | 0 | 0 | 37 | 0 | 37 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| TOTAL | | | 47 | 46 | 73 | 24 | 190 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 5. ADMINISTRATION | |
| <p>a. Report CLK 2021-001 Off-Road Vehicles (ORV) on municipal roads</p> <p>203</p> <p>Recommendation: <i>THAT the Council of the Corporation of the Township of Wellington North receive for information Report CLK 2021-001 being a report on Off-Road Vehicles (ORV) on municipal roads.</i></p> | |
| 6. COUNCIL | |
| <p>a. Guelph Wellington Crime Stoppers Newsletter, The Informant, Winter 2020 / 21, 4th Quarter</p> <p>212</p> <p>Recommendation: <i>THAT the Council of the Corporation of the Township of Wellington North receive the Guelph Wellington Crime Stoppers Newsletter, The Informant, Winter 2020/21, 4th Quarter.</i></p> | |
| IDENTIFICATION OF ITEMS REQUIRING SEPARATE DISCUSSION | |
| | |
| ADOPTION OF ALL ITEMS NOT REQUIRING SEPARATE DISCUSSION | |
| <p>Recommendation: <i>THAT all items listed under Items For Consideration on the January 11, 2021 Council agenda, with the exception of those items identified for separate discussion, be approved and the recommendations therein be adopted:</i></p> | |
| CONSIDERATION OF ITEMS FOR SEPARATE DISCUSSION AND ADOPTION | |
| | |
| NOTICE OF MOTION | |
| | |
| COMMUNITY GROUP MEETING PROGRAM REPORT | |
| <p>Councillor Yake (Ward 1):</p> <ul style="list-style-type: none"> • 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 • Recreation, Parks and Leisure Committee • Mount Forest Homecoming Committee (inactive) <p>Councillor Burke (Ward 2):</p> <ul style="list-style-type: none"> • Mount Forest Aquatic Ad Hoc Advisory Committee • Wellington North Wellness & Team Building Committee • Mount Forest Business Improvement Area <p>Councillor Hern (Ward 3):</p> <ul style="list-style-type: none"> • Wellington North Cultural Roundtable • Mount Forest & District Chamber of Commerce • Arthur & District Chamber of Commerce • Arthur Business Improvement Area • Arthur BMX/Skateboard Park Advisory Committee • EarlyON Child and Family Services Committee | |

| | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| <p>Councillor McCabe (Ward 4):</p> <ul style="list-style-type: none"> • Recreation, Parks and Leisure Committee • Saugeen Valley Conservation Authority • Wellington North Health Professional Recruitment Committee • Upper Grand Trailway Wellington Sub Committee <p>Mayor Lennox:</p> <ul style="list-style-type: none"> • Wellington North Power • Ex Officio on all committees | |
| BY-LAWS | |
| <p>a. By-law Number 001-21 being a by-law to authorize temporary borrowing from time to time to meet current expenditures during the fiscal year ending December 31, 2021</p> | 214 |
| <p>b. By-law Number 002-21 being a by-law to provide for an interment tax levy on all assessment within specific tax classes and to provide a penalty and interest rate for current taxes in default and tax arrears</p> | 217 |
| <p>c. By-law Number 003-21 being a by-law to adopt a budget including estimates of all sums required during 2021 for Operating and Capital, for the purposes of the municipality</p> | 220 |
| <p>d. By-law Number 004-21 being a by-law to repeal By-law 17-1999 being a by-law to appoint Drainage Superintendent</p> | 223 |
| <p>Recommendation: THAT By-law Numbers 001-21, 002-21, 003-21 and 004-21 be read a First, Second and Third time and enacted.</p> | |
| CONFIRMING BY-LAW | 224 |
| <p>Recommendation: <i>THAT By-law Number 005-21 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 January 11, 2021 be read a First, Second and Third time and enacted.</i></p> | |
| ADJOURNMENT | |
| <p>Recommendation: <i>THAT the Regular Council meeting of January 11, 2021 be adjourned at ___:___ p.m.</i></p> | |

MEETINGS, NOTICES, ANNOUNCEMENTS

| | | |
|----------------------------------------------------|-----------------------------|-----------|
| Mount Forest Chamber of Commerce Directors Meeting | Tuesday, January 12, 2021 | 7:00 p.m. |
| Arthur Chamber of Commerce Directors Meeting | Wednesday, January 13, 2021 | 5:30 p.m. |
| Regular Council Meeting – via video conference | Monday, January 25, 2021 | 7:00 p.m. |
| Recreation, Parks and Leisure Committee | Tuesday, February 2, 2021 | 8:30 a.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



1078 Bruce Road 12, P.O. Box 150, Formosa ON Canada N0G 1W0
Tel 519-367-3040, Fax 519-367-3041, publicinfo@svca.on.ca, www.svca.on.ca

November 30, 2020

To: Municipalities of the Saugeen Watershed

Dear Municipal Council,

I am pleased to enclose the 2021 Draft Budget and budget notes for Saugeen Valley Conservation Authority. This Draft Budget has been approved for distribution to the member municipalities by our Board of Directors.

With the impact of COVID-19 being felt by the public, government, and businesses, every effort was made to keep the increase to the municipal levy low. This Draft Budget provides for a municipal levy increase of 1.6% over the 2020 levy and represents a dollar increase of \$27,570.

Over the past few months, the Authority has been working diligently to focus efforts on the mandated programs and services as outlined in the *Conservation Authorities Act*. To assist in this endeavour, Saugeen Valley Conservation Authority is embarking on a Strategic Planning exercise to develop a document that will lead the organization over the next five years. This exercise is expected to take place through to June 2021 and will involve extensive consultation with the public, our municipal stakeholders, and other partners. The Strategic Plan will also incorporate recent changes proposed to the *Conservation Authorities Act* through Bill 229, *Protect, Support and Recover from COVID-19 Act (Budget Measures), 2020*.

The Authority is scheduled to meet on January 22, 2021 to vote on the acceptance of the 2021 Budget. Please forward any feedback and Resolutions on the proposed Draft 2021 Budget by January 13, 2021.

I intend to visit all municipal Councils in the month of December and, if necessary, early January, to review this budget and address questions.

Saugeen Valley Conservation Authority looks forward to continuing to work with its municipal stakeholders to protect and enhance the Saugeen Valley watershed.

Sincerely,

Jennifer Stephens
General Manager/Secretary-Treasurer
Saugeen Conservation
Encl.



Watershed Member Municipalities

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

2021 Budget Notes

General (Not Department Specific)

1. The General Levy increase in the previous 9 years has been:

| | |
|------|------|
| 2012 | 9.0% |
| 2013 | 2.5% |
| 2014 | 1.5% |
| 2015 | 1.9% |
| 2016 | 1.9% |
| 2017 | 1.4% |
| 2018 | 1.5% |
| 2019 | 0.0% |
| 2020 | 2.5% |
2. The 2021 budget provides for a 1.0% cost of living adjustment to the salary grid.
3. In recent years the Ministry of Natural Resources and Forestry annual grant was reduced by approximately 50%. The grant covers some of the costs for flood warning and flood control. MNRF has not indicated whether this funding will continue in 2021. The 2021 budget assumes that the Provincial grant for Flood Warning will remain the same as 2020.
4. In the 2021 budget there is additional staffing of a Field Operations Assistant as well as a Coordinator for Regulations. These positions were approved by the Executive Committee for inclusion in the 2021 budget.
5. The expectation for 2020 is a General Levy surplus of \$10,000 comprised mainly of an expected surplus in the Flood Warning department due to the continuance of the Provincial Grant and offset by deficits in the Education and Administration budgets. Deficits expected are due to a reduction in education programming and a reduction in expected investment returns, both of which are attributable to the COVID19 global pandemic. The non-General Levy surplus for 2020 is expected to be less than budgeted due primarily to loss revenue in our campgrounds, also due to COVID19.
6. Preparation of the draft 2021 budget entailed the review by each department head, on a line by line basis, of the budgets under their responsibility. Department heads will present their respective budgets to the Authority and be available to receive comments and answer questions.

Departments

Community Relations

1. This department is funded almost entirely from the General Levy with some revenue generated from fees related to special events.
2. Expenses for 2021 are in line with 2020 budgeted expenses, with more funds allocated to website improvements while budgeting for reduced expenses in other categories such as printed materials.

Education

1. Funding in this department is approximately 65% from General Levy and the balance from various program users and Bruce Power. Education expenses in 2020 are as budgeted.
2. The 2021 budget allows for flood safety programming, the expenses for which will be covered by donations from the Saugeen Valley Conservation Foundation. The General Levy required to fund this department is similar to 2020.

Flood Warning

1. Revenue sources for this department have historically been the General Levy (50%) and an annual Provincial grant (50%). Due to a reduction in Provincial funding, revenue sources are budgeted to be General Levy (80%) and Provincial grant (20%).
2. The budgeted expenses for 2021 are slightly reduced from the 2020 expenses due to the reallocation of a flood safety program to the Education budget.

Water Quality

1. This department is funded by General Levy.
2. 2021 budget expenses are consistent with the 2020 budget and year end projections.

Water Projects Maintenance and Stewardship

1. This department is funded by General Levy and by Special Levy to benefiting municipalities. Reserve funds are used to cover specific project costs as well as to support Stewardship initiatives.
2. 2020 expenses are expected to be \$4,000 under budget due mainly to reduced costs for staff development and travel because of COVID19. 2021 expenses are \$7,000 over 2020 budget due to repairs anticipated for the Neustadt & Inverhuron flood control projects, both of which will be dependent on receiving support from the benefiting municipalities.

3. The Special Levy to benefiting municipalities covers costs to maintain various structures including the Durham dams, Paisley dykes, Walkerton dykes and others.

Environmental Planning and Regulations

1. Revenue in 2020 from sources other than General Levy is expected to be \$515,900, which is consistent with revenues budgeted.
2. Expenses for 2020 are expected to be \$7,000 below budget due mainly to expected legal costs being less than budgeted.
3. The 2021 budget provides for revenue from non-levy sources of \$585,800. 2021 expenses are estimated at \$919,250.
4. Included in the 2021 budget is additional staffing for a Regulations Coordinator, \$20,000 in legal fees which will be funded from the legal fees reserve, additional consultant fees for technical services and expenses for a content management system for use by the EPR department which will integrate with other software systems throughout the Authority.

Non-Revenue Parks and Property Management

1. The parks covered in this department include Sulphur Spring, Allan Park, Stoney Island, Bells Lake, Kinghurst, McBeath, and Varney. This department also covers the rental house at Sulphur Spring CA and the maintenance shops at that location.
2. Annual revenue sources in this department, other than the General Levy, are from agreements with the Ontario Steelheaders Assoc. for Denny's Dam, West Grey for the Durham day use swimming area, and the rental house at Sulphur Spring. In addition, revenue is generated from parking fees at two parks and from water donations at Sulphur Spring. For 2021 we expect to receive parking revenue from two additional property locations.
3. Expenses in 2021 are expected to increase over the 2020 budget because of an additional staff person required, allocation of salary for the Manager of Forestry and Lands, increases to the hazard trees budget, significant repairs and maintenance (health and safety) required for the shops at Sulphur Spring CA and repairs to bridges at Stoney Island. Expenses will be offset by a contribution from the Lands Management reserve in the amount of \$35,000.

Revenue Parks (Campgrounds)

1. Historical and budget gross revenue amounts for the three campgrounds are as follows (in thousands of dollars):

| | <u>2019 actual</u> | <u>2020 estimate</u> | <u>2020 budget</u> | <u>2021 budget</u> |
|-----------|--------------------|----------------------|--------------------|--------------------|
| Brucedale | 87.4 | 89.3 | 79.6 | 89.3 |
| Durham | 274.3 | 252.1 | 247.3 | 291.6 |
| Bluffs | <u>306.4</u> | <u>277.3</u> | <u>268.2</u> | <u>320.0</u> |
| | 668.1 | 618.7 | 595.1 | 700.9 |

2. Historical and budget net income amounts are as follows (in thousands of dollars):

| | <u>2019 actual</u> | <u>2020 estimate</u> | <u>2020 budget</u> | <u>2021 budget</u> |
|------------|--------------------|----------------------|--------------------|--------------------|
| Bruce Dale | 30.7 | 24.0 | 22.6 | 13.4 |
| Durham | 45.7 | 24.8 | 13.3 | 0.0 |
| Bluffs | <u>38.7</u> | <u>34.7</u> | <u>11.9</u> | <u>0.0</u> |
| | 115.1 | 83.5 | 47.8 | 13.4 |

3. For 2020 revenue from seasonal campers will be about \$59,000 above budget, mostly because of increased demand for seasonal camping due to COVID19 restrictions. Daily camping is expected to be below budget by \$21,000 for the same reason. Group camping was also affected which resulted in a loss of budgeted income of \$17,000.
4. Expenses between the 3 campgrounds are expected to be about \$12,000 below the 2020 budget with those savings mostly attributed to the delayed hiring of staff this spring.
5. For 2021 there are additional repairs and maintenance budgeted with funds coming from reserves where possible. Major improvements include washrooms, showers, gated access, cellular service and trail improvements.
6. Forecasted revenue amounts may be affected by COVID19 into 2021.

Agricultural Lands

1. The revenue source in this department is the rental of pastureland at McBeath, rental at the Woods property and in 2021 additional revenue from a property at Moss Lake. Some salary amounts are allocated to this department to cover fence and water system repairs.
2. There is expected to be a surplus of about \$7,000 for 2020 and \$4,600 in 2021. The reduction in the net surplus year over year is attributed to additional repair and maintenance work budgeted for 2021.

Forest Management

1. The revenue source in this department is derived exclusively from the sale of forest products from Authority-owned properties and from services provided to landowners such as tree planting, tree sales, spraying and forest management.
2. Revenues and expenses in 2020 are below budget because of a reduced program which was significantly impacted by COVID19 and the economic outlook.
3. Revenues in 2021 are expected to be similar to budgeted revenues for 2020, while expenses will be slightly lower as a result of a change in duties of the Manager of the department, who will be devoting time to Land Management and in overseeing campground operations.

Motor Pool

1. The Motor Pool department is responsible for the fleet of licensed vehicles and large field equipment. Vehicle usage is charged to other departments based on a per km rate. Field equipment is charged out to municipalities by way of special levy based on an hourly rate. The goal is to charge a rate that allows for enough revenue to accumulate over time to purchase replacement vehicles.
2. The 2020 equipment/vehicle purchases included a 4WD truck and a replacement fleet van. These purchases were funded from reserves and Motor Pool revenues generated in 2020.
3. The 2021 budget includes one new and one used truck purchases as well as a used tractor for Durham Conservation Area. The purchases are funded from reserves and include a contribution from the Durham campground to purchase and maintain the tractor.
4. Revenues for 2021 are projected to be \$29,600.

Administration

1. This department is funded almost entirely from the General Levy and interest revenue. 2020 expenses are expected to be about \$20,000 over the budget of \$517,000.
2. For 2021, expenses are budgeted at \$546,000, up \$8,600 from projections for 2020 due primarily to changes in staff benefits and staff travel. Other expense categories are consistent with the prior year projections.
3. Interest revenue for 2021 is expected to be \$15,700 below the 2020 budget because of lower interest rates due to the economic downturn related to COVID19.

Information Technology (IT) and Geographic Information Systems (GIS)

1. This department is funded by the General Levy. Expenses in 2020 are expected to be consistent with those budgeted.
2. The major costs in this department are for one GIS staff, IT support and computer upgrades. Total 2021 costs are budgeted to be in line with the 2020 budget.

Draft Budget 2021



**SAUGEEN VALLEY CONSERVATION AUTHORITY
SUMMARY
2021**

| | SOURCES OF FUNDING | | | | | | | | |
|--------------------------------------|--------------------|-------------------------|-----------------------|--------------|-----------------|------------------|-------------------|----------------|-----------------------|
| | 2020 BUDGET | PROPOSED 2021 BUDGET | PROVINCIAL FUNDING | DONATIONS | SPECIAL LEVY | GENERAL LEVY | SELF GENERATED | RESERVES | SURPLUS/ (DEFICIT) |
| OPERATIONS - GENERAL LEVY | 2,480,619 | 2,687,225 | 81,400 | 7,000 | 84,141 | 1,732,919 | 665,900 | 115,865 | |
| OPERATIONS - NON GENERAL LEVY | 1,079,700 | 1,285,900 | | | | | 1,285,900 | | 52,250 ¹ |
| TOTAL | 3,560,319 | 3,973,125 | 81,400 | 7,000 | 84,141 | 1,732,919 | 1,951,800 | 115,865 | 52,250 |

Note:

1. Non-General Levy surplus to be put into appropriate reserve for future capital reinvestment into those programs.

**SAUGEE VALLEY CONSERVATION AUTHORITY
PROPOSED OPERATIONS BUDGET (GENERAL LEVY PROGRAMS)
2021**

| PROGRAM | 2020 BUDGET | PROPOSED 2021 BUDGET | SOURCES OF FUNDING | | | | | |
|--------------------------------------------------|------------------|-------------------------|-----------------------|--------------|-----------------|------------------|-------------------|----------------|
| | | | PROVINCIAL FUNDING | DONATIONS | SPECIAL LEVY | GENERAL LEVY | SELF GENERATED | RESERVES |
| ADMINISTRATION | 517,155 | 546,400 | | | | 490,000 | 51,600 | 4,800 |
| FLOOD WARNING | 219,250 | 212,500 | 81,400 | | | 129,550 | 1,550 | |
| WATER MANAGEMENT | | | | | | | | |
| Water Projects Maintenance & Stewardship | 163,600 | 170,300 | | | 84,141 | 56,094 | | 30,065 |
| Water Quality | 100,890 | 99,400 | | | | 99,400 | | |
| ENVIRONMENTAL PLANNING & REGULATIONS | 791,300 | 919,250 | | | | 333,450 | 565,800 | 20,000 |
| IT & GEOGRAPHICAL INFORMATION SYSTEMS | 157,825 | 146,525 | | | | 146,525 | | |
| COMMUNITY SERVICES | | | | | | | | |
| Community Relations | 230,900 | 135,500 | | | | 109,500 | | 26,000 |
| Education | 93,300 | 98,750 | | 7,000 | | 62,600 | 29,150 | |
| NON-REVENUE PARKS & LAND MANAGEMENT | 206,400 | 358,600 | | | | 305,800 | 17,800 | 35,000 |
| TOTAL PROGRAM OPERATIONS | 2,480,620 | 2,687,225 | 81,400 | 7,000 | 84,141 | 1,732,919 | 665,900 | 115,865 |

**SAUGEEN VALLEY CONSERVATION AUTHORITY
PROPOSED 2021 GENERAL LEVIES**

| | CVA Based | | | | | | |
|---------------------|----------------------|----------------------|--------------------|---------------------|----------------------|---------------------|---------------------|
| | Apportionment | % Change In | % Change In | 2020 Actual | 2021 Proposed | \$ Change In | % Change In |
| Municipality | Percentage | Apportionment | Assessment | General Levy | General Levy | General Levy | General Levy |
| Arran-Elderslie | 2.5425 | -1.10% | 4.08% | \$ 43,820 | \$ 44,049 | \$228 | 0.52% |
| Brockton | 8.7112 | 0.09% | 5.33% | \$ 148,401 | \$ 150,947 | \$2,546 | 1.72% |
| Chatsworth | 3.0224 | -1.32% | 3.85% | \$ 52,213 | \$ 52,364 | \$151 | 0.29% |
| Grey Highlands | 4.3863 | -0.27% | 4.96% | \$ 74,981 | \$ 75,997 | \$1,016 | 1.36% |
| Hanover | 6.5529 | -1.57% | 3.59% | \$ 113,511 | \$ 113,545 | \$34 | 0.03% |
| Howick | 0.2754 | 5.53% | 11.07% | \$ 4,431 | \$ 4,762 | \$ 331 | 7.46% |
| Huron-Kinloss | 5.6518 | -0.29% | 4.93% | \$ 96,647 | \$ 97,930 | \$1,283 | 1.33% |
| Kincardine | 17.7025 | -0.88% | 4.31% | \$ 304,544 | \$ 306,760 | \$2,216 | 0.73% |
| Minto Town | 2.6617 | 1.51% | 6.83% | \$ 44,694 | \$ 46,114 | \$ 1,420 | 3.18% |
| Morris-Turnberry | 0.1923 | 4.73% | 10.22% | \$ 3,402 | \$ 3,490 | \$88 | 2.59% |
| Saugeen Shores | 20.7232 | -0.81% | 4.39% | \$ 356,261 | \$ 359,105 | \$2,844 | 0.80% |
| South Bruce | 4.8281 | 0.06% | 5.30% | \$ 82,268 | \$ 83,655 | \$ 1,387 | 1.69% |
| Southgate | 6.6779 | 4.41% | 9.88% | \$ 109,052 | \$ 115,711 | \$ 6,660 | 6.11% |
| Wellington North | 3.9618 | 2.70% | 8.08% | \$ 65,769 | \$ 68,644 | \$ 2,875 | 4.37% |
| West Grey | 12.1100 | 0.56% | 5.82% | \$ 205,356 | \$ 209,848 | \$ 4,492 | 2.19% |
| | 100.00 | 0.00% | 5.24% | \$ 1,705,349 | \$ 1,732,919 | \$27,570 | 1.6% |

Community Relations

| | | | YTD | Projection | Budget | Budget | Notes |
|-----------------|----|-------------------------------------|----------------|----------------|----------------|----------------|-------|
| | | | June 30, 2020 | Dec 31, 2020 | 2020 | 2021 | |
| Revenues | | | | | | | |
| 15000 | 10 | GENERAL LEVY | 112,400 | 224,800 | 224,800 | 109,500 | |
| 15400 | 10 | RESERVES | - | | - | 26,000 | |
| 15800 | 10 | ADMISSION REVENUE - TOURS | 1,343 | - | 5,500 | - | |
| 19990 | 10 | MISCELLANEOUS | - | 4,150 | 600 | - | |
| | | | 113,743 | 228,950 | 230,900 | 135,500 | |
| Expenses | | | | | | | |
| 4101 | 10 | SALARIES | 67,020 | 110,000 | 141,000 | 60,000 | |
| 4120 | 10 | STAFF BENEFITS | 3,677 | 5,300 | 7,600 | 5,400 | |
| 4125 | 10 | STAFF BENEFITS - MERCS & OMERS | 15,679 | 23,100 | 29,400 | 12,600 | |
| 4130 | 10 | STAFF TRAVEL | 5,102 | 8,000 | 13,000 | 8,000 | |
| 4140 | 10 | STAFF DEVELOPMENT | 426 | 500 | 600 | 600 | |
| 4150 | 10 | STAFF UNIFORMS | - | 600 | 600 | 300 | |
| 4160 | 10 | OFFICE EXPENSE | 1,081 | 2,500 | 3,500 | 2,000 | |
| 4170 | 10 | TELEPHONE | 430 | 1,000 | 1,200 | 700 | |
| 4190 | 10 | ADVERTISING | 4,841 | 5,000 | 5,000 | 4,000 | |
| 4250 | 10 | SUBSCRIPTIONS | 135 | 500 | 500 | 500 | |
| 4260 | 10 | PRINTING | 72 | 1,800 | 2,500 | 1,500 | |
| 4300 | 10 | PROGRAM SUPPLIES | 1,564 | 3,400 | 3,900 | 1,500 | |
| 4455 | 10 | ADMINISTRATION OVERHEAD | 4,533 | 8,800 | 8,800 | 4,400 | |
| 5010 | 10 | NEW ENDEAVOURS | 3,094 | 3,094 | 2,000 | - | |
| 5015 | 10 | SPONSOR/VOLUNTEER RECOGNITION | 1,116 | 2,200 | 3,600 | 1,000 | |
| 5020 | 10 | WEB PAGE | 1,727 | 1,727 | 2,000 | 10,000 | |
| 5025 | 10 | GREENOCK TOURS | - | - | 4,500 | - | |
| 5040 | 10 | CHRISTMAS IN COUNTRY EVENT | 389 | - | - | - | |
| 5975 | 10 | COMMUNITY RELATIONS PUBLICATION | - | - | 1,200 | 2,500 | |
| 9999 | 10 | RE-BRANDING/COMMUNICATIONS STRATEGY | | 20,000 | - | 10,000 | |
| 9999 | 10 | ANNUAL REPORT | | | | 4,500 | |
| 9999 | 10 | DISPLAYS | | | | 6,000 | |
| | | | 110,887 | 197,521 | 230,900 | 135,500 | |

2,856

31,429

-

-

For presentation to Board

Education

| | | | YTD | Projection | Budget | Budget | Notes |
|-----------------|----|--------------------------------------|---------------|---------------|---------------|---------------|-------|
| | | | June 30, 2020 | Dec 31, 2020 | 2020 | 2021 | |
| Revenues | | | | | | | |
| 15000 | 15 | GENERAL LEVY | 30,825 | 61,650 | 61,650 | 62,600 | |
| 15300 | 15 | DONATIONS | - | - | 2,500 | 7,000 | |
| 16000 | 15 | DEER PROGRAM (Bruce Power/NII) | 6,715 | 14,000 | 19,500 | 19,500 | |
| 16050 | 15 | WREN PROGRAM (In School Programming) | - | 2,500 | 3,750 | 3,750 | |
| 16100 | 15 | SUMMER PROGRAMS | - | - | 2,900 | 2,900 | |
| 16250 | 15 | EARTH WEEK PROGRAM | - | 3,000 | 3,000 | 3,000 | |
| | | | 37,540 | 81,150 | 93,300 | 98,750 | |
| Expenses | | | | | | | |
| 4101 | 15 | SALARIES | 26,200 | 52,400 | 40,150 | 40,500 | |
| 4120 | 15 | STAFF BENEFITS | 2,390 | 4,700 | 5,000 | 5,400 | |
| 4125 | 15 | STAFF BENEFITS - MERCS & OMERS | 6,933 | 14,000 | 13,500 | 13,700 | |
| 4130 | 15 | STAFF TRAVEL | 43 | 400 | 1,700 | 1,700 | |
| 4140 | 15 | STAFF DEVELOPMENT | - | - | 300 | 300 | |
| 4150 | 15 | STAFF UNIFORMS | - | 250 | 250 | 250 | |
| 4160 | 15 | OFFICE EXPENSE | 77 | 200 | 700 | 700 | |
| 4170 | 15 | TELEPHONE | 305 | 850 | 850 | 850 | |
| 4260 | 15 | PRINTING | - | - | 150 | 150 | |
| 4300 | 15 | PROGRAM SUPPLIES | 157 | 850 | 1,700 | 1,700 | |
| 4455 | 15 | ADMINISTRATION OVERHEAD | 2,267 | 4,400 | 4,400 | 4,400 | |
| 4460 | 15 | EQUIPMENT RENTAL | - | 200 | 200 | 200 | |
| 4650 | 15 | FLOOD WATERS & YOU | - | - | - | 4,500 | |
| 4650 | 15 | DEER PROGRAM | 5,530 | 11,500 | 17,000 | 17,000 | |
| 4655 | 15 | WREN PROGRAM | - | 2,200 | 3,500 | 3,500 | |
| 4660 | 15 | SUMMER PROGRAM | - | - | 2,200 | 2,200 | |
| 4670 | 15 | EARTH WEEK PROGRAM | - | 2,000 | 1,700 | 1,700 | |
| | | | 43,902 | 93,950 | 93,300 | 98,750 | |

(6,362)

(12,800)

-

-

For presentation to Board

Flood Warning

| | | | YTD | Projection | Budget | Budget | Notes |
|-----------------|----|--------------------------------------|----------------|----------------|----------------|----------------|-------|
| | | | June 30, 2020 | Dec 31, 2020 | 2020 | 2021 | |
| Revenues | | | | | | | |
| 15000 | 50 | GENERAL LEVY | 88,501 | 177,002 | 177,002 | 170,250 | |
| 15150 | 50 | PROVINCIAL GRANT | 20,349 | 81,400 | 40,698 | 40,700 | |
| 15400 | 50 | RESERVES | 404 | 850 | 850 | 850 | |
| 15600 | 50 | STREAMGAUGE MAINTENANCE | 267 | 400 | 400 | 400 | |
| 19990 | 50 | MISCELLANEOUS | - | 300 | 300 | 300 | |
| | | | 109,521 | 259,952 | 219,250 | 212,500 | |
| Expenses | | | | | | | |
| 4101 | 50 | SALARIES | 59,465 | 123,000 | 119,000 | 120,500 | |
| 4120 | 50 | STAFF BENEFITS | 4,338 | 8,100 | 8,400 | 9,000 | |
| 4125 | 50 | STAFF BENEFITS - MERCYS & OMERS | 13,896 | 26,000 | 24,800 | 25,000 | |
| 4130 | 50 | STAFF TRAVEL | 4,655 | 12,000 | 12,000 | 9,500 | |
| 4140 | 50 | STAFF DEVELOPMENT | - | 590 | 1,250 | 1,000 | |
| 4150 | 50 | STAFF UNIFORMS | - | 300 | 300 | 300 | |
| 4160 | 50 | OFFICE EXPENSE | 30 | 300 | 500 | 300 | |
| 4170 | 50 | TELEPHONE (STREAM GAUGES) | 7,213 | 15,500 | 15,500 | 16,500 | |
| 4180 | 50 | UTILITIES (STREAM GAUGES) | 2,035 | 4,800 | 4,800 | 4,800 | |
| 4200 | 50 | INSURANCE | 396 | 700 | 700 | 700 | |
| 4300 | 50 | MATERIALS AND SUPPLIES | 546 | 3,000 | 3,100 | 500 | |
| 4310 | 50 | STREAMGAUGE MAINTENANCE (DATA-FIELD) | 3,565 | 10,000 | 10,000 | 10,000 | |
| 4455 | 50 | ADMINISTRATION OVERHEAD | 2,267 | 4,400 | 4,400 | 4,400 | |
| 4470 | 50 | EQUIPMENT MAINTENANCE (DATA-OFFICE) | - | 1,500 | 1,500 | 1,000 | |
| 4490 | 50 | SOFTWARE LICENSING | - | 7,500 | 7,500 | 8,000 | |
| 4495 | 50 | FLOODWATERS & YOU | - | - | 4,500 | - | |
| 4630 | 50 | RESERVE PAYMENT (ORTHO & SOFTWARE) | 500 | 1,000 | 1,000 | 1,000 | |
| | | | 98,906 | 218,690 | 219,250 | 212,500 | |

10,615

41,262

-

-

For presentation to Board

Water Quality

| | | | YTD | Projection | Budget | Budget | Notes |
|-----------------|----|--------------------------------|---------------|----------------|----------------|---------------|-------|
| | | | June 30, 2020 | Dec 31, 2020 | 2020 | 2021 | |
| Revenues | | | | | | | |
| 15000 | 45 | GENERAL LEVY | 50,125 | 100,250 | 100,250 | 99,400 | |
| 15400 | 45 | RESERVES | 707 | 725 | 640 | - | |
| 15650 | 45 | BRUCE POWER MONITORING | - | 3,000 | - | - | |
| | | | 50,832 | 103,975 | 100,890 | 99,400 | |
| Expenses | | | | | | | |
| 4101 | 45 | SALARIES | 24,264 | 53,000 | 53,000 | 53,300 | |
| 4120 | 45 | STAFF BENEFITS | 3,321 | 5,400 | 5,640 | 5,300 | |
| 4125 | 45 | STAFF BENEFITS - MERCS & OMERS | 5,253 | 11,200 | 11,200 | 11,350 | |
| 4130 | 45 | STAFF TRAVEL | 2,870 | 6,500 | 7,500 | 6,500 | |
| 4140 | 45 | STAFF DEVELOPMENT | 201 | 1,000 | 1,200 | 1,000 | |
| 4150 | 45 | STAFF UNIFORMS | 74 | 300 | 300 | 300 | |
| 4160 | 45 | OFFICE EXPENSE | 176 | 300 | 600 | 300 | |
| 4170 | 45 | TELEPHONE | 312 | 650 | 650 | 650 | |
| 4300 | 45 | MATERIALS & SUPPLIES | 646 | 1,500 | 1,500 | 1,000 | |
| 4455 | 45 | ADMINISTRATION OVERHEAD | 2,267 | 4,400 | 4,400 | 4,400 | |
| 4597 | 45 | GROUNDWATER | 806 | 1,800 | 1,800 | 1,300 | |
| 4790 | 45 | BRUCE POWER MONITORING | 1,578 | 3,000 | - | - | |
| 4794 | 45 | SURFACE WATER | 4,363 | 12,000 | 12,500 | 13,000 | |
| 4797 | 45 | BIOMONITORING | 269 | 600 | 600 | 1,000 | |
| | | | 46,402 | 101,650 | 100,890 | 99,400 | |

4,430

2,325

-

-

For presentation to Board

Water Projects & Stewardship

| | | | YTD | Projection | Budget | Budget | Notes |
|-----------------|----|--------------------------------|---------------|----------------|----------------|----------------|-------|
| | | | June 30, 2020 | Dec 31, 2020 | 2020 | 2021 | |
| Revenues | | | | | | | |
| 15000 | 40 | GENERAL LEVY | 28,084 | 56,168 | 56,168 | 56,094 | |
| 15100 | 40 | SPECIAL LEVY | 42,126 | 84,251 | 84,251 | 84,141 | |
| 15400 | 40 | RESERVES | 11,591 | 23,181 | 23,181 | 30,065 | |
| 19990 | 40 | MISCELLANEOUS | 500 | 3,000 | - | - | |
| | | | 82,301 | 166,600 | 163,600 | 170,300 | |
| Expenses | | | | | | | |
| 4101 | 40 | SALARIES | 14,662 | 32,000 | 32,000 | 33,000 | |
| 4120 | 40 | STAFF BENEFITS | 1,004 | 2,000 | 2,200 | 2,300 | |
| 4125 | 40 | STAFF BENEFITS - MERCS & OMERS | 3,492 | 6,700 | 6,600 | 6,700 | |
| 4130 | 40 | STAFF TRAVEL | 1,619 | 5,000 | 10,000 | 8,000 | |
| 4140 | 40 | STAFF DEVELOPMENT | - | 700 | 1,000 | 1,000 | |
| 4150 | 40 | STAFF UNIFORMS | - | 180 | 250 | 250 | |
| 4160 | 40 | OFFICE EXPENSE | 372 | 900 | 1,500 | 1,000 | |
| 4170 | 40 | TELEPHONE | 520 | 1,000 | 1,000 | 1,000 | |
| 4200 | 40 | INSURANCE | 322 | 750 | 750 | 750 | |
| 4455 | 40 | ADMINISTRATION OVERHEAD | 2,267 | 4,400 | 4,400 | 4,400 | |
| 4465 | 40 | STEWARDSHIP SERVICES | 647 | 15,000 | 15,000 | 15,000 | |
| 7101 | 40 | DURHAM ICE MANAGEMENT | 6,191 | 11,000 | 10,000 | 10,000 | |
| 7102 | 40 | DURHAM LOWER DAM | 1,093 | 7,000 | 6,500 | 6,500 | |
| 7103 | 40 | DURHAM MIDDLE DAM | 7,102 | 9,500 | 9,500 | 9,500 | |
| 7104 | 40 | DURHAM UPPER DAM | 4,271 | 14,000 | 14,000 | 14,000 | |
| 7105 | 40 | INVERHURON FLOOD CONTROL | 3,737 | 5,000 | 3,500 | 8,000 | |
| 7106 | 40 | KINCARDINE PROJECTS | 406 | 1,400 | 1,400 | 1,400 | |
| 7108 | 40 | NEUSTADT FLOOD CONTROL | 164 | 1,500 | 2,000 | 5,500 | |
| 7109 | 40 | PAISLEY DYKE | 10,998 | 28,000 | 28,000 | 28,000 | |
| 7110 | 40 | PINKERTON DYKE | 85 | 200 | 400 | 400 | |
| 7112 | 40 | SOUTHAMPTON EROSION CONTROL | - | 1,200 | 1,200 | 1,200 | |
| 7114 | 40 | WALKERTON DYKES | 4,251 | 12,000 | 12,000 | 12,000 | |
| 7115 | 40 | MOUNT FOREST DAM MAINTENANCE | - | 200 | 400 | 400 | |
| | | | 63,204 | 159,630 | 163,600 | 170,300 | |

19,097

6,970

-

-

For presentation to Board

Environmental Planning & Regulations

| | | | YTD | Projection | Budget | Budget | Notes |
|-----------------|----|--------------------------------|----------------|----------------|----------------|----------------|-------|
| | | | June 30, 2020 | Dec 31, 2020 | 2020 | 2021 | |
| Revenues | | | | | | | |
| 15000 | 20 | GENERAL LEVY | 142,150 | 284,300 | 284,300 | 333,450 | |
| 15400 | 20 | RESERVES | - | - | - | 20,000 | |
| 16550 | 20 | PLAN SERVICES | 39,848 | 106,000 | 115,000 | 140,500 | |
| 16600 | 20 | LEGAL INQUIRIES | 8,905 | 20,000 | 22,000 | 22,500 | |
| 16650 | 20 | REGULATIONS APPLICATIONS | 165,742 | 257,000 | 260,000 | 265,200 | |
| 16700 | 20 | MAPS | 214 | 500 | - | 500 | |
| 16750 | 20 | STORMWATER MANAGEMENT | 14,731 | 30,000 | 5,000 | 30,000 | |
| 16800 | 20 | SPECIFIC PROPERTY INQUIRY FEE | 41,542 | 92,000 | 105,000 | 107,100 | |
| 19990 | 20 | MISCELLANEOUS | 378 | 400 | - | | |
| | | | 413,510 | 790,200 | 791,300 | 919,250 | |
| Expenses | | | | | | | |
| 4101 | 20 | SALARIES | 239,690 | 528,000 | 518,000 | 598,000 | |
| 4120 | 20 | STAFF BENEFITS | 18,364 | 35,000 | 39,000 | 48,500 | |
| 4125 | 20 | STAFF BENEFITS - MERCS & OMERS | 50,718 | 105,000 | 104,700 | 122,000 | |
| 4130 | 20 | STAFF TRAVEL | 11,735 | 30,000 | 30,000 | 29,000 | |
| 4140 | 20 | STAFF DEVELOPMENT | 1,399 | 6,000 | 6,000 | 5,000 | |
| 4150 | 20 | STAFF UNIFORMS | - | 2,600 | 2,600 | 2,750 | |
| 4160 | 20 | OFFICE EXPENSE | 6,315 | 11,000 | 11,000 | 13,500 | |
| 4170 | 20 | TELEPHONE | 2,645 | 7,000 | 6,500 | 7,500 | |
| 4190 | 20 | ADVERTISING | 2,595 | 4,500 | 4,500 | 4,500 | |
| 4215 | 20 | LEGAL FEES | 1,418 | 5,000 | 20,000 | 20,000 | |
| 4300 | 20 | PLANNING SUPPLIES | 616 | 1,500 | 1,500 | 1,500 | |
| 4455 | 20 | ADMINISTRATION OVERHEAD | 18,133 | 35,500 | 35,500 | 40,000 | |
| 4490 | 20 | CONSULTANT FEES | 2,035 | 12,500 | 11,000 | 26,000 | |
| 4630 | 20 | RESERVE PAYMENT (ORTHO) | 500 | 1,000 | 1,000 | 1,000 | |
| | | | 356,164 | 784,600 | 791,300 | 919,250 | |

57,346

5,600

-

-

For Presentation to Board

Non Revenue Parks & Property Management

| | | | YTD | Projection | Budget | Budget | Notes |
|-----------------|----|--------------------------------|----------------|----------------|----------------|----------------|-------|
| | | | June 30, 2020 | Dec 31, 2020 | 2020 | 2021 | |
| Revenues | | | | | | | |
| 15000 | 54 | GENERAL LEVY | 95,850 | 191,700 | 191,700 | 305,800 | |
| 15400 | 54 | RESERVES | - | - | - | 35,000 | |
| 15450 | 54 | RENTAL REVENUE | 5,674 | 11,200 | 11,200 | 12,000 | |
| 15550 | 54 | DONATIONS | 583 | 650 | - | - | |
| 15800 | 54 | ADMISSION NON REVENUE PARKS | 1,343 | 2,500 | 2,500 | 5,000 | |
| 19050 | 54 | SUMMER CAREER GRANT | - | 4,000 | - | - | |
| 19990 | 54 | MISCELLANEOUS | 145 | 500 | 1,000 | 800 | |
| | | | 103,595 | 210,550 | 206,400 | 358,600 | |
| Expenses | | | | | | | |
| 4101 | 54 | SALARIES | 37,455 | 98,500 | 80,500 | 161,900 | |
| 4120 | 54 | STAFF BENEFITS | 2,512 | 5,500 | 5,000 | 11,000 | |
| 4125 | 54 | STAFF BENEFITS - MERCS & OMERS | 8,549 | 19,000 | 15,225 | 31,200 | |
| 4130 | 54 | STAFF TRAVEL | 4,750 | 10,000 | 7,400 | 12,000 | |
| 4140 | 54 | STAFF DEVELOPMENT | 97 | 300 | 300 | 2,000 | |
| 4150 | 54 | STAFF UNIFORMS | 190 | 1,350 | 600 | 1,000 | |
| 4160 | 54 | OFFICE EXPENSE | 128 | 1,000 | 700 | 1,000 | |
| 4170 | 54 | TELEPHONE | 1,074 | 3,000 | 3,300 | 4,000 | |
| 4180 | 54 | UTILITIES | 6,696 | 16,000 | 16,350 | 18,000 | |
| 4190 | 54 | ADVERTISING | 737 | 1,500 | - | 1,000 | |
| 4200 | 54 | INSURANCE | 6,219 | 12,575 | 12,575 | 13,500 | |
| 4290 | 54 | PARK REPAIRS & MAINTENANCE | 6,482 | 35,000 | 28,800 | 60,000 | |
| 4295 | 54 | HAZARD TREES | 1,800 | 12,000 | 7,500 | 12,000 | |
| 4300 | 54 | PARK SUPPLIES | 634 | 4,000 | 4,000 | 5,000 | |
| 4305 | 54 | WATER SAMPLING COSTS | 647 | 1,200 | 1,200 | 1,500 | |
| 4350 | 54 | PROPERTY TAXES | 3,665 | 8,150 | 8,150 | 8,500 | |
| 4420 | 54 | PARK SIGNAGE | - | 500 | 500 | 1,500 | |
| 4455 | 54 | ADMINISTRATION OVERHEAD | 1,133 | 2,100 | 2,100 | 2,100 | |
| 4460 | 54 | EQUIPMENT RENTAL | 5,071 | 7,000 | 8,000 | 7,000 | |
| 4520 | 54 | DURHAM DAY USE WATER | 657 | 1,500 | 1,500 | 1,500 | |
| 4530 | 54 | SHOP SUPPLIES | 417 | 2,800 | 2,300 | 2,300 | |
| 4540 | 54 | SMALL TOOLS | - | 1,500 | 400 | 600 | |
| | | | 88,914 | 244,475 | 206,400 | 358,600 | |

14,681

(33,925)

-

-

For presentation to Board

Brucedale Conservation Area

| | | | YTD | Projection | Budget | Budget | Notes |
|-----------------|----|--------------------------------|---------------|---------------|---------------|---------------|-------|
| | | | June 30, 2020 | Dec 31, 2020 | 2020 | 2021 | |
| Revenues | | | | | | | |
| 15550 | 70 | DONATIONS | 241 | 250 | - | - | |
| 17500 | 70 | SEASONAL CAMPING | 82,877 | 82,877 | 62,000 | 80,000 | |
| 17550 | 70 | DAILY CAMPING | - | - | 10,000 | - | |
| 17565 | 70 | TRAILER STORAGE | 177 | 4,600 | 4,600 | 7,600 | |
| 17570 | 70 | WOOD SALES | 310 | 850 | 850 | 900 | |
| 17580 | 70 | RESERVATION FEE | - | - | 1,150 | - | |
| 17585 | 70 | ENTRY & VEHICLE FEES | 80 | 300 | - | 300 | |
| 17595 | 70 | STORE REVENUE | 14 | 450 | 450 | 500 | |
| 19990 | 70 | MISCELLANEOUS | - | - | 500 | - | |
| | | | 83,699 | 89,327 | 79,550 | 89,300 | |
| Expenses | | | | | | | |
| 4101 | 70 | SALARIES | 2,537 | 9,000 | 7,000 | 7,700 | |
| 4102 | 70 | SALARIES - CONTRACT | 3,530 | 11,500 | 11,100 | 16,200 | |
| 4103 | 70 | SALARIES - SEASONAL | - | 800 | 1,900 | 3,000 | |
| 4125 | 70 | STAFF BENEFITS - MERCS & OMERS | 1,107 | 3,200 | 3,000 | 2,450 | |
| 4130 | 70 | STAFF TRAVEL | 314 | 1,200 | 950 | 1,200 | |
| 4150 | 70 | STAFF UNIFORMS | - | 250 | 250 | 250 | |
| 4160 | 70 | OFFICE EXPENSE | 2,416 | 5,500 | 4,900 | 5,000 | |
| 4170 | 70 | TELEPHONE | 854 | 1,600 | 1,300 | 2,600 | |
| 4180 | 70 | UTILITIES | 2,077 | 11,500 | 11,500 | 12,500 | |
| 4190 | 70 | ADVERTISING | 198 | 300 | 400 | 300 | |
| 4200 | 70 | INSURANCE | 954 | 1,850 | 1,850 | 2,000 | |
| 4260 | 70 | PRINTING | - | 100 | 400 | 100 | |
| 4290 | 70 | PARK REPAIRS & MAINTENANCE | 3,612 | 7,500 | 6,000 | 9,000 | |
| 4300 | 70 | PARK SUPPLIES | - | 500 | 850 | 1,000 | |
| 4305 | 70 | WATER SAMPLING COSTS | 92 | 350 | 350 | 450 | |
| 4310 | 70 | EQUIPMENT PURCHASE | - | 1,300 | 400 | 1,500 | |
| 4350 | 70 | PROPERTY TAXES | 1,326 | 2,700 | 2,700 | 2,700 | |
| 4400 | 70 | WOOD PURCHASES | 450 | 900 | 700 | 1,000 | |
| 4410 | 70 | ICE PURCHASES | - | 300 | 300 | 400 | |
| 4420 | 70 | PARK SIGNAGE | 15 | 400 | 400 | 1,500 | |
| 4430 | 70 | FUEL EXPENSE | - | 200 | 300 | 300 | |
| 4460 | 70 | EQUIPMENT RENTAL | 10 | 200 | 200 | 250 | |
| 4580 | 70 | EQUIPMENT MAINTENANCE | - | 200 | 250 | 500 | |
| 4630 | 70 | RESERVE CONTRIBUTION | - | 4,000 | - | 4,000 | |
| | | | 19,491 | 65,350 | 57,000 | 75,900 | |

64,208

23,977

22,550

13,400

For presentation to Board

Durham Conservation Area

| | | | YTD | Projection | Budget | Budget | Notes |
|-----------------|----|--------------------------------|----------------|----------------|----------------|----------------|-------|
| | | | June 30, 2020 | Dec 31, 2020 | 2020 | 2021 | |
| Revenues | | | | | | | |
| 15450 | 72 | RESERVES | - | - | - | 22,300 | |
| 15450 | 72 | RENTALS | 514 | - | 2,000 | 2,000 | |
| 17500 | 72 | SEASONAL CAMPING | 173,965 | 174,000 | 155,000 | 174,000 | |
| 17550 | 72 | DAILY CAMPING | 9,330 | 40,000 | 55,000 | 55,000 | |
| 17560 | 72 | GROUP CAMPING | 354 | - | 5,000 | 3,000 | |
| 17565 | 72 | TRAILER STORAGE | 177 | 12,000 | 8,000 | 12,000 | |
| 17570 | 72 | WOOD SALES | 679 | 6,500 | 6,000 | 7,000 | |
| 17580 | 72 | RESERVATION FEE | 985 | 5,000 | 5,500 | 5,500 | |
| 17585 | 72 | ENTRY & VEHICLE FEES | 834 | 2,300 | 3,000 | 3,000 | |
| 17595 | 72 | STORE REVENUES | 165 | 3,000 | 4,800 | 4,800 | |
| 19050 | 72 | SUMMER CAREER GRANT | - | 7,800 | - | - | |
| 19990 | 72 | MISCELLANEOUS | 550 | 1,500 | 3,000 | 3,000 | |
| | | | 187,553 | 252,100 | 247,300 | 291,600 | |
| Expenses | | | | | | | |
| 4101 | 72 | SALARIES - REGULAR | 13,777 | 44,200 | 45,000 | 64,000 | |
| 4102 | 72 | SALARIES - CONTRACT | 6,242 | 20,000 | 23,500 | 28,000 | |
| 4103 | 72 | SALARIES - SEASONAL | 4,396 | 32,000 | 38,000 | 38,000 | |
| 4120 | 72 | STAFF BENEFITS | 2,414 | 4,600 | 4,000 | 5,000 | |
| 4125 | 72 | STAFF BENEFITS - MERCS & OMERS | 5,725 | 19,000 | 21,000 | 26,000 | |
| 4130 | 72 | STAFF TRAVEL | 197 | 1,000 | 200 | 1,500 | |
| 4140 | 72 | STAFF DEVELOPMENT | 1,240 | - | - | 1,500 | |
| 4150 | 72 | STAFF UNIFORMS | 219 | 900 | 900 | 900 | |
| 4160 | 72 | OFFICE EXPENSE | 2,769 | 7,000 | 7,000 | 9,000 | |
| 4170 | 72 | TELEPHONE | 1,944 | 5,600 | 5,600 | 6,000 | |
| 4180 | 72 | UTILITIES | 11,591 | 30,600 | 30,600 | 32,600 | |
| 4190 | 72 | ADVERTISING | 380 | 500 | 800 | 1,000 | |
| 4200 | 72 | INSURANCE | 3,069 | 6,000 | 6,000 | 7,000 | |
| 4260 | 72 | PRINTING | - | - | 900 | 1,000 | |
| 4290 | 72 | PARK REPAIRS & MAINTENANCE | 4,825 | 18,000 | 18,000 | 25,000 | |
| 4300 | 72 | PARK SUPPLIES | 29 | 3,000 | 3,500 | 4,000 | |
| 4305 | 72 | WATER SAMPLING COSTS | 168 | 500 | 500 | 600 | |
| 4310 | 72 | EQUIPMENT PURCHASE | - | 1,700 | 1,000 | 3,000 | |
| 4350 | 72 | PROPERTY TAXES | 1,738 | 3,800 | 3,800 | 3,800 | |
| 4400 | 72 | WOOD PURCHASES | 708 | 5,000 | 4,600 | 5,500 | |
| 4410 | 72 | STORE PURCHASES | 1,390 | 3,200 | 2,800 | 3,200 | |
| 4420 | 72 | PARK SIGNAGE | - | 1,200 | 300 | 1,500 | |
| 4430 | 72 | FUEL EXPENSE | 1,512 | 4,700 | 4,700 | 5,000 | |
| 4460 | 72 | EQUIPMENT RENTAL | - | 300 | 300 | 500 | |
| 4470 | 72 | EQUIPMENT MAINTENANCE | 1,484 | 5,000 | 5,000 | 6,000 | |
| 4570 | 72 | VEHICLE MAINTENANCE | 1,179 | 4,500 | 6,000 | 7,000 | |
| 4630 | 72 | RESERVE CONTRIBUTION | - | 5,000 | - | 5,000 | |
| | | | 66,995 | 227,300 | 234,000 | 291,600 | |

120,558

24,800

13,300

-

For presentation to Board

Sageen Bluffs Conservation Area

| | | | YTD | Projection | Budget | Budget | Notes |
|-----------------|----|---------------------------------|----------------|----------------|----------------|----------------|-------|
| | | | June 30, 2020 | Dec 31, 2020 | 2020 | 2021 | |
| Revenues | | | | | | | |
| 15400 | 74 | RESERVES | - | - | - | 52,000 | |
| 15450 | 74 | RENTALS | - | 500 | 1,400 | 1,400 | |
| 17500 | 74 | SEASONAL CAMPING | 114,051 | 116,000 | 97,000 | 100,000 | |
| 17520 | 74 | HORSE CAMPING | 5,164 | 17,000 | 17,000 | 17,000 | |
| 17525 | 74 | TRAILER/BUNKIE USE | 2,013 | 5,500 | 7,000 | 7,000 | |
| 17550 | 74 | DAILY CAMPING | 35,384 | 90,000 | 96,000 | 96,000 | |
| 17560 | 74 | GROUP CAMPING | - | - | 12,000 | 10,000 | |
| 17565 | 74 | TRAILER STORAGE | - | 7,000 | 6,500 | 7,000 | |
| 17570 | 74 | WOOD SALES | 59 | 6,500 | 6,500 | 6,500 | |
| 17580 | 74 | RESERVATION FEE | 4,698 | 13,000 | 13,500 | 13,000 | |
| 17585 | 74 | ENTRY & VEHICLE FEES | 790 | 1,500 | 1,800 | 1,800 | |
| 17590 | 74 | LAUNDROMAT | - | 100 | 300 | 300 | |
| 17595 | 74 | STORE REVENUES | 303 | 2,500 | 3,200 | 2,000 | |
| 19050 | 74 | SUMMER CAREER GRANT | - | 15,700 | - | - | |
| 19990 | 74 | MISCELLANEOUS | 1,160 | 2,000 | 6,000 | 6,000 | |
| | | | 163,622 | 277,300 | 268,200 | 320,000 | |
| Expenses | | | | | | | |
| 4101 | 74 | SALARIES - REGULAR | 15,891 | 43,500 | 41,000 | 63,000 | |
| 4102 | 74 | SALARIES - CONTRACT | 7,828 | 27,000 | 27,000 | 28,000 | |
| 4103 | 74 | SALARIES - SEASONAL | 3,135 | 35,000 | 48,500 | 48,500 | |
| 4125 | 74 | STAFF BENEFITS - MERC'S & OMERS | 4,497 | 17,000 | 18,500 | 20,000 | |
| 4130 | 74 | STAFF TRAVEL | 453 | 1,000 | 500 | 1,500 | |
| 4140 | 74 | STAFF DEVELOPMENT | 1,240 | 1,500 | - | 500 | |
| 4150 | 74 | STAFF UNIFORMS | 165 | 1,000 | 1,000 | 1,000 | |
| 4160 | 74 | OFFICE EXPENSE | 3,033 | 9,000 | 9,000 | 9,000 | |
| 4170 | 74 | TELEPHONE | 3,328 | 6,500 | 6,500 | 14,000 | |
| 4180 | 74 | UTILITIES | 9,500 | 34,100 | 34,100 | 35,600 | |
| 4190 | 74 | ADVERTISING | 403 | 500 | 1,400 | 1,000 | |
| 4200 | 74 | INSURANCE | 3,599 | 7,000 | 7,000 | 7,200 | |
| 4260 | 74 | PRINTING | - | - | 1,000 | 1,000 | |
| 4290 | 74 | PARK REPAIRS & MAINTENANCE | 3,676 | 23,000 | 23,000 | 50,000 | |
| 4300 | 74 | PARK SUPPLIES | - | 3,000 | 2,700 | 4,000 | |
| 4305 | 74 | WATER SAMPLING COSTS | 230 | 1,300 | 1,300 | 1,500 | |
| 4310 | 74 | EQUIPMENT PURCHASE | - | 1,100 | 1,100 | 3,000 | |
| 4350 | 74 | PROPERTY TAXES | 1,867 | 4,300 | 4,300 | 4,300 | |
| 4400 | 74 | WOOD PURCHASES | 2,208 | 6,000 | 5,500 | 6,000 | |
| 4410 | 74 | STORE PURCHASES (ICE) | 417 | 1,300 | 1,300 | 1,300 | |
| 4415 | 74 | HORSE CAMPGROUND | 1,017 | 2,000 | 4,000 | - | |
| 4420 | 74 | PARK SIGNAGE | - | 750 | 500 | 1,500 | |
| 4430 | 74 | FUEL EXPENSE | 2,626 | 5,700 | 5,700 | 6,000 | |
| 4460 | 74 | EQUIPMENT RENTAL | 75 | 600 | 300 | 600 | |
| 4470 | 74 | EQUIPMENT MAINTENANCE | 279 | 1,500 | 1,500 | 2,500 | |
| 4570 | 74 | VEHICLE MAINTENANCE | 84 | 5,000 | 8,000 | 5,000 | |
| 4630 | 74 | RESERVE REPAYMENT | - | 4,000 | 1,650 | 4,000 | |
| | | | 65,553 | 242,650 | 256,350 | 320,000 | |

98,069

34,650

11,850

0

For presentation to Board

Agricultural Lands

| | | | YTD | Projection | Budget | Budget | Notes |
|-----------------|----|--------------------------------|---------------|---------------|---------------|---------------|-------|
| | | | June 30, 2020 | Dec 31, 2020 | 2020 | 2021 | |
| Revenues | | | | | | | |
| 15450 | 52 | LAND RENTAL | 5,055 | 15,000 | 15,000 | 15,500 | |
| | | | 5,055 | 15,000 | 15,000 | 15,500 | |
| Expenses | | | | | | | |
| 4101 | 52 | SALARIES | 1,321 | 3,500 | 4,000 | 5,000 | |
| 4125 | 52 | STAFF BENEFITS - MERCS & OMERS | 217 | 650 | 750 | 900 | |
| 4130 | 52 | STAFF TRAVEL | 260 | 850 | 850 | 1,000 | |
| 4290 | 52 | REPAIR & MAINTENANCE | - | 1,000 | 1,200 | 1,800 | |
| 4350 | 52 | PROPERTY TAXES | 741 | 1,400 | 1,400 | 1,400 | |
| 4460 | 52 | EQUIPMENT RENTAL | 174 | 600 | 600 | 800 | |
| | | | 2,714 | 8,000 | 8,800 | 10,900 | |

2,341 7,000 6,200 4,600

For presentation to Board

Forest Management

| | | | YTD | Projection | Budget | Budget | Notes |
|-----------------|----|--------------------------------|----------------|----------------|----------------|----------------|-------|
| | | | June 30, 2020 | Dec 31, 2020 | 2020 | 2021 | |
| Revenues | | | | | | | |
| 17000 | 30 | FOREST PRODUCTS | - | 180,000 | 200,000 | 180,000 | |
| 17300 | 30 | TREE PLANTING | 6,874 | 25,000 | 42,000 | 30,000 | |
| 17325 | 30 | NURSERY STOCK | 2,938 | 25,000 | 100,000 | 100,000 | |
| 17335 | 30 | MFTIP | 1,500 | 12,000 | 12,000 | 12,000 | |
| 17340 | 30 | MARKING | - | 1,000 | 500 | 1,000 | |
| 17350 | 30 | LANDSCAPE STOCK | 25,533 | 26,000 | 6,000 | 6,000 | |
| 17360 | 30 | SPRAYING | - | 12,000 | 19,000 | 15,000 | |
| 17365 | 30 | ARBOUR DAY SALES | - | - | 23,000 | 23,000 | |
| 17370 | 30 | EAB TREATMENT | - | - | 1,000 | 750 | |
| 19990 | 30 | MISCELLANEOUS | 6,951 | 7,000 | 1,000 | 1,000 | |
| | | | 43,796 | 288,000 | 404,500 | 368,750 | |
| Expenses | | | | | | | |
| 4101 | 30 | SALARIES - REGULAR | 61,395 | 110,000 | 127,000 | 90,000 | |
| 4120 | 30 | STAFF BENEFITS | 4,758 | 9,200 | 9,500 | 11,100 | |
| 4125 | 30 | STAFF BENEFITS - MERCS & OMERS | 13,837 | 24,000 | 26,700 | 19,000 | |
| 4130 | 30 | STAFF TRAVEL | 13,257 | 26,500 | 26,500 | 26,500 | |
| 4140 | 30 | STAFF DEVELOPMENT | 2,771 | 5,000 | 8,000 | 12,000 | |
| 4150 | 30 | STAFF UNIFORMS | - | 800 | 1,000 | 800 | |
| 4160 | 30 | OFFICE EXPENSE | 902 | 2,300 | 2,300 | 2,500 | |
| 4170 | 30 | TELEPHONE | 729 | 2,000 | 2,700 | 2,200 | |
| 4190 | 30 | ADVERTISING | 233 | 2,000 | 3,000 | 2,000 | |
| 4300 | 30 | FORESTRY SUPPLIES | 1,093 | 3,000 | 7,000 | 7,000 | |
| 4310 | 30 | EQUIPMENT PURCHASE | - | 5,000 | 3,000 | 5,000 | |
| 4315 | 30 | FORESTRY WORKS | - | 2,000 | 5,000 | 8,000 | |
| 4350 | 30 | PROPERTY TAXES | 18,476 | 35,000 | 35,000 | 35,000 | |
| 4360 | 30 | SIGNS | 31 | 700 | 1,000 | 1,000 | |
| 4455 | 30 | ADMINISTRATION OVERHEAD | 4,533 | 8,800 | 8,800 | 9,000 | |
| 4460 | 30 | EQUIPMENT RENTAL | 773 | 2,000 | 4,000 | 3,500 | |
| 4630 | 30 | RESERVE PAYMENT (ORTHO) | 500 | 1,000 | 1,000 | 1,000 | |
| 5070 | 30 | FORESTRY DISPLAYS | - | - | 750 | 1,000 | |
| 5090 | 30 | NURSERY STOCK PURCHASES | 15,000 | 22,000 | 90,000 | 100,000 | |
| 5091 | 30 | LANDSCAPE STOCK PURCHASE | 3,164 | 24,700 | 5,000 | 6,000 | |
| 5092 | 30 | ARBOUR DAY PURCHASES | - | - | 18,000 | 20,000 | |
| 6010 | 30 | SPRAYING EXPENSE | 268 | 1,000 | 2,000 | 1,000 | |
| 6015 | 30 | EMERALD ASH BORER EXPENSE | - | - | 600 | 500 | |
| | | | 141,719 | 287,000 | 387,850 | 364,100 | |

(97,923) 1,000 16,650 4,650

Motor Pool

| | | | YTD | Projection | Budget | Budget | Notes |
|-----------------|----|---------------------------------------|----------------|----------------|----------------|----------------|-------|
| | | | June 30, 2020 | Dec 31, 2020 | 2020 | 2021 | |
| Revenues | | | | | | | |
| 15400 | 60 | RESERVES | 39,519 | 39,520 | - | 80,000 | |
| 18050 | 60 | VEHICLE RENTAL | 41,858 | 100,000 | 125,000 | 135,000 | |
| 18100 | 60 | EQUIPMENT RENTAL | 9,461 | 15,000 | 20,000 | 20,000 | |
| 18150 | 60 | OFFICE EQUIPMENT RENTAL | 4,569 | 10,000 | 11,500 | 12,000 | |
| 18200 | 60 | SALE OF MOTOR POOL ASSETS | 2,600 | 2,600 | 1,500 | 6,000 | |
| | | | 98,007 | 167,120 | 158,000 | 253,000 | |
| Expenses | | | | | | | |
| 4101 | 60 | SALARIES | 13,004 | 20,000 | 16,000 | 16,500 | |
| 4125 | 60 | STAFF BENEFITS - MERCS & OMERS | 2,673 | 4,200 | 3,200 | 3,400 | |
| 4310 | 60 | EQUIPMENT PURCHASE | - | - | - | 40,000 | |
| 4430 | 60 | VEHICLE FUEL | 9,103 | 25,000 | 30,000 | 35,000 | |
| 4560 | 60 | EQUIPMENT FUEL | 1,446 | 4,500 | 4,500 | 5,500 | |
| 4570 | 60 | VEHICLE REPAIRS & MAINTENANCE | 9,413 | 15,000 | 14,500 | 12,500 | |
| 4580 | 60 | EQUIPMENT REPAIRS & MAINTENANCE | 7,642 | 14,000 | 8,000 | 8,000 | |
| 4585 | 60 | OFFICE EQUIPMENT REPAIR & MAINTENANCE | 4,256 | 8,000 | 13,000 | 10,000 | |
| 4590 | 60 | LICENCES & INSURANCE | 6,328 | 11,500 | 11,500 | 12,500 | |
| 4620 | 60 | VEHICLE PURCHASE | 69,430 | 69,430 | 35,000 | 80,000 | |
| | | | 123,293 | 171,630 | 135,700 | 223,400 | |

(25,286)

(4,510)

22,300

29,600

For presentation to Board

Administration

| | | | YTD | Projection | Budget | Budget | Notes |
|-----------------|----|--------------------------------|----------------|----------------|----------------|----------------|-------|
| | | | June 30, 2020 | Dec 31, 2020 | 2020 | 2021 | |
| Revenues | | | | | | | |
| 15000 | 80 | GENERAL LEVY | 225,828 | 451,655 | 451,655 | 490,000 | |
| 15400 | 80 | RESERVES | - | | - | 4,800 | |
| 15450 | 80 | RENTAL REVENUE | 95 | 100 | 300 | 300 | |
| 19500 | 80 | BANK INTEREST | 5,258 | 42,100 | 65,000 | 49,300 | |
| 19990 | 80 | MISCELLANEOUS | 4,060 | 8,000 | 200 | 2,000 | |
| | | | 235,241 | 501,855 | 517,155 | 546,400 | |
| Expenses | | | | | | | |
| 4101 | 80 | SALARIES | 154,858 | 336,000 | 315,000 | 332,000 | |
| 4120 | 80 | STAFF BENEFITS | 5,885 | 17,000 | 17,800 | 22,000 | |
| 4125 | 80 | STAFF BENEFITS - MERCS & OMERS | 32,421 | 68,000 | 63,400 | 66,000 | |
| 4130 | 80 | STAFF TRAVEL | 2,069 | 7,000 | 13,805 | 13,000 | |
| 4140 | 80 | STAFF DEVELOPMENT | - | 500 | 2,000 | 2,000 | |
| 4150 | 80 | STAFF UNIFORMS | - | 1,000 | 750 | 800 | |
| 4160 | 80 | OFFICE EXPENSE | 3,554 | 7,000 | 8,000 | 8,000 | |
| 4170 | 80 | TELEPHONE | 4,118 | 15,000 | 9,000 | 11,000 | |
| 4180 | 80 | UTILITIES | 7,266 | 18,000 | 19,000 | 19,000 | |
| 4190 | 80 | ADVERTISING | 974 | 1,000 | 500 | 500 | |
| 4200 | 80 | INSURANCE | 11,540 | 21,500 | 21,500 | 22,000 | |
| 4210 | 80 | HEALTH & SAFETY | 5,737 | 12,000 | 12,000 | 12,000 | |
| 4220 | 80 | AUDIT FEES | - | 11,000 | 11,000 | 11,500 | |
| 4230 | 80 | BANK SC & INTEREST | 312 | 700 | 900 | 1,000 | |
| 4280 | 80 | BUILDING MAINTENANCE | 15,583 | 30,000 | 27,000 | 29,800 | |
| 4310 | 80 | OFFICE EQUIPMENT PURCHASES | - | 800 | 1,000 | 1,000 | |
| 4350 | 80 | PROPERTY TAXES | 3,687 | 7,700 | 7,700 | 8,000 | |
| 4370 | 80 | BOARD OF DIRECTOR PER DIEM | 8,270 | 18,000 | 17,000 | 17,000 | |
| 4380 | 80 | BOARD OF DIRECTOR EXPENSES | 3,567 | 7,000 | 9,000 | 9,000 | |
| 4385 | 80 | CONSERVATION ONTARIO | 28,813 | 28,800 | 30,000 | 30,000 | |
| 4390 | 80 | DONATIONS & GIFTS | 688 | 3,500 | 4,500 | 4,500 | |
| 4610 | 80 | RESOURCE CENTRE EXPENSES | 1,775 | 4,000 | 4,000 | 4,000 | |
| 4625 | 80 | ADMINISTRATION OVERHEAD | - 39,667 | - 77,700 | - 77,700 | - 77,700 | |
| | | | 251,452 | 537,800 | 517,155 | 546,400 | |

For presentation to Board

(16,211)

(35,945)

-

0

Geographic Information Systems & Information Technology

| | | | YTD | Projection | Budget | Budget | Notes |
|-----------------|----|----------------------------------|---------------|----------------|----------------|----------------|-------|
| | | | June 30, 2020 | Dec 31, 2020 | 2020 | 2021 | |
| Revenues | | | | | | | |
| 15000 | 37 | GENERAL LEVY | 78,912 | 157,825 | 157,825 | 146,525 | |
| 19990 | 37 | MISCELLANEOUS | 63 | 100 | - | - | |
| | | | 78,975 | 157,925 | 157,825 | 146,525 | |
| Expenses | | | | | | | |
| 4101 | 37 | SALARIES | 34,782 | 75,250 | 75,000 | 75,750 | |
| 4120 | 37 | STAFF BENEFITS | 2,472 | 4,900 | 5,100 | 5,400 | |
| 4125 | 37 | STAFF BENEFITS - MERCS & OMERS | 8,188 | 15,700 | 15,700 | 15,800 | |
| 4130 | 37 | STAFF TRAVEL | 229 | 600 | 1,000 | 1,000 | |
| 4140 | 37 | STAFF DEVELOPMENT | - | - | 500 | 1,000 | |
| 4150 | 37 | STAFF UNIFORMS | - | 300 | 250 | 300 | |
| 4160 | 37 | OFFICE EXPENSE | 72 | 250 | 250 | 250 | |
| 4170 | 37 | TELEPHONE | 306 | 625 | 625 | 625 | |
| 4245 | 37 | IT HARDWARE & SOFTWARE LICENSING | 3,752 | 22,000 | 22,000 | 16,000 | |
| 4455 | 37 | ADMINISTRATION OVERHEAD | 2,267 | 4,400 | 4,400 | 4,400 | |
| 4490 | 37 | CONSULTANT FEES | 15,573 | 32,000 | 32,000 | 25,000 | |
| 4630 | 37 | RESERVE PAYMENT (ORTHO) | 500 | 1,000 | 1,000 | 1,000 | |
| | | | 68,140 | 157,025 | 157,825 | 146,525 | |

10,835

900

-

-

For presentation to Board

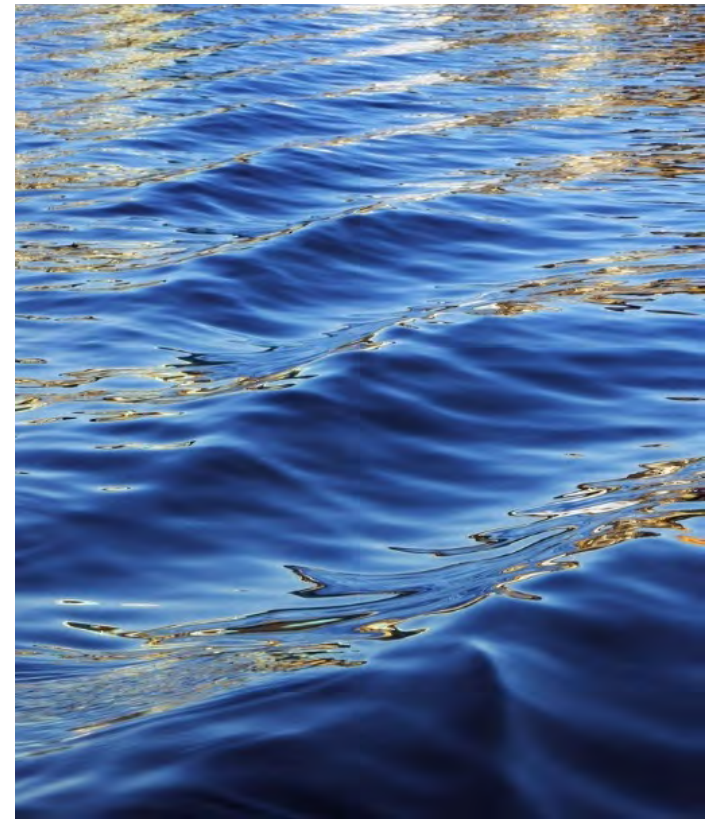


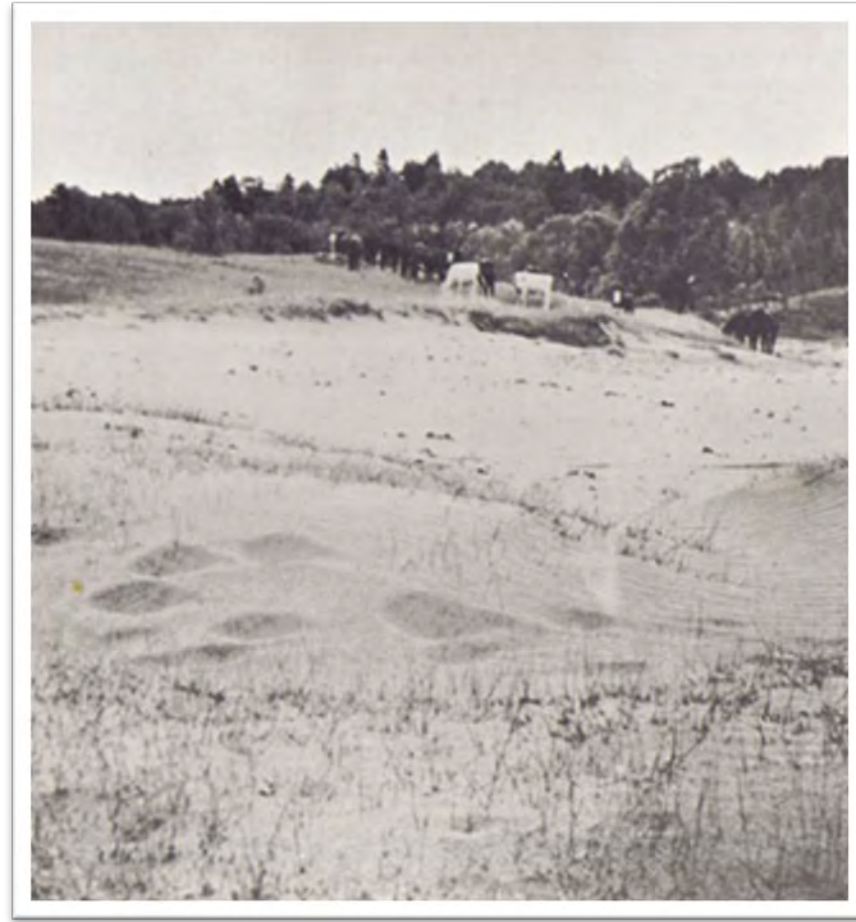
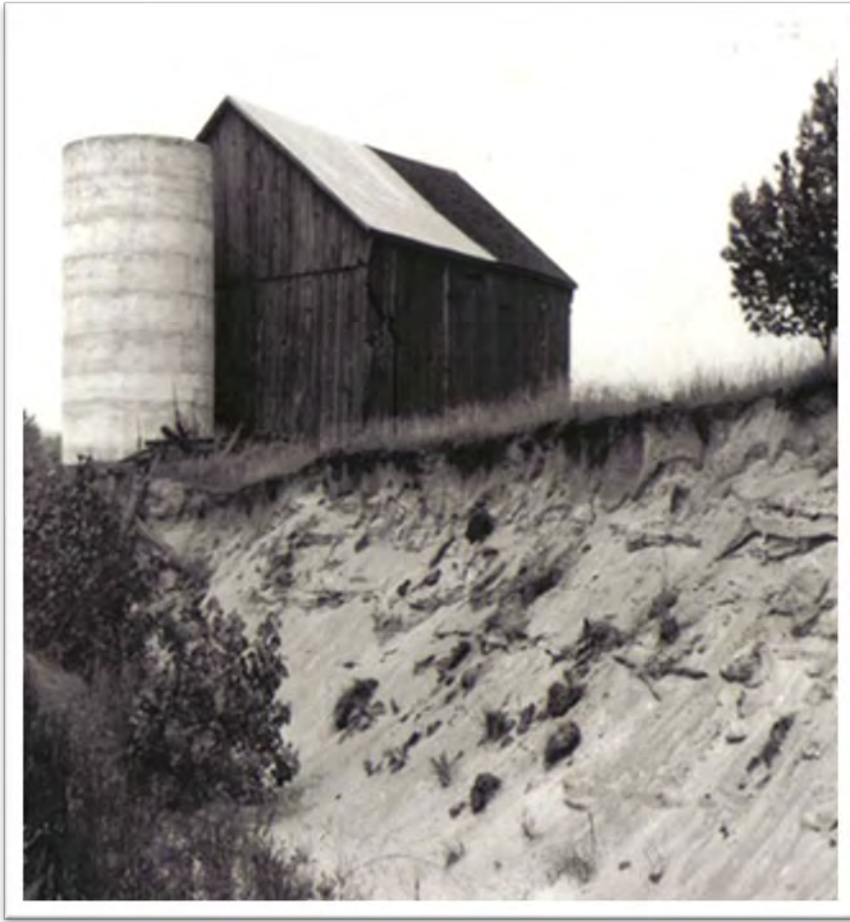
Saugeen Valley Conservation Authority

Budget 2021

Jennifer Stephens
General Manager / Secretary-Treasurer

January 2021





The genesis of Conservation Authorities
The Conservation Authorities Act, 1946

Watershed Based Decision Making



CA's have been monitoring and collecting watershed information for decades

Flood Forecasting and Warning



Provide timely and appropriate flood forecasting and warning for watershed residents, municipalities, and the media.

Water Quality



Collect and interpret knowledge about groundwater, surface water, and aquatic ecology of SVCA's watershed



Water Management



Maintenance related to the SVCA watershed
Flood and Erosion Control Projects



Stewardship Activities



Community support for implementation of projects to conserve and improve natural resources

Environmental Planning and Regulations



Section 28: *Conservation Authorities Act*
Regulation 169/06: Development, Interference
with Wetlands and Alterations to Shorelines
and Watercourses

Conservation Education

Assist watershed residents in acquiring the knowledge, skills and commitment to make informed decisions and constructive actions concerning the wise use of our natural resources.



Forestry



Maintenance or improvement projects related to Authority forested properties.

Non-Revenue Parks and Property Management



Maintenance of all Authority non-revenue parks.

Planning and design of maintenance or improvement projects related to Authority properties and structures.

Looking

Ahead



#ConservationMatters



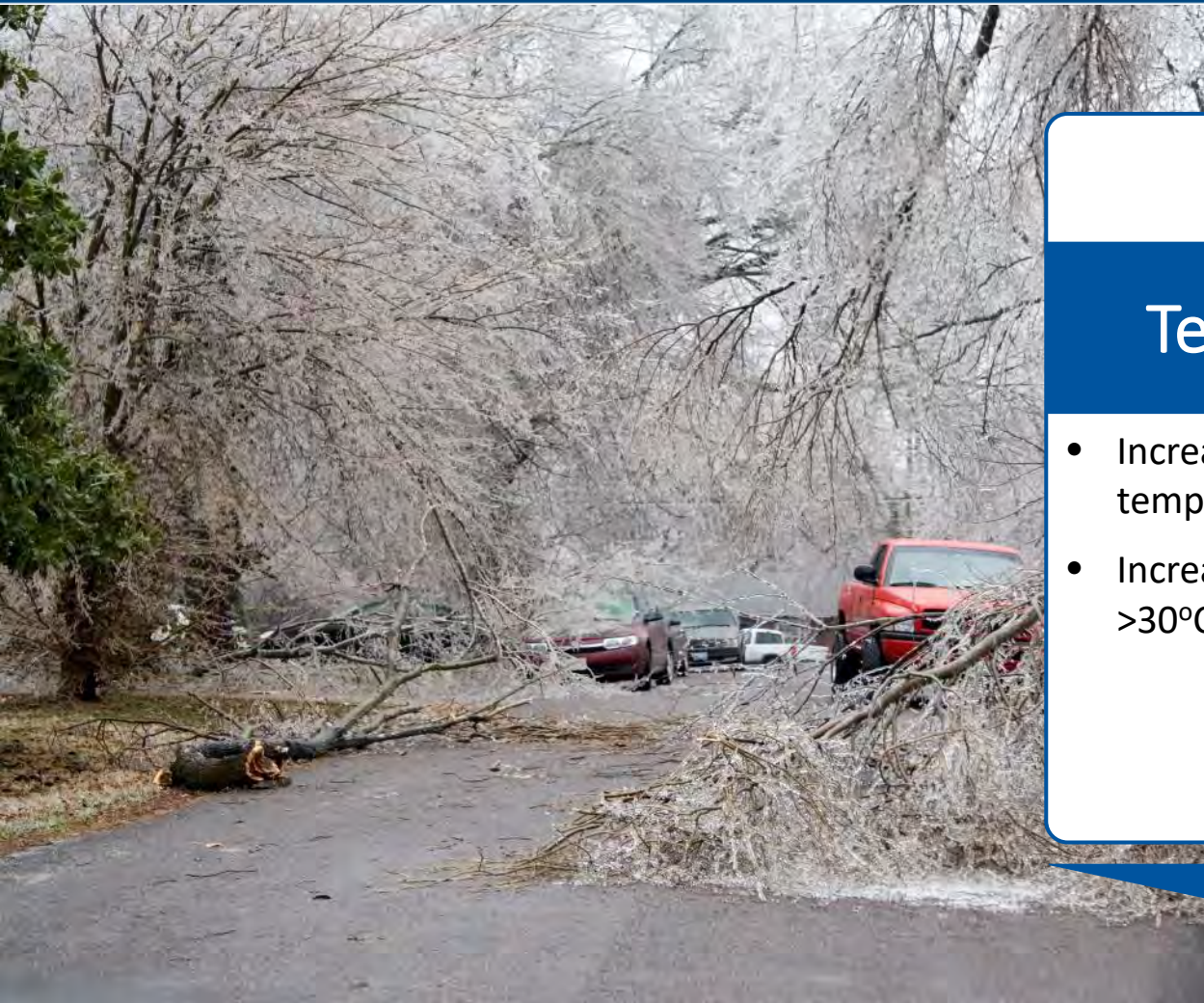


County of Wellington

Climate Change Mitigation Plan

November 2020

Climate Change in the County



Temperature

- Increase in average annual temperature
- Increase in # days annually $>30^{\circ}\text{C}$



Precipitation

- Increase in average annual precipitation
- Shorter return periods for extreme events
- Increased storm intensity
- Increased freeze-thaw cycle

How these changes will be felt

Infrastructure

- Road washout and erosion
- Increased insurance cost
- Power outages and Service disruptions
- Road closures
- Watermain breaks

Agriculture

- Expanded range of pests
- Lower crop yield
- Increased erosion

Environment

- Ice damage to trees
- Increase in invasive species
- Increased nutrients and sediment in water ways
- Increase in algae

Recreation

- More expensive to operate ice rinks
- Decreased opportunity for outdoor skating, skiing, ice-fishing
- Low water during summer drought

What is Climate Change Mitigation

- ▶ Climate Mitigation: intervention to reduce the source of greenhouse gases

Avoid the unmanageable

- ▶ Climate Adaptation: adjustments to natural or human systems to a new or changing environment

Manage the unavoidable



FCM Milestone Framework



Working Together for Climate Action

▶ Steering Advisory Group

| | |
|-------------------------------|----------------|
| Town of Erin | Jessica Spina |
| Guelph-Eramosa Township | Ian Roger |
| Town of Puslinch | Sara Bailey |
| Township of Centre Wellington | Michael Mullen |
| Township of Mapleton | Sam Mattina |
| Town of Minto | Gordon Duff |
| Town of Wellington North | Adam McNabb |

▶ Community Advisory Group



GHG Emissions Inventory



Buildings

- Electricity
- Natural Gas
- Propane
- Fuel Oil



Transportation

- Gasoline
- Diesel



Solid Waste

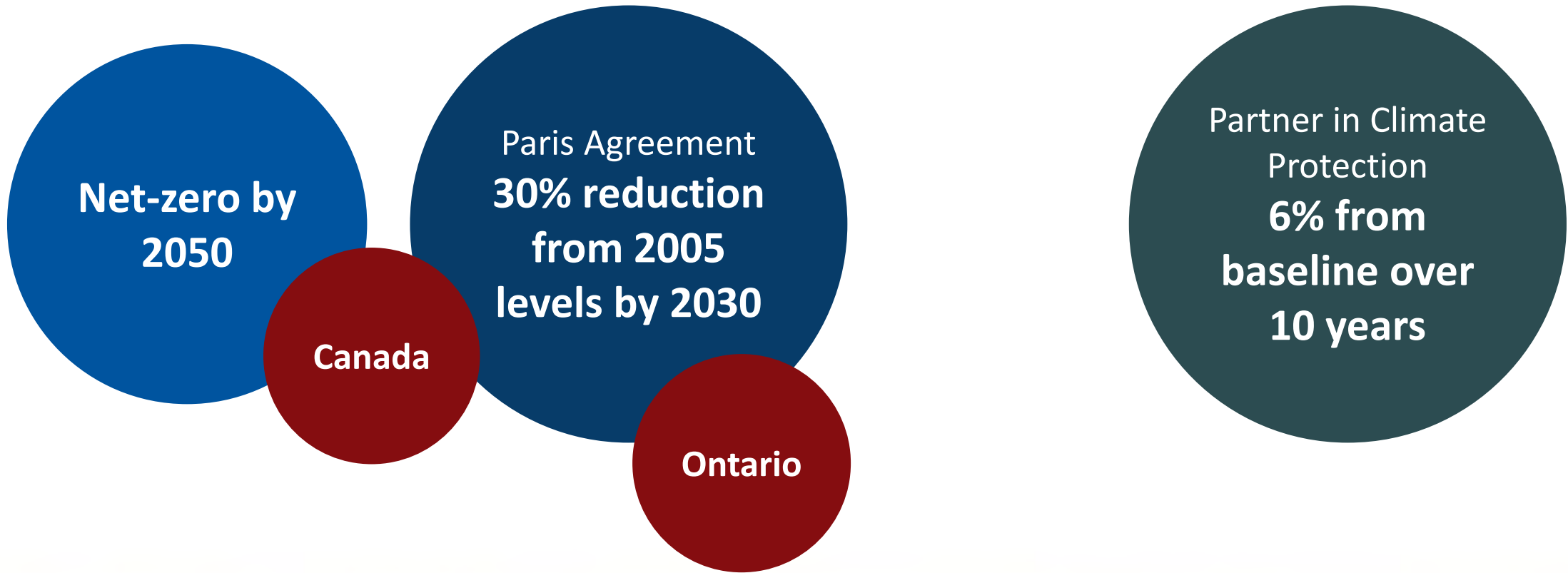
- Methane production



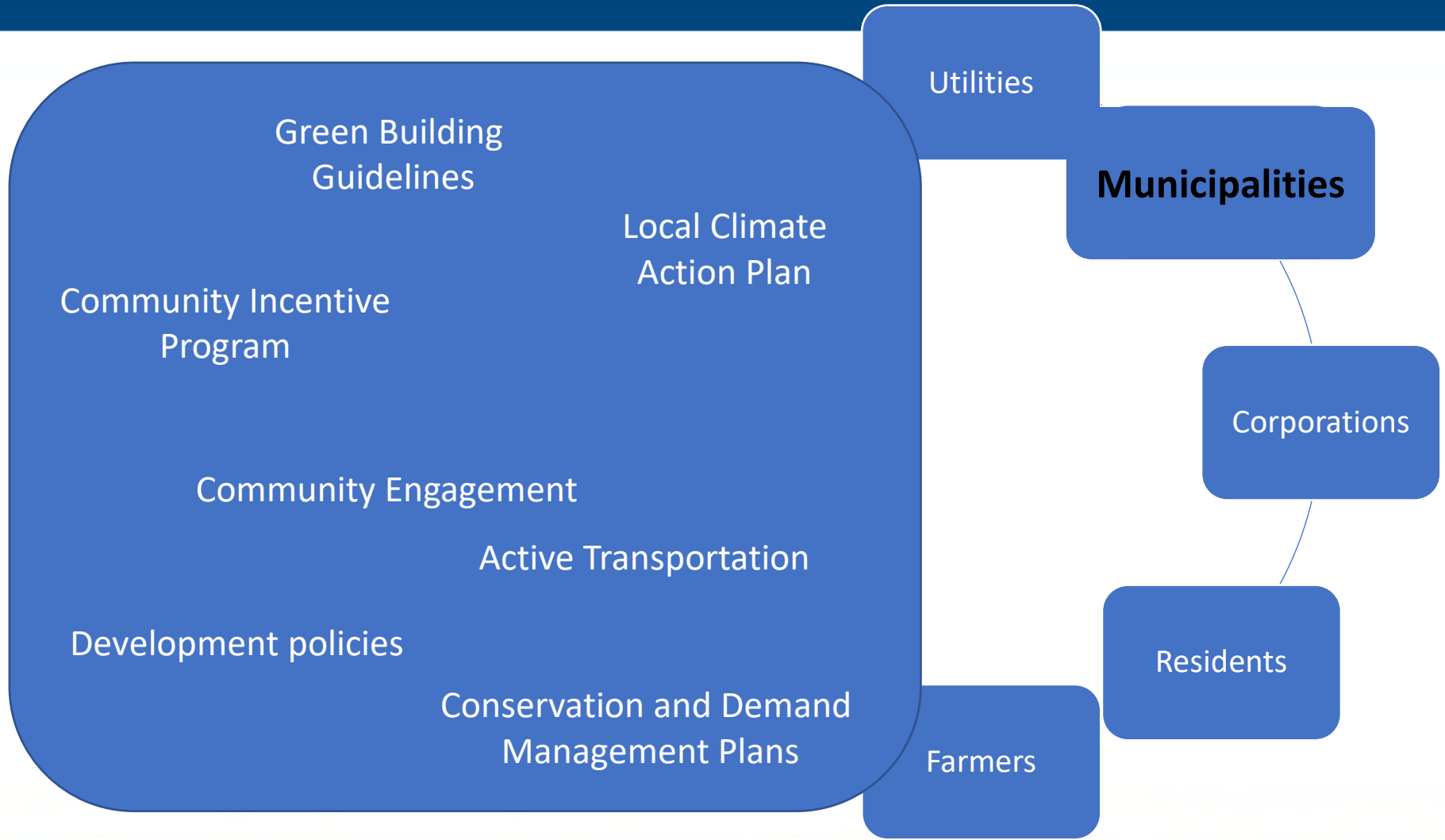
Agriculture

- Enteric Fermentation
- Manure Management
- Soil Management
- Urea/Liming

Targets



It takes a Village



**THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH
PUBLIC MEETING MINUTES – DECEMBER 14, 2020 @ 7:00 P.M.
VIA WEB CONFERENCING <https://www.youtube.com/watch?v=V1vwYYvCIh0>**

Members Present:

Mayor: Andrew Lennox
Councillors: Sherry Burke
Lisa Hern
Steve McCabe
Dan Yake

Staff Present:

| | |
|-----------------------------------------------------------|---------------------------|
| Chief Administrative Officer: | Michael Givens |
| Director of Legislative Services/Clerk: | Karren Wallace |
| Deputy Clerk: | Catherine Conrad |
| Director of Finance: | Adam McNabb |
| Economic Development Officer: | Dale Small |
| Chief Building Official: | Darren Jones |
| Human Resources Manager: | Chanda Riggi |
| Director of Fire Services: | Chris Harrow |
| Director of Operations: | Matthew Aston |
| Community Recreation Coordinator: | Mandy Jones |
| Manager, Environmental and Developmental Services: | Corey Schmidt |
| Compliance Analyst: | Sara McDougall |
| Manager of Transportation Services: | Dale Clark |
| Senior Planner: | Michelle Innocente |

CALLING TO ORDER - Mayor Lennox

Mayor Lennox called the meeting to order.

DISCLOSURE OF PECUNIARY INTEREST

No Pecuniary interest declared.

OWNERS/APPLICANT

All-Treat Farms Ltd.

LOCATION OF THE SUBJECT LAND

The lands subject to the proposed Official Plan amendment (File: OP-2020-06) and Zoning By-law amendment (File: ZBA04-20) are municipally known as 7963 Wellington Road 109. The subject property has a total area of 67 ha (165 ac).

PURPOSE AND EFFECT OF THE APPLICATION

The purpose and effect of the proposed Official Plan amendment is to extend the existing site-specific Rural Employment Area designation to the portion of the subject lands currently designated Prime Agricultural.

The proposed Zoning By-law amendment will rezone the lands to extend the existing site-specific uses (processing/composting of agricultural/horticultural products for the production and manufacturing of potting soil and fertilizer) on the area currently zoned Agricultural (A-1) zone.

The applications for an Official Plan amendment and Zoning By-law amendment will result in the expansion of the existing composting facility. The proposed expansion would implement an expanded processing area, consisting of a new compost facility, a new leaf processing facility, and a new carbon processing facility.

NOTICE

Notices were mailed to property owners within 120 m of the subject property as well as the applicable agencies and posted on the subject property on November 23, 2020.

PRESENTATIONS

- Michelle Innocente, Senior Planner, County of Wellington, Township of Wellington North
 - Planning Report dated December 8, 2020

The purpose of this report is to provide the Township with an overview of the above referenced proposed official plan amendment and zoning by-law amendment applications and to provide the comments received to date. This meeting will provide an opportunity for the community and area residents to ask questions and seek more information from the proponent and their consultants regarding the applications.

Location

The land subject to the proposed official plan and zoning by-law amendments is located adjacent to the Urban Centre of Arthur (Wellington North). The property has existing frontage along Wellington Road 109 and Wellington Road 12. The subject property has a total area of 67 ha (165 ac).

Proposal

The proposed planning applications will result in the expansion of the existing composting facility which includes a new compost facility, a new leaf processing facility, and a new carbon processing facility. In addition, the truck staging area will be relocated (including the relocation of the entrance off Wellington Road 12). A new employee facility with staff parking area will also be constructed near the site entrance. A 30-metre berm is proposed around the new operational area.

Provincial Policy Statement (PPS)

The subject property is located within the rural area of the Township of Wellington North. The PPS states that:

Rural areas are important to the economic success of the Province and our quality of life. Rural areas are a system of lands that may include rural settlement areas, rural lands, prime agricultural areas, natural heritage features and areas, and other resource areas. Rural areas and urban areas are interdependent in terms of markets, resources and amenities. It is important to leverage rural assets and amenities and protect the environment as a foundation for a sustainable economy.

Further Section 1.1.4.1 identifies a number of ways that healthy, integrated and viable rural areas should be supported including:

- promoting diversification of the economic base and employment opportunities through goods and services, including value-added products and the sustainable management or use of resources; and,
- providing opportunities for economic activities in prime agricultural areas, in accordance with policy 2.3.

Section 2.3.6 provides for non-agricultural uses in Prime Agricultural Areas:

2.3.6.1 Planning authorities may only permit non-agricultural uses in prime agricultural areas for:

- a) extraction of minerals, petroleum resources and mineral aggregate resources; or
- b) limited non-residential uses, provided that all of the following are demonstrated:
 1. the land does not comprise a specialty crop area;
 2. the proposed use complies with the minimum distance separation formulae;
 3. there is an identified need within the planning horizon provided for in policy for additional land to accommodate the proposed use; and
 4. alternative locations have been evaluated, and

- i. there are no reasonable alternative locations which avoid prime agricultural areas; and
- ii. there are no reasonable alternative locations in prime agricultural areas with lower priority agricultural lands.

Section 2.3.6.2 states that, “impacts from any new or expanding non-agricultural uses on surrounding agricultural operations and lands are to be mitigated to the extent feasible”.

The proposed expansion to the existing composting facility is consistent with the PPS direction related to non-agricultural uses within prime agricultural areas.

A Place to Grow

A Place to Grow: Growth Plan for the Greater Golden Horseshoe, 2019, came into effect on May 16, 2019, Amendment 1 (2020) took effect on August 28, 2020.

A Place to Grow provides direction for development outside of settlement area. Specifically, Section 2.2.9.3 states the following: “Subject to the policies of Section 4, development outside of settlement areas may be permitted on rural lands for:

- a) the management or use of resources;
- b) resource-based recreational uses; and
- c) other rural land uses that are not appropriate in settlement areas provided they:
 - i. are compatible with the rural landscape and surrounding local land uses;
 - ii. will be sustain by rural services levels; and
 - iii. will not adversely affect the protection of agricultural uses and other resource-based uses such as mineral aggregate operations.

Further, Section 2.2.9.5 provides for expansions to existing employment areas, “Existing employment areas outside of settlement areas on rural lands that were designated for employment uses in an official plan that was approved and in effect as of June 16, 2006 may continue to be permitted. Expansions to these existing employment areas may be permitted only if necessary to support the immediate needs of existing businesses and if compatible with the surrounding uses.”

Section 4.2.6 provides additional detail on the Agricultural System and how the system is to be protected. Specifically, 4.2.6.3 provides the following:

Where agricultural uses and non-agricultural uses interfaced outside of settlement areas, land use compatibility will be achieved by avoiding or where avoidance is not possible, minimizing and mitigating adverse impacts on the Agricultural System. Where mitigation is required, measures should be incorporated as part of the non-agricultural uses, as appropriate, within the area being developed. Where appropriate, this should be based on an agricultural impact assessment.

Wellington County Official Plan Policy Framework

The lands subject to the proposed official plan and zoning by-law amendments are designated PRIME AGRICULTURAL and RURAL EMPLOYMENT AREA. According to Section 6.2 of the County Official Plan, “the Rural System, for the most part, is a relatively stable part of the County landscape devoted to economic activities based on natural resources”. Further, “the Rural System is a large and diverse area. Opportunities exist for a variety of resource, employment and community uses which need to be accommodated.”

Prime Agricultural Designation

Prime Agricultural Areas are defined as, “Class 1, 2 and 3 agricultural soils, associated Class 4 to 7 soils and additional areas where there is a local concentration of farms which exhibit the characteristics of ongoing agriculture, and speciality crop land will be designated as prime agriculture”.

Permitted uses and activities in the Prime Agricultural Areas may include:

- a) agricultural uses
- b) secondary uses including home businesses and farm businesses
- c) agriculture-related uses

- d) existing uses
- e) single detached homes
- f) second units subject to Section 4.4.6
- g) garden suites subject to Section 4.4.7
- h) accessory residence
- i) forestry uses
- j) wayside pits and quarries, portable asphalt plants and portable concrete plants used on public authority contracts
- k) licensed aggregate operations
- l) community service facilities
- m) group homes on existing lots of records
- n) kennels on existing lots of records

All uses permitted by this section must be compatible with and not hinder surrounding agricultural uses.

The proposed official plan amendment would extend the Rural Employment Area designation to include all of the subject property.

Rural Employment Area Designation

Rural Employment Areas are defined as:

Lands set aside for industrial and limited commercial uses which would benefit from a rural location due to:

- the need for a relatively large site; or
- the need for access to major transportation routes; or
- the need to be close to rural resources

In all cases, rural employment areas will be used by “dry” industrial and limited commercial uses which do not use significant amounts of water in their operation and which do not produce significant amounts of effluent, consistent with rural servicing levels which rely on private water and sewage systems.

Rural Employment Areas are expected to provide diversity to Wellington’s land supply for business.

Section 6.8.2 outlines the uses permitted within the Rural Employment Area designation which includes dry industrial and commercial uses requiring large lots, major road access or proximity to rural resources.

Section 6.8.3 outlines land use compatibility and states that, “establishing specific areas for detailed land use regulations is normally left to the Zoning By-law. In establishing zoned and considering rezoning applications, Councils shall ensure that existing and proposed uses are compatible, and that sensitive uses are adequately separated from industrial uses”.

Section 6.8.4 New Locations outlines policy for establishing new rural employment land via an official plan amendment. In establishing new rural employment land consideration shall be given to the following:

- a) the proposed use is necessary for development related to the management or use of resources, resource-based recreational activities or rural land uses that cannot be located in urban centres or hamlets;
- b) the amount of rural employment land in any part of Wellington shall be limited in size and based on reasonable estimates of need;
- c) no new rural employment areas shall be established within 1 km of urban centre or hamlet boundaries;
- d) the impacts of agricultural operations shall be kept to a minimum and the loss of prime agricultural land shall be avoided wherever practical, as set out in Section 4.3.3 c);
- e) the Greenland System will be protected from negative impact in accordance with the policies of this Plan;
- f) adequate separation or buffering from incompatible uses can be provided;

- g) adverse impacts on any nearby land use will be avoided;
- h) mineral aggregate resources will be protected;
- i) existing and potential municipal water supply resources are protected in accordance with Section 4.9.5 of this Plan and the application Source Project Plan.
- j) Adequate infrastructure is, or will be, established to serve the anticipate development in an order manner.

Wellington North Zoning By-law 66-01

The subject lands are currently zoned Agricultural Commercial (AC-57), Rural Industrial (RIN-56), Agricultural (A-1) and Natural Environment (NE). An application to amend the Zoning By-law to implement the proposed expansion of the existing compost facility has been submitted to the Township. The proposed zoning by-law amendment seeks to:

- Rezone the existing site-specific Agricultural Commercial (AC-57) zone to Rural Industrial (RIN-57); and,
- Rezone the existing Agricultural (A-1) area of the subject property to Rural Industrial (RIN-57).

The existing Rural Industrial (RIN-56) zone at the north end of the site is to remain unchanged.

Technical Study Review

The following technical reports have been prepared in support of the application:

- Planning Justification Report including Agricultural Impact Study (MHBC, June 2020)
- Transportation Impact Study (Paradigm Transportation Solutions Limited, 2020)

Other Planning Applications

Lot Line Adjustment Applications

Consent applications B100/19 and B101/19 were given provisional approval by the County of Wellington Land Division Committee at the March 12, 2019 meeting. The purpose of the lot line adjustment applications are to convey an equal amount of land (approximately 13.5 ha (33.4 ac)) with the abutting property owners (an equal land swap) to form a more regular parcel layout. Conditions are currently being fulfilled by the applicant.

Site Plan Application

A site plan application has been submitted to the Township for the proposed development. It is currently being reviewed by Township staff.

Agency Review

To date we have received the following comments from circulated agencies:

| Agency | Position | Comments |
|-------------------------------------------|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Grand River Conservation Authority (GRCA) | No objection | In comments of November 5, 2020 the GRCA indicated no objection. Advised that a portion of the subject lands are regulated by the GRCA and development or site alteration within the regulated area will require a permit. |
| Wellington Source Water Protection | No objection | In comments of November 19, 2020 the Wellington Source Water Protection advised that the subject lands are located within a Wellhead Protection Area D (WHPA-D) and have a vulnerability score of 4 for the Arthur municipal well. A section 59 Notice is not required. |

Next Steps

Following the Public Meeting, staff will finalize the technical review of the applications to amend the Official Plan and Zoning By-law. Staff will then report back to Council for local consideration of the official plan amendment for Council endorsement. Following the approval of the Official Plan amendment by the County, an amending zoning by-law will be provided for Council consideration.

CORRESPONDENCE FOR COUNCIL'S REVIEW

- Laura Warner, Resource Planner, Grand River Conservation Authority
 - Letter dated November 5, 2020 (No Objection)
- Emily Vandermeulen, Risk Management Inspector/Source Water Protection Coordinator, Wellington Source Water Protection
 - Memorandum dated November 19, 2020 (No Objection)

REQUEST FOR NOTICE OF DECISION

If you wish to be notified of the decision of the **Corporation of the County of Wellington** in respect of the proposed Official Plan Amendment (OP-2020-06), you must make a written request to the Director, Planning and Development Department, County of Wellington, 74 Woolwich Street, Guelph, Ontario N1H 3T9.

The by-law for the Zoning Amendment will be considered at a future Council meeting. If you wish to be notified of the decision in respect of the proposed **Township of Wellington North Zoning By-law Amendment (ZBA 04-20)**, you must submit a written request to the Development Clerk, Township of Wellington North, 7490 Sideroad 7 W, PO Box 125, Kenilworth, Ontario N0G 2E0 or tpringle@wellington-north.com .

MAYOR OPENS FLOOR FOR ANY COMMENTS/QUESTIONS

Paul Smith, Controller, All Treat Farms Limited, explained that they are seeking Council endorsement of their Official Plan Amendment. Walker Environmental has owned All Treat Corporation for five years. Walker is making a \$20 million investment to improve the site and increase employment opportunities in our community. They have purchased land to the south of their existing property and will reorganize some of the production areas to make it more efficient and relocate some production areas away from the Town of Arthur to hopefully reduce odour. The site is fully licenced under the Ministry of Environment for compost processing and will require some administrative edits in the future but will not change the capacity of the site.

Nick Bogaert, Associate, MHBC Planning, provided an overview presentation of the proposed Official Plan and Zoning By-law Amendments. He reviewed the proposed project, site location, surrounding land uses and existing operations. There are entrances to the site on Wellington Road 109 and Wellington Road 12. The existing operation is screened from public view using fencing, vegetative plantings, and berms. It is proposed to extend the operations towards the southern portion of the site onto the lands recently subject of a lot adjustment. This will allow All Treat to optimize operations and do more of the work further away from the Town of Arthur, including a new GORE cover system will be added resulting in less material being composted outside, a new leaf processing area, relocated entrance and truck staging area, new employee facility and staff parking area, perimeter berm for buffer and improvements to the operations to reduce offsite impacts. A traffic review (current and future traffic) was completed indicating a projected increase to result in one second or less delay during peak hours. They have worked with the County staff through the site plan process to address any ongoing concerns with entrance. There are no outstanding traffic concerns. In considering land use compatibility they reviewed existing agricultural operations. The proposed amendment will support the evolution of an important rural employer, will conform to the policy direction in the County of Wellington Official Plan for rural employment uses, will conform to Provincial policies, has been designed to be compatible with existing land uses in the area and is appropriate for the development of the land. In closing they have reviewed the County staff report and agenda package, there are no concerns with the proposal, and no outstanding municipal or agency comments; They are asking for Council endorsement of the Official Plan amendment so County staff can bring a recommendation forward to County Council.

Dan Currie, Partner, MHBC Planning, and Geoff Boyd and Joe Tomaino, Walker Environmental, were available to respond to questions regarding the proposal.

COMMENTS/QUESTIONS FROM COUNCIL

Councillor McCabe asked what the traffic impact will be. Mr. Smith responded that there will be a slight increase, possibly ten percent, in trucks bringing organics into and product out of the site.

Councillor Burke inquired how the construction will affect the daily operations of the collection of organic materials. Mr. Smith replied that the operation will continue during the expansion. Fortunately, with the acquisition of the lands to the south they have a fresh footprint to work on, but it is a delicate balance of getting approvals and getting all the operational things done to prepare for a smooth expansion. The pads on the newly acquired land will be constructed in 2021 to move the composting operation to. The previous composting location will be repurposed for other purposes.

Councillor Hern asked about the ponds for effluent, how deep are they, the purpose of them and are there potential impacts on water systems. Mr. Smith stated that they are doing consulting studies to prepare for an MOE approval application. The settling ponds are a wastewater treatment system. It is a six-pond system with five being eight feet deep and the sixth one is twelve to fourteen feet deep. The ponds are aerated so with the larger watershed going to the wastewater treatment system an upgrade to the system will be required. They are working with consultants and will be working with MOE regarding design. Essentially, they will carry on with an aerated Pond system to improve water quality levels to the point that it can be used for other purposes. They will not be digging more ponds. If there is any deepening of the existing ponds it will be modest.

Councillor Hern inquired about the potential impacts to odour in Arthur and wondered if the proposed project make it better. Mr. Smith explained that the MOE will want to see improvement in the impact to the community. Currently there is a thirty-two-row gore covered system. Part of this initiative is installing a further thirty-two row gore covered cell system to enable composting in a vessel. There will be less material composted that is not under cover. By relocating a couple of the pads used for yard waste and leaf composting to the southern area of the property the pads will be 1,000 to 1,500 feet further away from the town; which will help to reduce odours.

ADJOURNMENT

RESOLUTION: 007-2020

Moved: Councillor Yake

Seconded: Councillor Hern

THAT the Public Meeting of December 14, 2020 be adjourned at 7:50 pm.

CARRIED

CLERK

MAYOR



Walker Environmental
- All Treat Farms

7963 WELLINGTON ROAD 109 ALL-TREAT FARMS

COUNCIL MEETING PROPOSED OFFICIAL PLAN AND ZONING BY-LAW AMENDMENTS

MHBC
PLANNING
URBAN DESIGN
& LANDSCAPE
ARCHITECTURE

December 14th, 2020

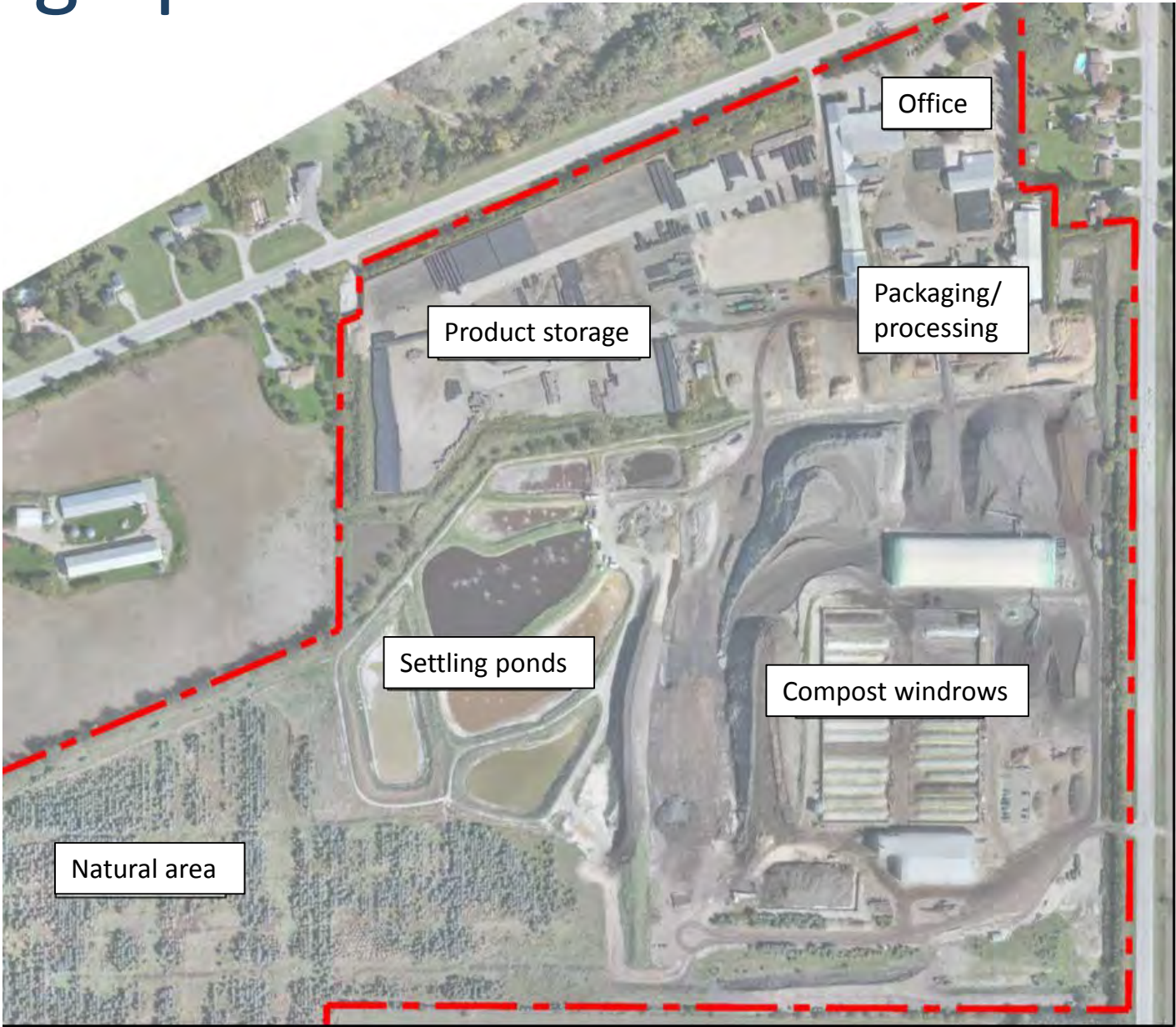


Site location

057

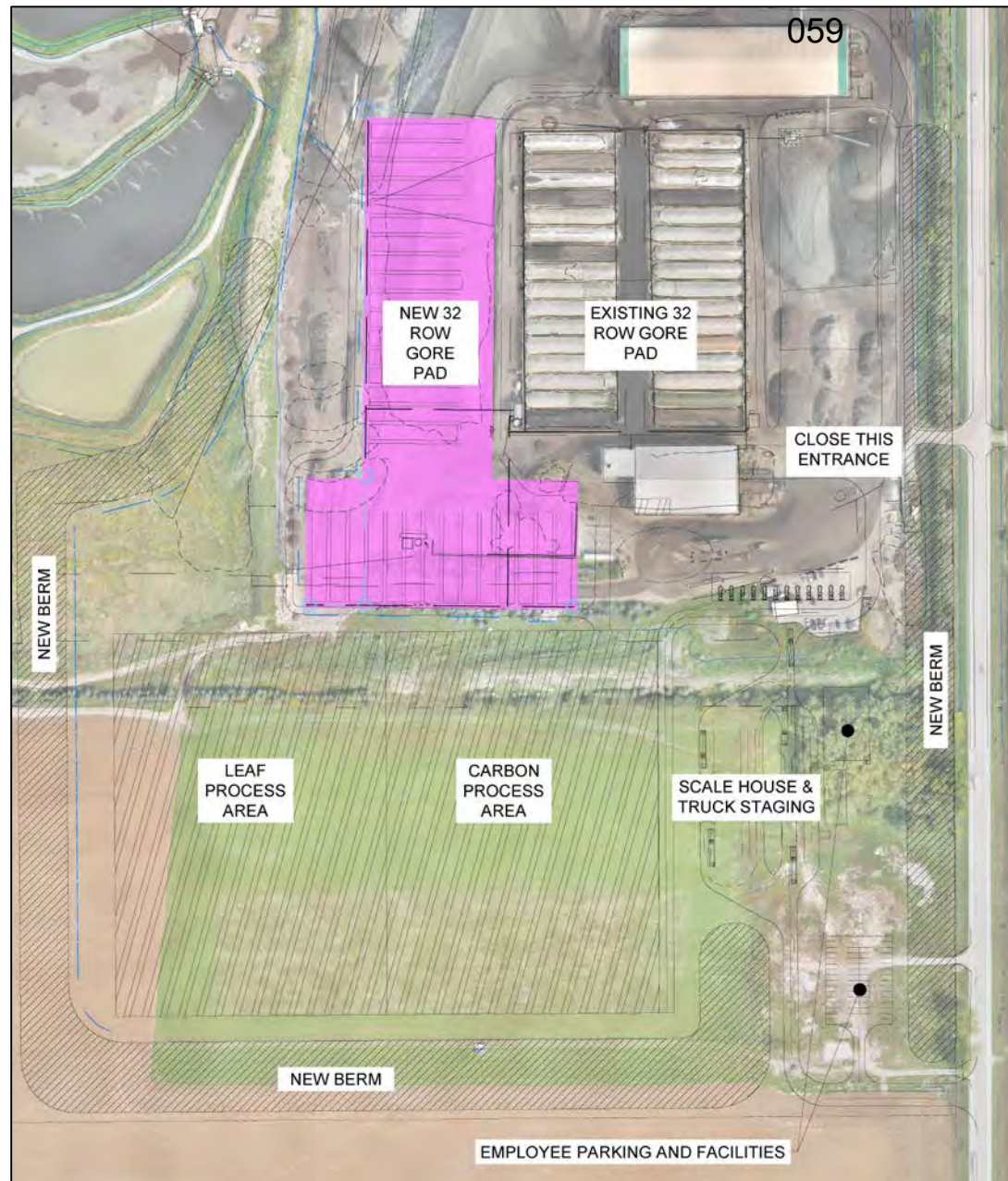


Existing operation



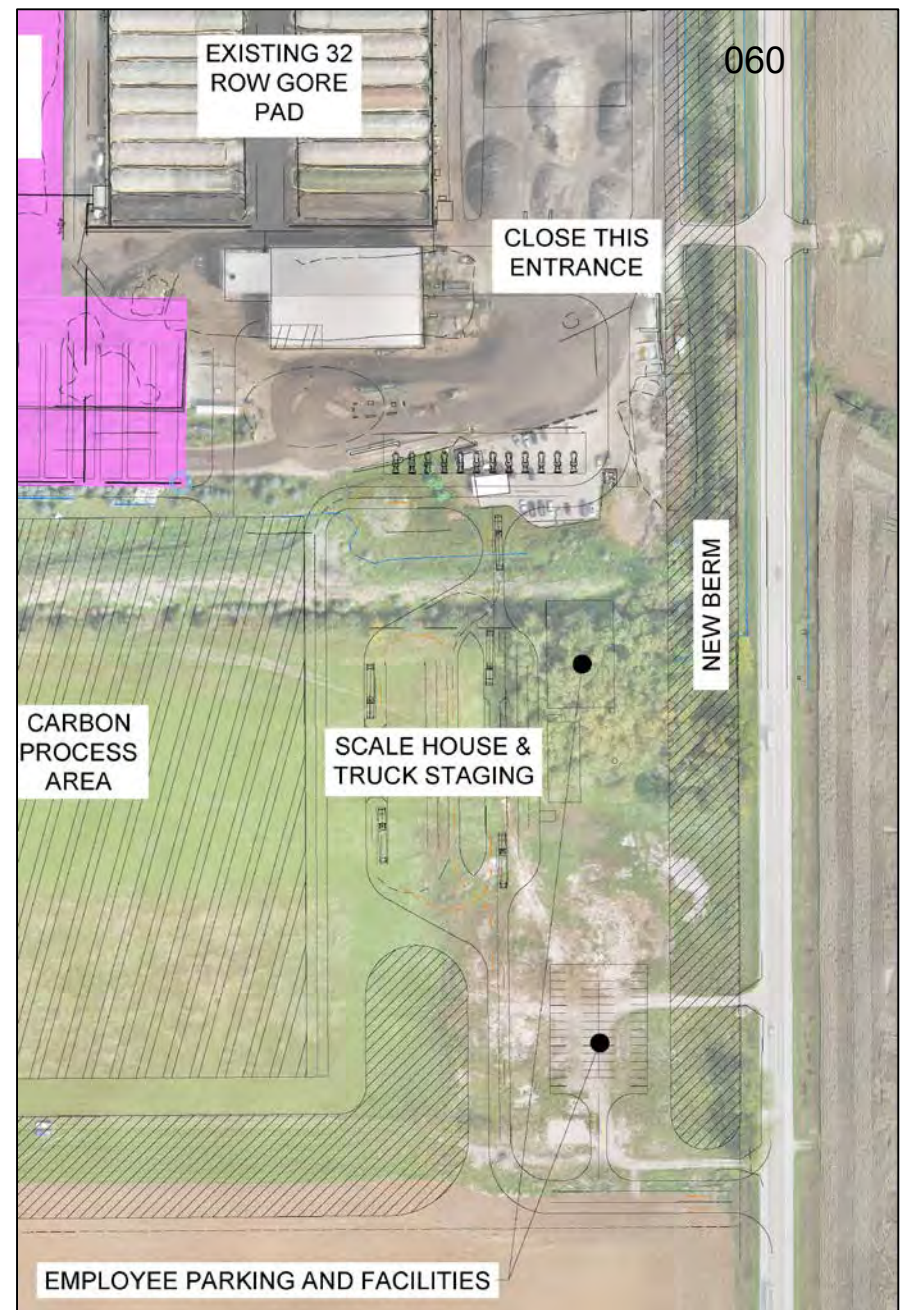
Proposal overview

- Proposal to optimize onsite operations.
- Adding incremental GORE cover system.
- Less material will be composted outside of GORE cover system in future.
- New leaf processing area.
- Relocated entrance and truck staging area.
- New employee facility and staff parking area.
- Perimeter berm to buffer.
- Improvements to operation will help reduce offsite impacts.

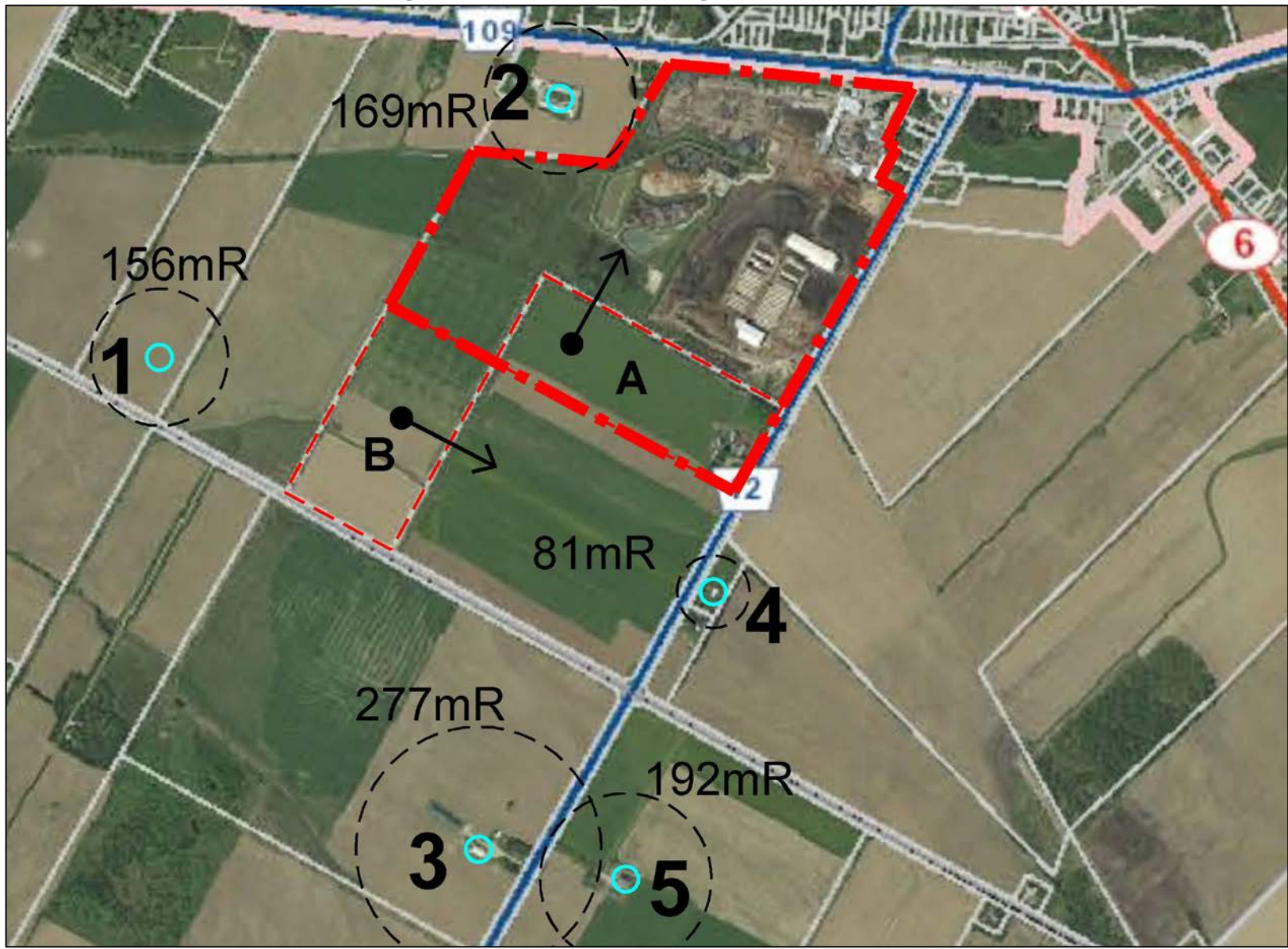


Traffic

- PTSL conducted transportation impact brief to understand potential impacts.
- Current traffic and site conditions examined.
- Future level of service reviewed.
- Projected traffic increase to result in one second or less delay during peak hours.
- Applicant has worked with County staff through site plan process to address any ongoing concerns with entrance.
- No outstanding traffic concerns.



Land use compatibility



CONCLUSION

- The proposed amendment will support the evolution of an important rural employer.
- Proposal will conform to the policy direction in the County of Wellington Official Plan for rural employment uses.
- Proposal will conform to Provincial policies.
- Proposed development has been designed to be compatible with existing land uses in the area.
- Is appropriate for the development of the land.

CLOSING

- Have reviewed County staff report and agenda package.
- No concerns raised with proposal, and no outstanding municipal or agency comments.
- Ask for Council endorsement of Official Plan amendment, so that County staff can bring recommendation forward to County Council.

Thank you.

**THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH
MINUTES OF REGULAR COUNCIL MEETING – DECEMBER 14, 2020 AT 7:00 P.M.
CLOSED SESSION TO FOLLOW OPEN SESSION
VIA WEB CONFERENCING <https://www.youtube.com/watch?v=V1vwYYvClh0>**

Members Present:

Mayor: Andrew Lennox
Councillors: Sherry Burke
Lisa Hern
Steve McCabe
Dan Yake

Staff Present:

| | |
|-----------------------------------------------------------|---------------------------|
| Chief Administrative Officer: | Michael Givens |
| Director of Legislative Services/Clerk: | Karren Wallace |
| Deputy Clerk: | Catherine Conrad |
| Director of Finance: | Adam McNabb |
| Economic Development Officer: | Dale Small |
| Chief Building Official: | Darren Jones |
| Human Resources Manager: | Chanda Riggi |
| Director of Fire Services: | Chris Harrow |
| Director of Operations: | Matthew Aston |
| Community Recreation Coordinator: | Mandy Jones |
| Manager, Environmental and Developmental Services: | Corey Schmidt |
| Compliance Analyst: | Sara McDougall |
| Manager of Transportation Services: | Dale Clark |
| Senior Planner: | Michelle Innocente |

CALLING TO ORDER

Mayor Lennox called the meeting to order.

Mayor Lennox acknowledged of the passing of Ivan Suggitt. He served on the Township of Arthur Council for 20 years as Councillor, Deputy Reeve and Reeve and on various boards including the Maitland Valley Conservation Authority and Maitland Valley Conservation Foundation Board.

ADOPTION OF THE AGENDA

RESOLUTION: 2020-367

Moved: Councillor Yake

Seconded: Councillor Hern

THAT the Agenda for the December 14, 2020 Regular Meeting of Council be accepted and passed.

CARRIED

DISCLOSURE OF PECUNIARY INTEREST

No pecuniary interest disclosed.

COUNTY COUNCIL UPDATE

Steve O'Neill, County of Wellington Councillor, Ward 4

Waste management completed the fall leaf and garden waste pick up at the end of November and beginning of December throughout the County. In 2021 there will be monthly pickups April through November. Schedules will be published in the new year. The Recycle Coach

app will help with solid waste scheduling questions. It reminds you when your organics, recyclables and garbage pickups are as well as when yard waste and leaf pickups are.

The RideWell program was severely affected by Covid 19. Ridership dropped off dramatically but has increased in the last half of the year. You can now get dropped off or picked up at a specific destination in the City of Guelph as well as throughout the County. It was set up as a ride share program but with Covid rules it is now an individual or same household rider service. It is convenient to be dropped off and picked up in the City of Guelph rather than getting dropped off at the north or south end of the city and then having to catch a bus or taxi to your destination in the city. The residents of Wellington North are using the service well compared to other municipalities in the County.

County Council will meet in January to go over the 2021 budget. Councillor O'Neill was encouraged by the number of municipalities that have worked to bring their levies close to a zero percent increase. The County Mayors and County Councillors need to continue in this vein with their budget. 2020 was a very trying time for many residents and businesses and for some it has been devastating. We need to shop local and support our businesses.

At the end of October four new housing units opened up for tenancy in Mount Forest. All units are full and there is a waiting list. Due to Covid there was no grand opening.

On Friday, December 11 Center Wellington Mayor Kelly Linton was inaugurated as Warden for a second two-year term. The Committee Chairs stayed the same as well. Some Council members have moved to different committees. Mayor Lennox has stayed on as Roads Chair.

County Libraries have moved to curbside pickup again due to rising Covid 19 case counts.

The public information centre online package for the Wellington Road 109 four bridges east of Arthur environmental assessment will be made available on Thursday, December 17. The bridge replacement work is tentatively scheduled to begin in 2023. Details will be available on the County website.

25 of 27 ICU beds in Wellington Dufferin Guelph Health Unit are in use. Not all of them are Covid related but there is not much capacity for any serious illness or accident patients to get ICU care. With Covid cases rising and our County in Red Control everybody is being asked to wash their hands, physical distance and wear a mask in public when you cannot stay 2 metres apart.

RECESS TO MOVE INTO PUBLIC MEETING

RESOLUTION: 2020-368

Moved: Councillor Burke

Seconded: Councillor McCabe

THAT the Council of the Corporation of the Township of Wellington North recess the December 14, 2020 Regular Meeting of Council for the purpose of holding a Public Meeting under the Planning Act:

- *Amsey Frey, Minor Variance*
- *All Treat Farms, Official Pan Amendment and Zoning By-law Amendment*

CARRIED

RESUME REGULAR MEETING OF COUNCIL

RESOLUTION: 2020-369

Moved: Councillor Burke

Seconded: Councillor McCabe

THAT the Council of the Corporation of the Township of Wellington North resume the December 14, 2020 Regular Meeting of Council at 7:51 p.m.

CARRIED

PASSAGE OF RESOLUTION ARISING FROM PUBLIC MEETING

RESOLUTION 2020-370

Moved: Councillor Hern

Seconded: Councillor Yake

THAT the Council of the Corporation of the Township of Wellington North support, in principle the draft Official Plan amendment File: OP-2020-06 (All-Treat Farms Walker Environmental Group Inc.) to extend the Rural Employment Area to include all of the subject property, as presented at the Public meeting held on December 14, 2020.

CARRIED

PRESENTATIONS

2021 Budget Public Meeting, Adam McNabb, Director of Finance

Mr. McNabb reviewed the 2021 proposed tax levy increase, operating only. A 3.87% increase equals 195,162 levy dollars over prior years.

The general government component with the reduction in revenues of \$131,200 is driven by the reduction in OMPF for 2021, interest on cash balances driven by market forces, and penalties revenue dropping based on historic trend. The administration group will see a \$64,000 year over year increase which is largely driven by the reduced transfers out of interfunctional transfers to other service delivery locations. Wellington North Holding Company has no expenses slated for the 2021 calendar year as there is no activity planned. The protection services group has Fire increasing slightly of about \$15,000 due to increased contributions to employee and group benefits costs. Conservation Authority costs will go up approximately \$11,000. Animal control expenses rise year over year due to reduction in dog tag revenues in 2021. Under the Transportation Services the roads section will see a \$206,000 drop in expenses driven by reduction in debt servicing costs and reduction of operating costs with the internalization of street sweeping. Within the Parks and Recreation segment we will see an increase of approximately \$270,000 driven by increased wage and benefit costs associated with additional sanitization processes expected given the rise of Covid 19 pandemic and the anticipated reduction in revenues. The Planning and Development section shows a reduction in expenses driven by a reduction in revenues in the planning group that is offset by reduced corresponding County charges. Municipal drains will see an increase of about \$8,000 attributed to Drainage Superintendent costs as we look towards a knowledge transfer or overlap as part of the transition into the 2021 calendar year in terms of that service offering.

The Reserve and Reserve Fund Impact on the Operating Budget comparison sees a return to Reserves and Reserve Funds of \$535,83.

In terms of the 2021 proposed fully loaded budget we will see a small increase of 1.91% when the contributions are factored in the net transfers and operating budget. With the organic growth backed out it leaves a .07% impact to existing taxpayers. Approximately 50% of every tax dollar collected is distributed to the County, 12% for education boards and 37% to the Township. The tax impact on the average residential single-family dwelling is a 1.28% increase. The tax change on the various property types is an increase of 0.20%.

The 2021 Capital Program contains a total spend of approximately \$15,000,000 with the trend showing a decrease for 2021 in the hopes we can stabilize the tax levy for our ratepayers for

2021. The funding model was reviewed outlining grants, development charges and reserves, developer contribution, gas tax, sustained OCIF.

Council directed projects estimated total is \$1,171,220. The 20 in 20 initiatives estimated total is \$152,331. Nothing was added to the development driven projects but there are some carried forward projects for an estimated \$306,220. Department capital projects make up an estimated total of \$15,116,742.

An overview of the 2021 budget revenues indicates a net budget change of -3.1%. Down \$574,543 from the prior year for a total of \$17,829,435. The overview of the 2021 expenses shows a decrease of -4.8% or \$648,499 from the previous year for a total of \$12,884,952. The contributions to reserves, reserve fund and capital program balances the budget for the year. In aggregate the total tax levy increase of \$146,176 represents a tax levy change of 1.91%.

The budget by-law will be adopted at the first Council meeting in January 2021.

ADOPTION OF MINUTES OF COUNCIL AND PUBLIC MEETING

1. Public Meeting, November 23, 2020
2. Regular Meeting of Council, November 23, 2020

RESOLUTION: 2020-371

Moved: Councillor McCabe

Seconded: Councillor Burke

THAT the minutes of the Public Meeting and the Regular Meeting of Council held on November 23, 2020 be adopted as circulated.

CARRIED

BUSINESS ARISING FROM PREVIOUS MEETINGS OF COUNCIL

No business arising from previous meetings of Council.

IDENTIFICATION OF ITEMS REQUIRING SEPARATE DISCUSSION

1f, 1h, 2f, 2g, 2h 4a, 8c, 8d, 8e

ADOPTION OF ALL ITEMS NOT REQUIRING SEPARATE DISCUSSION

RESOLUTION: 2020-372

Moved: Councillor Yake

Seconded: Councillor Hern

THAT all items listed under Items for Consideration on the December 14, 2020 Council agenda, with the exception of those items identified for separate discussion, be approved and the recommendations therein be adopted:

THAT the Council of the Corporation of the Township of Wellington North receive the minutes of the Maitland Valley Conservation Authority General Membership Meeting #7-20 held on September 16, 2020 and General Membership Meeting #8-20 held on October 21, 2020.

THAT the Council of the Corporation of the Township of Wellington North receive the Grand River Conservation Authority, Summary of the General Membership Meeting held on November 27, 2020.

THAT the Council of the Corporation of the Township of Wellington North receive the minutes of the Saugeen, Grey Sauble, Northern Bruce Peninsula Source Protection Committee Meeting #81 held on October 25, 2019, Meeting #82 held on March 27, 2020 and Meeting #83 held on July 24, 2020.

THAT the Council of the Corporation of the Township of Wellington North receive the minutes of the Mount Forest District Chamber of Commerce Meeting held on November 10, 2020.

THAT the Council of the Corporation of the Township of Wellington North receive the minutes of the Arthur Chamber of Commerce Directors Meeting held on November 11, 2020.

THAT the Council of the Corporation of the Township of Wellington North receive the minutes of the Arthur Business Improvement Association, Annual General Meeting held on November 18, 2020

THAT the Council of the Corporation of the Township of Wellington North receive Report DC 2020-035 being a report on Consent Application (Lot Line Adjustment) B85-20 known as Part Park Lots 1, 2 & 3, South of Clyde St.

AND FURTHER THAT the Council of the Township of Wellington North supports consent application B85-20 as presented with the following conditions:

- THAT the Owner satisfy all the requirements of the local municipality, financial and otherwise (included but not limited to Taxes paid in Full; a Fee of \$130.00 for Township Clearance Letter of conditions — or whatever fee is applicable at the time of clearance under the municipal Fees and Charges by-law) which the Township of Wellington North may deem to be necessary at the time of issuance of the Certificate of Consent for the proper and orderly development of the subject lands; and*
- THAT the Developer enter into a Development Agreement with the Township of Wellington North to address lot grading and drainage.*

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 the Council of the Corporation of the Township of Wellington North receive Report DC 2020-036 being a report on Consent Application (Severance) B86-20 known as Part Park Lots 1, 2 & 3, South of Clyde St.

AND FURTHER THAT the Council of the Township of Wellington North supports consent application B86-20 as presented with the following conditions:

- THAT the Owner satisfy all the requirements of the local municipality, financial and otherwise (included but not limited to Taxes paid in Full; a Fee of \$130.00 for Township Clearance Letter of conditions — or whatever fee is applicable at the time of clearance under the municipal Fees and Charges by-law) which the Township of Wellington North may deem to be necessary at the time of issuance of the Certificate of Consent for the proper and orderly development of the subject lands;*
- THAT the Owner satisfy the requirements of the Township of Wellington North in reference to parkland dedication of \$1,000.00 (or whatever fee is applicable at the time of clearance under the municipal Fees and Charges by-law) as provided for in the Planning Act, R.S.O. 1990;*
- THAT the Developer enter into a Development Agreement with the Township of Wellington North to address lot grading and drainage; and*
- THAT driveway access can be provided to the severed lands to the satisfaction of the local municipality.*

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 the Council of the Corporation of the Township of Wellington North receive Report DC 2020-037 being a report on Consent Application (Severance) B94-20 known as Part Park Lot 3, s/s Wellington St., Plan Town of Mount Forest.

AND FURTHER THAT the Council of the Township of Wellington North supports consent application B94-20 as presented with the following conditions:

- THAT the Owner satisfy all the requirements of the local municipality, financial and otherwise (included but not limited to Taxes paid in Full; a Fee of \$130.00 for Township Clearance Letter of conditions — or whatever fee is applicable at the time of clearance under the municipal Fees and Charges by-law) which the Township of Wellington North may deem to be necessary at the time of issuance of the Certificate of Consent for the proper and orderly development of the subject lands;
- THAT the Owner satisfy the requirements of the Township of Wellington North in reference to parkland dedication of \$1,000.00 (or whatever fee is applicable at the time of clearance under the municipal Fees and Charges by-law) as provided for in the Planning Act, R.S.O. 1990;
- THAT driveway access can be provided to the severed and retained lands to the satisfaction of the local municipality; and
- THAT the applicant enters into a development agreement with the local municipality to address servicing, lot grading and drainage of both the severed and retained lands, to the satisfaction of the local municipality.

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 the Council of the Corporation of the Township of Wellington North receive Report DC 2020-038 being a report on Consent Application (Severance) B95-20 known as Part Park Lot 3, s/s Wellington St., Plan Town of Mount Forest.

AND FURTHER THAT the Council of the Township of Wellington North supports consent application B95-20 as presented with the following conditions:

- THAT the Owner satisfy all the requirements of the local municipality, financial and otherwise (included but not limited to Taxes paid in Full; a Fee of \$130.00 for Township Clearance Letter of conditions — or whatever fee is applicable at the time of clearance under the municipal Fees and Charges by-law) which the Township of Wellington North may deem to be necessary at the time of issuance of the Certificate of Consent for the proper and orderly development of the subject lands;
- THAT the Owner satisfy the requirements of the Township of Wellington North in reference to parkland dedication of \$1,000.00 (or whatever fee is applicable at the time of clearance under the municipal Fees and Charges by-law) as provided for in the Planning Act, R.S.O. 1990;
- THAT driveway access can be provided to the severed and retained lands to the satisfaction of the local municipality; and
- THAT the applicant enters into a development agreement with the local municipality to address servicing, lot grading and drainage of both the severed and retained lands, to the satisfaction of the local municipality.

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 the Council of the Corporation of the Township of Wellington North receive Report DC 2020-039 being a report on Consent Application (Severance) B96-20 known as Part Park Lot 3, s/s Wellington St., Plan Town of Mount Forest.

AND FURTHER THAT the Council of the Township of Wellington North supports consent application B96-20 as presented with the following conditions:

- THAT the Owner satisfy all the requirements of the local municipality, financial and otherwise (included but not limited to Taxes paid in Full; a Fee of \$130.00 for Township

Clearance Letter of conditions — or whatever fee is applicable at the time of clearance under the municipal Fees and Charges by-law) which the Township of Wellington North may deem to be necessary at the time of issuance of the Certificate of Consent for the proper and orderly development of the subject lands;

- *THAT the Owner satisfy the requirements of the Township of Wellington North in reference to parkland dedication of \$1,000.00 (or whatever fee is applicable at the time of clearance under the municipal Fees and Charges by-law) as provided for in the Planning Act, R.S.O. 1990;*
- *THAT driveway access can be provided to the severed and retained lands to the satisfaction of the local municipality; and*
- *THAT the applicant enters into a development agreement with the local municipality to address servicing, lot grading and drainage of both the severed and retained lands, to the satisfaction of the local municipality.*

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 the Council of the Corporation of the Township of Wellington North receive the Planning Report prepared by Matthieu Daoust, Planner, dated December 7, 2020 regarding Eastridge Landing – Draft Plan of Subdivision, 23T-13001 – Extension;

AND FURTHER THAT the Council of the Township of Wellington North support a 5-year extension of the Eastridge Landing – Draft Plan of Subdivision, 23T-13001 to February 26, 2026, as requested.

THAT the Council of the Corporation of the Township of Wellington North receive Report DC 2020-043 regarding proposed revisions to the 1260119 Ontario Limited Site Plan Agreement dated September 16th, 2013;

AND FURTHER THAT Landscape Plan Drawing L1 prepared by MHBC Planning, Urban Design & Landscape Architecture, dated May 18, 2010 noted in 1(xii) of the Site Plan Agreement between the Corporation of the Township of Wellington North and 1260119 Ontario Limited, dated September 16, 2013 be replaced with Landscape Plan Drawing L1 prepared by MHBC Planning, Urban Design & Landscape Architecture, Revision No.: 7, dated June 24, 2020;

AND FURTHER THAT Landscape Details Drawing L2 prepared by MHBC Planning, Urban Design & Landscape Architecture, dated May 18, 2010 noted in 1(xiii) of the Site Plan Agreement between the Corporation of the Township of Wellington North and 1260119 Ontario Limited, dated September 16, 2013 be replaced with Landscape Details Drawing L2 prepared by MHBC Planning, Urban Design & Landscape Architecture, Revision No.: 7, dated June 24, 2020.

THAT the Council of the Corporation of the Township of Wellington North receive Report CBO 2020-15 being the Building Permit Review for the period ending November 30th, 2020.

THAT the Council of the Corporation of the Township of Wellington North Report EDO 2020-031;

AND FURTHER THAT Council approve a \$2,500 Building Improvement Grant to Wellington Produce Packaging located at 410 Sligo Road in Mount Forest;

AND FURTHER THAT Council approve a \$525 Façade Improvement Grant to Arthur Chiropractic located at 124 George Street in Arthur.

THAT the Council of the Corporation of the Township of Wellington North receive Report EDO 2020-032 being an update on a number of grant applications.

THAT the Council of the Corporation of the Township of Wellington North receive the Cheque Distribution Report dated December 2, 2020.

THAT the Council of the Corporation of the Township of Wellington North receive Report TR2020-20 being a report on 2021 fees and charges by-law updates (various services); AND FURTHER THAT Council direct staff to proceed with the update to reflect the changes outlined herein for the 2021 calendar year.

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

THAT the Council of the Corporation of the Township of Wellington North receive Report TR 2020-19 being a report on Provincial Property Tax and Assessment updates for information.

THAT the Council of the Corporation of the Township of Wellington North receive Report OPS 2020-034 being a report on the local leaf program;

AND FURTHER THAT Council continue to endorse the new Wellington County leaf and yard waste program;

AND FURTHER THAT Council direct staff to promote the new Wellington County leaf and yard waste program in the spring of 2021 with the aim of promoting and transitioning customers to the new service.

THAT the Council of the Corporation of the Township of Wellington North receive Report OPS 2020-039 being a report on the Township's Drinking Water Quality Management System (DWQMS) – 2020 Management Review Meeting Minutes.

THAT the Council of the Corporation of the Township of Wellington North receive Report OPS 2020-033 being a report on the Township's drainage superintendent services;

AND FURTHER THAT the Mayor and Clerk be authorized to execute the shared Drainage Superintendent agreement.

AND FURTHER THAT staff are directed to work with the Town of Minto to recruit for the position of Drainage Superintendent with an anticipated start date of March 2021.

THAT the Council of the Corporation of the Township of Wellington North receive Report CLK 2020-021 being a report on Council, Local Board, Committee and Advisory Committee;

AND FURTHER THAT Council approves amendments to the Council, Local Board, Committee and Advisory Committee Code of Conduct Policy;

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

THAT the Council of the Corporation of the Township of Wellington North receive the Wellington North Power Inc., Quarterly Newsletter – Quarter 3: July 1st to September 30th 2020.

THAT the Council of the Corporation of the Township of Wellington North receive the Saugeen Conservation, Media Release, dated November 25, 2020, regarding 70 Years of Collaborative Land Use Planning on the Cusp of Being Compromised.

CARRIED

CONSIDERATION OF ITEMS FOR SEPARATE DISCUSSION AND ADOPTION

RESOLUTION: 2020-373

Moved: Councillor Burke

Seconded: Councillor McCabe

THAT the Council of the Corporation of the Township of Wellington North receive the minutes of the Mount Forest Business Improvement Association Annual General Meeting held on November 17, 2020.

CARRIED

RESOLUTION: 2020-374

Moved: Councillor Hern

Seconded: Councillor Yake

THAT the Council of the Corporation of the Township of Wellington North receive the minutes of the Recreation, Parks and Leisure Committee meeting held on December 8, 2020.

CARRIED

RESOLUTION: 2020-375

Moved: Councillor McCabe

Seconded: Councillor Burke

THAT the Council of the Corporation of the Township of Wellington North direct staff to prepare a grant application within the funding envelope guidelines for the following as recommended by the Recreation, Parks and Leisure Committee:

1. *A generator for the Mount Forest & District Sports Complex.*
2. *Sidewalk upgrades for Eastview Drive and for Choker Lane and sidewalk upgrades in downtown Arthur as per the Connecting Link project.*

CARRIED

RESOLUTION: 2020-376

Moved: Councillor Yake

Seconded: Councillor Hern

THAT the Council of the Corporation of the Township of Wellington North direct staff to prepare a draft agreement consistent with Report OPS 2020-037 being a report on the Township's agreement with the Mount Forest Agricultural Society and the conversation at Committee.

CARRIED

Clarification was issued around the conversation at the Committee which was to align the Agricultural Society term of the agreement with the Victory Church term.

RESOLUTION: 2020-377

Moved: Councillor Burke

Seconded: Councillor McCabe

THAT the Council of the Corporation of the Township of Wellington North receive Report DC 2020-040 being a report on Consent Application (Severance) B97-20 known as Part Lot 22, EOSR, Division 3 & 4.

AND FURTHER THAT the Council of the Township of Wellington North supports consent application B97-20 as presented with the following conditions:

- *THAT the Owner satisfy all the requirements of the local municipality, financial and otherwise (included but not limited to Taxes paid in Full; a Fee of \$130.00 for Township Clearance Letter of conditions — or whatever fee is applicable at the time of clearance under the municipal Fees and Charges by-law) which the Township of Wellington North may deem to be necessary at the time of issuance of the Certificate of Consent for the proper and orderly development of the subject lands;*
- *THAT the Owner satisfy the requirements of the Township of Wellington North in reference to parkland dedication of \$1,000.00 (or whatever fee is applicable at the time of clearance under the municipal Fees and Charges by-law) as provided for in the Planning Act, R.S.O. 1990;*
- *THAT the owner enter into an agreement apportioning future maintenance costs on the Bruce Eden Municipal Drain; and the owner shall provide a \$500.00 deposit to cover the cost of the re-apportionment of the above mentioned drain; and*

- *THAT the retained lands be rezoned to restrict the residential development to the satisfaction of the local municipality and the County of Wellington Planning and Development Department.*

AND FURTHER THAT Council support the planning staffs comment that the proposed lot size be reduced to exclude as much farm lands as possible;

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.

CARRIED

RESOLUTION: 2020-378

Moved: Councillor Hern

Seconded: Councillor Yake

THAT the Council of the Corporation of the Township of Wellington North receive for information Report DC 2020-041 being a report on development updates in the Village of Arthur.

CARRIED

RESOLUTION: 2020-379

Moved: Councillor McCabe

Seconded: Councillor Burke

THAT the Council of the Corporation of the Township of Wellington North receive Report DC 2020-042 being a report on development updates in the Town of Mount Forest.

CARRIED

RESOLUTION: 2020-380

Moved: Councillor Yake

Seconded: Councillor Hern

THAT the Council of the Corporation of the Township of Wellington North receive Report EDO 2020-030 being a report on the Mount Forest and Arthur Business Improvement Associations,

AND FURTHER THAT Council approve the 2021 workplan for the Mount Forest BIA as presented and approved at the November 17, 2020 BIA Annual General Meeting,

AND FURTHER THAT Council approve the 2021 Budget and tax levy for the Mount Forest BIA as recommended and approved at the November 17, 2020 Annual General Meeting,

AND FURTHER THAT Council approve the 2021 workplan for the Arthur BIA as presented and approved at the November 18, 2020 BIA Annual General Meeting,

AND FURTHER THAT Council approve the 2021 Budget and tax for the Arthur BIA as recommended and approved at the November 18, 2020 Annual General Meeting,

AND FURTHER THAT Council approve the appointment of Jessica McFarlane to the Board of Directors of the Mount Forest BIA as recommended by the Board of Directors at the November 18, 2020 Mount Forest BIA AGM,

AND FURTHER THAT Council authorize the Mayor and CAO to sign an MOU with the Arthur BIA to provide a \$102,000 loan to support Streetscaping Enhancements to take place as part of the Connecting Link Project. The loan will be subject to an interest rate of 2.45% and will be repaid in ten equal instalments commencing February 1st, 2022 and ending February 1st, 2031.

CARRIED

RESOLUTION: 2020-381

Moved: Councillor Burke
Seconded: Councillor McCabe

THAT the Council of the Corporation of the Township of Wellington North receive the Certificate of Recognition from Hayden's Hope Foundation.

CARRIED

RESOLUTION: 2020-382

Moved: Councillor Hern

Seconded: Councillor Yake

THAT the Council of the Corporation of the Township of Wellington North receive the County of Wellington, Media Release, November 26, 2020, Former County Councillor Doreen Hostrawser Receives 2020 Luella Logan Award for Outstanding Service by a Woman in Politics.

CARRIED

RESOLUTION: 2020-383

Moved: Councillor McCabe

Seconded: Councillor Burke

THAT the Council of the Corporation of the Township of Wellington North receive the correspondence dated December 8, 2020 from Duff Moore, Plant Manager, Rothsay Moorefield Darling International Canada Inc. requesting support for the Moorefield Facility, Rothsay, A Division of Darling International Canada Inc.

CARRIED

RESOLUTION: 2020-384

Moved: Councillor Yake

Seconded: Councillor Hern

WHEREAS the Council of the Corporation of the Township of Wellington North is aware that Darling International Canada Inc. has appealed specific conditions of Darling International's Amended Environmental Compliance Approval No. 5238-BSVRHU pertaining to the Rothsay Moorefield Plant to Ontario's Environmental Review Tribunal (Ref ERT File 20-033);

NOW THEREFORE BE IT RESOLVED:

THAT Council of the Corporation of the Township of Wellington North acknowledges and supports the Moorefield Facility, Rothsay, A Division of Darling International Canada Inc. as a responsible employer benefitting the surrounding communities through direct and indirect employment; direct and indirect economic impact on agribusiness supply chains from farm to food and feed; and direct and indirect impact to the environment through sustainable and responsible value added conversion of otherwise waste materials.

CARRIED

NOTICE OF MOTION

No notice of motion tabled.

COMMUNITY GROUP MEETING PROGRAM REPORT

Councillor Yake (Ward 1):

- Louise Marshall Hospital project is progressing and is pretty much closed in so interior work can be done through the winter. People have adjusted to the rerouting. The work is a little behind schedule but expected to catch up over the winter.

Councillor Burke (Ward 2):

- Thank you to the Mount Forest Lions Club for their work in organizing the reverse Santa Claus parade

Councillor Hern (Ward 3):

- The Mount Forest Chamber of Commerce will hold their Excellence Awards on December 18th. The AGM will be held on December 29th in a virtual format. A special General Meeting will be held in January to review their by-laws.
- The Arthur Chamber of Commerce received great feedback on the virtual tree lighting. The Chamber has been working with the Arthur Public School Grade 6 class on a shopping local project.

Mayor Lennox:

- Wellington North Power profitability will be down this year largely due to a decrease in demand during the Covid 19 lockdown earlier in the year. It looks like WNP will still be in a positive position at the end of the year. WNP has been included in the discussions around growth so they are aware of potential growth coming to our community.
- The community has worked to reduce the number of cases of Covid. Reminder regarding Covid 19 to continue with precautions and hopefully everyone stays safe over the holidays.

BY-LAWS

- By-law Number 100-20 being a by-law to amend By-law 018-19 being a by-law to establish a Code of Conduct for members of Council, Local Board, Committee and Advisory Committees of the Township of Wellington North
- By-law Number 101-20 being a by-law to amend By-law 083-20 being a by-law to appoint a Poundkeeper for the Township of Wellington North
- By-law 102-20 being a by-law to authorize the execution of an agreement for Drainage Superintendent Shared Services Agreement between The Corporation of the Town of Minto and The Corporation of the Township of Wellington North
- By-law 103-20 being a by-law to establish the fees and charges for various services provided by the municipality and to repeal By-laws 119-20 and 018-20

RESOLUTION: 2020-385

Moved: Councillor Burke

Seconded: Councillor McCabe

THAT By-law Number 100-20, 101-20, 102-20 and 103-20 be read a First, Second and Third time and enacted.

CARRIED

CLOSED MEETING SESSION

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

- a proposed or pending acquisition or disposition of land by the municipality or local board
- litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board

RESOLUTION: 2020-386

Moved: Councillor Hern

Seconded: Councillor Yake

THAT the Council of the Corporation of the Township of Wellington North go into a meeting at 9:28 p.m. that is closed to the public under subsection 239 (2) of the Municipal Act, 2001, specifically:

- (c) a proposed or pending acquisition or disposition of land by the municipality or local board*
- (e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board*

1. REPORTS

- a. DFC 2020-006 Fire Underwriters Survey
- b. CAO 2020-009 Joint County/Township Operations Facility - Arthur

2. REVIEW OF CLOSED SESSION MINUTES

- a. November 9, 2020

3. RISE AND REPORT FROM CLOSED MEETING SESSION

RESOLUTION: 2020-387

Moved: Councillor McCabe

Seconded: Councillor Burke

THAT the Council of the Corporation of the Township of Wellington North rise from a closed meeting session at 10:28 p.m.

RESOLUTION: 2020-388

Moved: Councillor Yake

Seconded: Councillor Hern

THAT the Council of the Corporation of the Township of Wellington North receive Report DFC 2020-006 Fire Underwriters Survey;

AND FURTHER THAT Council approve the confidential direction to staff.

RESOLUTION: 2020-389

Moved: Councillor Burke

Seconded: Councillor McCabe

THAT the Council of the Corporation of the Township of Wellington North receive Report CAO 2020-009 Joint County/Township Operations Facility – Arthur;

AND FURTHER THAT Council approve the confidential direction to staff.

RESOLUTION: 2020-390

Moved: Councillor Hern

Seconded: Councillor Yake

THAT the Council of the Corporation of the Township of Wellington North approve the Closed Meeting Minutes of the November 9, 2020 Council Meeting

CONFIRMING BY-LAW

RESOLUTION: 2020-391

Moved: Councillor McCabe

Seconded: Councillor Burke

THAT By-law Number 104-20 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 14, 2020 be read a First, Second and Third time and enacted.

ADJOURNMENT

RESOLUTION: 2020-392

Moved: Councillor Yake

Seconded: Councillor Hern

THAT the Regular Council meeting of December be adjourned at 10:30 p.m.

CARRIED

CLERK

MAYOR



Business | Succession Matching • Immigration • Youth • Women

MINUTES OF December 4th, 2020

Chair April called the Zoom Video-conference Meeting to order at 1:00pm

| | | |
|------------|---------------------|------------------------------------------|
| Attendees: | Rose Austin | Saugeen Economic Development Corporation |
| | April Marshall | Town of Hanover |
| | Paulette Peirol | Municipality of Brockton |
| | Dale Small | Township of Wellington North |
| | Belinda Wick-Graham | Town of Minto |
| | Jonathan Zettel | Municipality of West Grey |
| Absent: | Jamie Doherty | Saugeen Economic Development Corporation |

Agenda and Minutes of Previous meeting

- Minutes from the November 4th, 2020 meeting were accepted

Business Arising/Action Items

- All business arising/action items were discussed during the course of the meeting

Update on Newcomer Campaign

- Post Media group have been running the campaign since November 23rd
- Have been a number of views and shares. One request for a package received to date. Belinda to check out with OSIM the status of the requests for information as SEDC are not receiving the emails.
- Website has had 117 visits and 266 page views in Nov. This is up from 89 and 164 in Oct.
- Print package is complete. Each team member should reconnect back with our employers who participated and give them copies.
- Need to consider how we further support businesses in need of employees immediately (or having identified need to hire immigrants). April mentioned discussion with Exceldor and how they have consulted with Golden Valley about their immigrant recruitment efforts, but they don't qualify for a LMIA, as they still get a sufficient amount of applications – their retention is the issue. Further discussions with training centres confirms that endorsing work permits is probably their best opportunity, in coordination with supporting and offering training incentives.

RED Grant

- We have received the offer letter for our RED grant. OMAFRA have deemed only \$27,500 of our budget/expenses are eligible and they will provide 70%/\$19,250 in funding.
- The team was in agreement, that the remaining funding, could be covered out of our Saugeen Connects budget as indicated on our application.
- The team agreed with a course of action in terms of recruitment and Rose will move forward as discussed.
- Key next steps include:



Business | Succession Matching • Immigration • Youth • Women

MINUTES OF December 4th, 2020

- | | |
|----------------------------------------|---------------------------------|
| ○ Recruitment of program coordinator | mid December completion |
| ○ Completion of marketing material | January 15 th , 2021 |
| ○ Commence webinars | January 18 th , 2021 |
| ○ Awards Ceremony & Program completion | March 31 st , 2021 |

Grey Bruce Farmers Week

- Saugeen Connects is a gold sponsor for the Grey Bruce Farmers Week January 6th – January 12th, 2021
- Saugeen Connects partners will need to work together to staff the virtual trade show booth between 9:00am – 11:00am on the following days
 - January 6th Virtual Beef Day Booth April & Belinda
 - January 7th Virtual Dairy Day Booth Paulette, Jonathon and Dale
 - January 12th Virtual Crop Day Booth SEDC

Other Business

- Rose mentioned the SEDC would be receiving \$250,000 in consulting dollars to support businesses in the SEDC Region. Plans at this point to utilize the funding include:
 - Boomers Plus webinar series
 - Excellence in Manufacturing Consortium, to further promote and support this group provide upwards to 10 free memberships to eligible applicants
 - Through Harold Devries and Launch It provide eligible applicants with free, two hour, one-on-one business coaching sessions
 - Also in-partnership with Launch It provide eligible applicants with free enhanced digital consulting services
- A special meeting will be scheduled with Alison/Succession Matching and Orillia CFDC. April also expressed YMCA Settlement Service's request to update us on their services. It was decided a special media to hear these delegations will be planned for in January. An agreement was reached that in 2021 we would schedule our regular meetings for the second Wednesday of each month from 10:00 – noon.
- Meeting was adjourned at 2:30pm

Next Saugeen Connects Zoom meeting date is Wednesday January 13th from 10:00am – noon.

Dale to send out meeting requests to cover all meetings in 2021



146 George St., P.O. Box
Arthur, Ontario N0G 1A0
(519)-848-5603

**Directors Meeting Minutes
December 9th, 2020**

Attending: Bonnie McIntosh, Lisa Hern, Jacklyn Winter, Dale Small, Faye Craig, Tom Gorecki, Paula Coffey

Jacklyn called the meeting to order @ 5:30 pm

Approval of Minutes (November Meeting) - Approved by Faye, Tom seconded

Committee Reports-

Economic Report - Presented by Dale Small

Hanging Flower Baskets

-Dale noted that typically the hanging baskets would be purchased by the BIA rather than the Chamber. Perhaps in 2021, the Arthur BIA could take this over

Christmas Decorations

-Dale thanked Jacklyn and Paula for ordering and choosing the decorations. They look great and the community has given good feedback on them so far

MOU

-Dale will prepare next years MOU for the directors to review in the next few weeks

-In the past, the MOU has noted that we receive funds to awards our AGM, use of the Chamber building, and \$2500.00 towards the NGW.

-Due to the fact we no longer take part in the NWG, the directors will need to discuss where those funds are directed

Councillor Hern's Report

-Councillor Hern noted that there is a lot of development happening in Arthur, which is wonderful and exciting

-All Treat has continued to work on its expansion

-The Township has an Emergency COVID-19 Management team working together

Membership Builds Our Community as a Place to Work, Play and Live

- A proposed budget meeting will be held soon to discuss new ice-making equipment (rather than repairing it)
- Mount Forest Chamber AGM is on Dec 29th, at that time they will be voting in their new Chamber President Krista Blinkhorn, HR of Vintex in Mount Forest.
- Tom stated he will reach out to Krista and welcome her as President after the AGM
- Mount Forest and Arthur continue to build a strong relationship through their Chambers and both are doing some great things for their communities.

Business Arising from Previous Meeting:

Christmas Tree Lighting and Market Wrap Up

- Overall, the lighting was a great success
- Having a FB Live was a great idea
- We had a great community response
- Thank you for everyone's hard work in this event
- All directors recommend this be a yearly event, co-hosted with the BIA
- Perhaps have a main street business window decorating contest, wagon rides, hot cocoa, and more if there are no restrictions
- Offer a night time market

New Business

- Nothing to add at this time

Agenda Approval- Additions and deletions

Mr. Cox Shop Local Poster

- Mr. Cox sent over his classroom's poster and work from their Shop Local lesson
- The directors agreed to include a write up about their efforts and photos on our website and social media pages
- As a thank you, the directors also agreed to have a gift card sent to each student. (Tito's pizza)
- Tom will forward Jacklyn a thank you video so that she may forward it to the students to complete their lesson

Aaron Francisco

- He is a global talent attraction and has reached out to the Chamber to see if we would require his services at this time.
- The directors declined his services at this time but will keep his contact info on file for the future.

Presidents Report:

Tom thank everyone for their hard work this year and wished everyone a Merry Christmas & a Happy New Year.

Correspondence:

-Nothing to report

Financial Report:

-All financials are in good standing
Jan 2020- end of October 2020

Administrators Report:

-Jim Beatty Repair has not paid his membership dues (Due August 31st, 2020) therefore we will be canceling his Chamber Group insurance Plan

Meeting Closed -

Fate motioned the meeting closed at 6:02 pm, Tom seconded

Next Meeting Date:

January 13th 2021 @ 5:30pm



Grand River Conservation Authority

Summary of the General Membership Meeting – December 18, 2020

This meeting was held virtually and streamed live for the public on

[GRCA's Board Webcast Page](#)

To GRCA/GRCF Boards and Grand River watershed municipalities - Please share as appropriate.

Action Items

The Board approved the resolutions in the following reports as presented in the agenda:

- GM-12-20-92 - Financial Summary
- GM-12-20-91 - Application to Intake 6 of the National Disaster Mitigation Program
- GM-12-20-C08 - Property Disposition - City of Kitchener (closed agenda)

Information Items

The Board received the following reports as information:

- GM-12-20-94 - Chief Administrative Officer's Report - Update on Bill 229: Protect, Support and Recover from COVID-19 (Budget Measures)
- GM-12-20-93 - Report of the Audit Committee
- GM-12-20-86 - Per Diems and Honorariums for 2021
- GM-12-20-89 - Cash and Investment Status
- GM-12-20-87 - Residential Wind-down Program: Status Update
- GM-12-20-88 - Grand River Watershed Flood Warning System
- GM-11-20-84 - Assessment of Reservoirs to Reduce Flood Damage in the Grand River Watershed
- GM-12-20-90 - Current Watershed Conditions

Correspondence

The Board received the following correspondence:

- Items Regarding Schedule 6, Bill 229: Protect, Support and Recover from COVID-19 (Budget Measures): Association of Municipalities of Ontario, Township of Centre Wellington, City of Brantford, City of Waterloo, Melancthon Township, Township of North Dumfries, Nottawasaga Valley Conservation Authority, Township of Wilmot, and Township of Guelph/Eramosa

Source Protection Authority

The General Membership of the GRCA also acts as the Source Protection Authority Board

Action Items

The Board approved the resolutions in the following reports as presented in the agenda:

- SPA-12-20-01 - Lake Erie Region Source Protection Committee Amended Rules of Procedure

For full information, please refer to the [December 18 General Membership & Source Protection Agenda Packages](#). Complete agenda packages and minutes of past meetings can be viewed on our [online calendar](#). The minutes of this meeting will be posted on our online calendar following the next meeting of the General Membership scheduled on January 22, 2020.

You are receiving this email as a GRCA board member, GRCF board member, or a Grand River watershed member municipality. If you do not wish to receive this monthly summary, please respond to this email with the word 'unsubscribe'.



Staff Report

To: Mayor and Members of Council Meeting of January 11th, 2021

From: Dale Small,
Economic Development Officer

Subject: EDO 2021-001 Community Improvement Program

RECOMMENDATION

THAT Council of the Corporation of the Township of Wellington North receive the Economic Development Officer Community Improvement Program report EDO 2021 - 001

AND FURTHER THAT Council approve a \$2,203 Façade Improvement Grant to eclectica....the gift store at 147 George Street in Arthur.

AND FURTHER THAT Council approve grants totaling upwards to \$10,000 to Pfisterer Farms located at 8462 Line 6, Kenilworth.

PREVIOUS PERTINENT REPORTS/BY-LAWS/RESOLUTIONS

N/A

BACKGROUND

The Wellington North Community Improvement Plan (CIP) enables the Municipality to provide grants to individuals, businesses and organizations who are making improvements to their buildings and property all in an effort to support revitalization and redevelopment activities in our community.

Since 2012 when the program started one hundred and twenty-one applicants have received grant funding. The total dollar value of improvements made in our Community as a result of these applications is conservatively estimated at \$2.1 million. Of this amount 83% has been covered by the applicants with the remaining 17% covered by grants or loans under the Community Improvement or Downtown Revitalization Programs.

This report contains the first two applications for 2021. Both applicants are eligible for funding and a brief overview follows:

1. The first application was received from Mitch Keirstead owner operator of **electica....the gift store** at 147 George Street in Arthur. The applicant is requesting grant funding to assist with improvements made to the front façade, including new shingles and signage. Total cost of the improvements is estimated at \$4,406 and the applicant is eligible for 50% funding under our Façade Improvement Program.



2. The second application was received from Jessica Pfisterer registered owner of **The Pfisterer Farm** located at 8462 Line 6 Kenilworth. The applicant intends to design and build a self-sustainable passive solar 4 season greenhouse capable of growing local produce year-round. With minimal inputs and environmental impact this operation will work towards supporting the regional food security strategy for Guelph and Wellington County.

Using innovative technology and solutions the greenhouse will be one of a kind with the goal of local and international replication. Over 2000 sq ft of growing space with an estimated production of 800 heads of leafy greens weekly, 900lbs of tomatoes and 600 microgreen flats grown hydroponically per year. By using vertical aeroponic technology they can grow 408 plants in only 48 sq ft and hope to increase those estimates.

As part of their desire and commitment to transparency and community engagement they also plan to offer workshops and tours of the greenhouse and their regenerative farm. Their goal is to become a sought-after tourism destination when visiting Wellington County and more specifically Wellington North.

The applicant is also currently a finalist (winners to be announced January 31st) in the Our Food Future - Urban Agriculture grant program. In-partnership with the City of Guelph and County of Wellington "**Our Food Future Guelph-Wellington**" aims to become Canada's first technology-driven Circular Food Economy with three bold goals:

- 50% increase in access to affordable, nutritious food,
- 50 new circular food businesses, collaborations, and social enterprises; and
- 50% increase in economic revenues by reducing and reimagining our food waste.

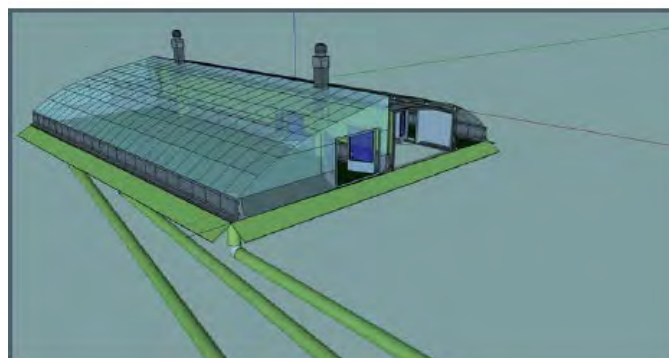
This is an exciting and innovative project and in Wellington North is only the third one from the agriculture sector that has been declared eligible for funding under our Community Improvement Program. Based on our review of the application we are recommending council support the project with grant funding as follows:

- Up to \$2,500 under our Façade Improvement program
- Up to \$4,500 under our Building Improvement/Building Conversion program
- Up to \$1,500 under our Application Fees & Development Charges program
- Up to \$1,500 under our Accessibility Grant Program

In addition to the funding The Pfisterer Farm has applied for under the Our Food Future - Urban Agriculture grant program we also believe this project might be eligible for grant funding under the Wellington County Community Improvement Program. We have had initial discussions with the County and have provided them with the necessary documentation for their review and decision.

Total project costs are estimated to be in the vicinity of \$200,000 and the final design is expected to be completed this spring. Construction is planned to commence in May and be completed by the end of July. The first crops will be seeded in August and consumable produce available by November 2021.

Tours and workshops inside the greenhouses dedicated workshop space could notionally take place as early as December 2021 however due to the current environment this may or may not need to be extended. Workshops will be focused on increasing access and awareness to healthy food and eating, agricultural education, and knowledge sharing between producers. Taste Detours has also expressed interest in including the farm and greenhouse as a stop on their culinary tours of Guelph and Wellington County.



| |
|---------------------------------|
| FINANCIAL CONSIDERATIONS |
|---------------------------------|

Community Improvement Program grant funding gets advanced once a project is completed and all necessary documentation has been provided to the Economic Development Officer.

In 2021 **\$35,000** in Community Improvement Program funding has been approved in the Economic Development Operating budget. These are the first applications for council approval this year and if approved will be funded out of the EDO operating budget.

| |
|--------------------|
| ATTACHMENTS |
|--------------------|

None

| |
|-----------------------------------|
| 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: | Dale Small, Economic Development Officer | <i>Dale Small</i> |
| Recommended By: | Michael Givens, Chief Administrative Officer | <i>Michael Givens</i> |

2021-01-05

Township of Wellington North
VENDOR CHEQUE REGISTER REPORT
Payables Management

| Cheque Number | Vendor Cheque Name | Cheque Date | Cheque Amount |
|----------------------|--------------------------------|--------------------|----------------------|
| 76591 | Arthur School of Art | 2020-12-11 | \$200.00 |
| 76592 | Arthurs Fuel | 2020-12-11 | \$887.39 |
| 76593 | B.C. Construction | 2020-12-11 | \$18,548.19 |
| 76594 | Bell Canada | 2020-12-11 | \$762.13 |
| 76595 | Bluewater Fire & Security | 2020-12-11 | \$849.31 |
| 76596 | Boggs Financial | 2020-12-11 | \$186.45 |
| 76597 | Broadline Equipment Rental Ltd | 2020-12-11 | \$186.45 |
| 76598 | Canadian Tire Real Estate | 2020-12-11 | \$2,755.63 |
| 76599 | Cedar Creek Tools | 2020-12-11 | \$855.41 |
| 76600 | Chalmers Fuels Inc | 2020-12-11 | \$1,170.91 |
| 76601 | Copernicus Educational Product | 2020-12-11 | \$186.45 |
| 76602 | Cotton's Auto Care Centre | 2020-12-11 | \$474.43 |
| 76603 | | 2020-12-11 | \$100.00 |
| 76604 | Guelph Community Foundation | 2020-12-11 | \$2,000.00 |
| 76605 | | 2020-12-11 | \$253.11 |
| 76606 | | 2020-12-11 | \$275.00 |
| 76607 | Hydro One Networks Inc. | 2020-12-11 | \$776.55 |
| 76608 | Information Network Systems | 2020-12-11 | \$232.78 |
| 76609 | Jim's Auto Service | 2020-12-11 | \$264.19 |
| 76610 | Kenilworth Feed Service Ltd. | 2020-12-11 | \$27.40 |
| 76611 | Kindred Credit Union | 2020-12-11 | \$186.45 |
| 76612 | | 2020-12-11 | \$41.00 |
| 76613 | Leslie Motors Ltd. | 2020-12-11 | \$101.64 |
| 76614 | Jim Martin | 2020-12-11 | \$540.00 |
| 76615 | | 2020-12-11 | \$904.00 |
| 76616 | | 2020-12-11 | \$186.45 |
| 76617 | | 2020-12-11 | \$100.00 |
| 76618 | McFadden Massage Therapy | 2020-12-11 | \$186.45 |
| 76619 | McFarlane Health Facility | 2020-12-11 | \$186.45 |
| 76620 | Mount Forest Foodland | 2020-12-11 | \$29.90 |
| 76621 | Mt Forest & District Chamber o | 2020-12-11 | \$186.45 |
| 76622 | Minister of Finance | 2020-12-11 | \$390.00 |
| 76623 | | 2020-12-11 | \$4,000.00 |
| 76624 | | 2020-12-11 | \$100.00 |
| 76625 | OSSTF DISTRICT 18 EA/ECE | 2020-12-11 | \$184.55 |
| 76626 | | 2020-12-11 | \$277.50 |
| 76627 | Premier Equipment Ltd. | 2020-12-11 | \$23.28 |
| 76628 | Royal Bank Visa | 2020-12-11 | \$6,286.16 |
| 76629 | | 2020-12-11 | \$100.00 |
| 76630 | | 2020-12-11 | \$45,000.00 |

| Cheque Number | Vendor Cheque Name | Cheque Date | Cheque Amount |
|----------------------|--------------------------------|--------------------|----------------------|
| 76631 | Simon Goodall Medicine Profess | 2020-12-11 | \$186.45 |
| 76632 | Smart Workplace | 2020-12-11 | \$337.87 |
| 76633 | Sterling Backcheck Canada Corp | 2020-12-11 | \$156.79 |
| 76634 | Suncor Energy Inc. | 2020-12-11 | \$10,283.41 |
| 76635 | Trevor Roberts Auto Repair | 2020-12-11 | \$1,192.19 |
| 76636 | Twp of Wellington North | 2020-12-11 | \$412.73 |
| 76637 | Enbridge Gas Inc. | 2020-12-11 | \$2,449.43 |
| 76638 | Vintex Inc. | 2020-12-11 | \$158.20 |
| 76639 | | 2020-12-11 | \$116.39 |
| 76640 | Wellington Advertiser | 2020-12-11 | \$841.28 |
| 76641 | Wellington Catholic Dist Sch B | 2020-12-11 | \$301,214.50 |
| 76642 | Wightman Telecom Ltd. | 2020-12-11 | \$409.78 |
| 76643 | Yardistry Ltd | 2020-12-11 | \$186.45 |
| 76644 | Young's Home Hardware Bldg Cen | 2020-12-11 | \$80.66 |
| 76645 | | 2020-12-11 | \$203.39 |
| EFT0001329 | Arthur Home Hardware Building | 2020-12-11 | \$365.17 |
| EFT0001330 | Artic Clear 1993 Inc. | 2020-12-11 | \$20.40 |
| EFT0001331 | B & I Complete Truck Centre | 2020-12-11 | \$663.12 |
| EFT0001332 | B M Ross and Associates | 2020-12-11 | \$39,313.97 |
| EFT0001333 | | 2020-12-11 | \$197.74 |
| EFT0001334 | Canada's Finest Coffee | 2020-12-11 | \$30.00 |
| EFT0001335 | CARQUEST Arthur Inc. | 2020-12-11 | \$713.06 |
| EFT0001336 | Coffey Plumbing, Div. of KTS P | 2020-12-11 | \$10,155.31 |
| EFT0001337 | Conseil scolaire catholique Mo | 2020-12-11 | \$7,751.50 |
| EFT0001338 | County of Wellington | 2020-12-11 | \$2,637,434.00 |
| EFT0001339 | DeBoer's Farm Equipment Ltd. | 2020-12-11 | \$112.95 |
| EFT0001340 | Decker's Tire Service | 2020-12-11 | \$5,173.14 |
| EFT0001341 | Delta Elevator Co. Ltd. | 2020-12-11 | \$887.09 |
| EFT0001342 | Dewar Services | 2020-12-11 | \$2,960.60 |
| EFT0001343 | Excel Business Systems | 2020-12-11 | \$197.79 |
| EFT0001344 | Fire Marshal's Public Fire Saf | 2020-12-11 | \$1,741.09 |
| EFT0001345 | FOXTON FUELS LIMITED | 2020-12-11 | \$636.15 |
| EFT0001346 | Frey Communications | 2020-12-11 | \$344.86 |
| EFT0001347 | Harold Jones Enterprises | 2020-12-11 | \$252.08 |
| EFT0001348 | Hort Manufacturing (1986) Ltd. | 2020-12-11 | \$78.99 |
| EFT0001349 | Ideal Supply Inc. | 2020-12-11 | \$202.16 |
| EFT0001350 | Kraemer LLP | 2020-12-11 | \$135.60 |
| EFT0001351 | K Smart Associates Limited | 2020-12-11 | \$5,648.44 |
| EFT0001352 | Conseil Scolaire Viamonde | 2020-12-11 | \$8,203.00 |
| EFT0001353 | Lystek International Inc. | 2020-12-11 | \$2,542.25 |
| EFT0001354 | Maple Lane Farm Service Inc. | 2020-12-11 | \$251.08 |
| EFT0001355 | Marcc Apparel Company | 2020-12-11 | \$339.00 |
| EFT0001356 | Martin Drainage | 2020-12-11 | \$2,895.63 |
| EFT0001357 | Minto Truck Centre | 2020-12-11 | \$29.69 |
| EFT0001358 | North Wellington Co-op Service | 2020-12-11 | \$65.73 |
| EFT0001359 | Officer's Auto Care Inc. | 2020-12-11 | \$706.63 |

| Cheque Number | Vendor Cheque Name | Cheque Date | Cheque Amount |
|----------------------|--------------------------------|--------------------|----------------------|
| EFT0001360 | Ontario One Call | 2020-12-11 | \$133.59 |
| EFT0001361 | Ont Clean Water Agency | 2020-12-11 | \$78,204.48 |
| EFT0001362 | PETRO-CANADA | 2020-12-11 | \$2,932.80 |
| EFT0001363 | R&R Pet Paradise | 2020-12-11 | \$2,263.72 |
| EFT0001364 | Raynbow Signs | 2020-12-11 | \$161.59 |
| EFT0001365 | Reeves Construction Ltd | 2020-12-11 | \$1,220.40 |
| EFT0001366 | Resurface Corporation | 2020-12-11 | \$1,582.04 |
| EFT0001367 | ROBERTS FARM EQUIPMENT | 2020-12-11 | \$479.07 |
| EFT0001368 | Saugeen Community Radio Inc. | 2020-12-11 | \$809.08 |
| EFT0001369 | Shred All Ltd. | 2020-12-11 | \$67.80 |
| EFT0001370 | Terryberry | 2020-12-11 | \$458.21 |
| EFT0001371 | Triton Engineering Services | 2020-12-11 | \$8,463.70 |
| EFT0001372 | Upper Grand Dist School Board | 2020-12-11 | \$1,579,512.00 |
| EFT0001373 | Upper Grand Dist School Board | 2020-12-11 | \$19,503.00 |
| EFT0001374 | Viking Cives Ltd | 2020-12-11 | \$6,833.99 |
| EFT0001375 | Wellington North Power | 2020-12-11 | \$10,265.85 |
| 76646 | 2506661 Ontario Ltd | 2020-12-22 | \$12,605.55 |
| 76647 | | 2020-12-22 | \$156.76 |
| 76648 | Arthur Food Bank | 2020-12-22 | \$250.00 |
| 76649 | Arthur Chiropractic | 2020-12-22 | \$525.00 |
| 76650 | Arthur Foodland | 2020-12-22 | \$7,973.86 |
| 76651 | | 2020-12-22 | \$585.75 |
| 76652 | | 2020-12-22 | \$339.55 |
| 76653 | Bell Canada | 2020-12-22 | \$254.99 |
| 76654 | Bell Mobility | 2020-12-22 | \$1,589.42 |
| 76655 | | 2020-12-22 | \$5,200.86 |
| 76656 | | 2020-12-22 | \$152.18 |
| 76657 | | 2020-12-22 | \$416.74 |
| 76658 | Chalmers Fuels Inc | 2020-12-22 | \$951.39 |
| 76659 | | 2020-12-22 | \$152.18 |
| 76660 | | 2020-12-22 | \$152.18 |
| 76661 | | 2020-12-22 | \$304.36 |
| 76662 | | 2020-12-22 | \$154.44 |
| 76663 | Elmira Pet Products | 2020-12-22 | \$1,412.44 |
| 76664 | Evoqua Water Technologies | 2020-12-22 | \$1,349.13 |
| 76665 | | 2020-12-22 | \$202.91 |
| 76666 | | 2020-12-22 | \$662.78 |
| 76667 | | 2020-12-22 | \$152.72 |
| 76668 | Kronos Canadian Systems Inc. | 2020-12-22 | \$1,130.01 |
| 76669 | Louise Marshall Hospital Found | 2020-12-22 | \$159.75 |
| 76670 | | 2020-12-22 | \$152.18 |
| 76671 | | 2020-12-22 | \$158.17 |
| 76672 | | 2020-12-22 | \$149.73 |
| 76673 | | 2020-12-22 | \$113.75 |
| 76674 | | 2020-12-22 | \$152.18 |
| 76675 | | 2020-12-22 | \$152.18 |

| Cheque Number | Vendor Cheque Name | Cheque Date | Cheque Amount |
|----------------------|--------------------------------|--------------------|----------------------|
| 76676 | Mt Forest & District Chamber o | 2020-12-22 | \$200.00 |
| 76677 | Mt Forest Lions Club | 2020-12-22 | \$5,000.00 |
| 76678 | Minister of Finance | 2020-12-22 | \$3,559.74 |
| 76679 | | 2020-12-22 | \$304.36 |
| 76680 | Orkin Canada Corporation | 2020-12-22 | \$50.85 |
| 76681 | Owen Sound Highway Maintenance | 2020-12-22 | \$20,911.23 |
| 76682 | Pure Air Mobile Emissions | 2020-12-22 | \$440.70 |
| 76683 | | 2020-12-22 | \$158.17 |
| 76684 | Reliance Home Comfort | 2020-12-22 | \$77.55 |
| 76685 | | 2020-12-22 | \$304.36 |
| 76686 | Royal Canadian Legion | 2020-12-22 | \$186.45 |
| 76687 | | 2020-12-22 | \$152.18 |
| 76688 | | 2020-12-22 | \$171.11 |
| 76689 | | 2020-12-22 | \$156.76 |
| 76690 | | 2020-12-22 | \$152.18 |
| 76691 | Telizon Inc. | 2020-12-22 | \$777.90 |
| 76692 | | 2020-12-22 | \$2,198.12 |
| 76693 | | 2020-12-22 | \$177.37 |
| 76694 | | 2020-12-22 | \$152.18 |
| 76695 | | 2020-12-22 | \$311.20 |
| 76696 | Wellington Advertiser | 2020-12-22 | \$364.43 |
| 76697 | Wightman Telecom Ltd. | 2020-12-22 | \$708.06 |
| 76698 | | 2020-12-22 | \$155.60 |
| 76699 | | 2020-12-22 | \$303.66 |
| 76700 | | 2020-12-22 | \$404.89 |
| 76701 | Young's Home Hardware Bldg Cen | 2020-12-22 | \$120.78 |
| EFT0001376 | Aboud & Associates Inc. | 2020-12-22 | \$904.00 |
| EFT0001377 | ALS Laboratory Group | 2020-12-22 | \$697.32 |
| EFT0001378 | Arthur Home Hardware Building | 2020-12-22 | \$128.46 |
| EFT0001379 | B & I Complete Truck Centre | 2020-12-22 | \$91.55 |
| EFT0001380 | B. Richardson Transport Ltd. | 2020-12-22 | \$1,045.97 |
| EFT0001381 | CARQUEST Arthur Inc. | 2020-12-22 | \$569.75 |
| EFT0001382 | Carson Supply | 2020-12-22 | \$166.56 |
| EFT0001383 | Cedar Signs | 2020-12-22 | \$755.71 |
| EFT0001384 | Coffey Plumbing, Div. of KTS P | 2020-12-22 | \$1,641.05 |
| EFT0001385 | County of Wellington | 2020-12-22 | \$21,272.00 |
| EFT0001386 | DeBoer's Farm Equipment Ltd. | 2020-12-22 | \$12.76 |
| EFT0001387 | Dewar Services | 2020-12-22 | \$1,993.32 |
| EFT0001388 | Digital Postage On Call | 2020-12-22 | \$5,650.00 |
| EFT0001389 | Eric Cox Sanitation | 2020-12-22 | \$542.40 |
| EFT0001390 | FOXTON FUELS LIMITED | 2020-12-22 | \$391.43 |
| EFT0001391 | Frey Communications | 2020-12-22 | \$7,530.68 |
| EFT0001392 | H Bye Construction Limited | 2020-12-22 | \$318.89 |
| EFT0001393 | Hort Manufacturing (1986) Ltd. | 2020-12-22 | \$73.00 |
| EFT0001394 | Ideal Supply Inc. | 2020-12-22 | \$521.74 |
| EFT0001395 | International Trade Specialist | 2020-12-22 | \$182.96 |

| Cheque Number | Vendor Cheque Name | Cheque Date | Cheque Amount |
|----------------------|--------------------------------|--------------------|----------------------|
| EFT0001396 | Maple Lane Farm Service Inc. | 2020-12-22 | \$916.28 |
| EFT0001397 | Marcc Apparel Company | 2020-12-22 | \$97.44 |
| EFT0001398 | Minto Truck Centre | 2020-12-22 | \$98.89 |
| EFT0001399 | Moorefield Excavating Limited | 2020-12-22 | \$5,068.05 |
| EFT0001400 | North Wellington Co-op Service | 2020-12-22 | \$835.62 |
| EFT0001401 | PACKET WORKS | 2020-12-22 | \$169.50 |
| EFT0001402 | Pryde Truck Service Ltd. | 2020-12-22 | \$6,753.60 |
| EFT0001403 | Reeves Construction Ltd | 2020-12-22 | \$197,975.19 |
| EFT0001404 | Resurfice Corporation | 2020-12-22 | \$170.91 |
| EFT0001405 | RLB LLP | 2020-12-22 | \$3,390.00 |
| EFT0001406 | SGS Canada Inc. | 2020-12-22 | \$1,627.20 |
| EFT0001407 | Tacoma Engineers | 2020-12-22 | \$350.30 |
| EFT0001408 | The Community Pantry | 2020-12-22 | \$250.00 |
| EFT0001409 | Triton Engineering Services | 2020-12-22 | \$61,967.16 |
| EFT0001411 | Viking Cives Ltd | 2020-12-22 | \$251.18 |
| EFT0001412 | Walco Equipment Ltd. | 2020-12-22 | \$1,320.07 |
| EFT0001413 | | 2020-12-22 | \$31.55 |
| EFT0001414 | Wellington Construction Contra | 2020-12-22 | \$216,382.56 |
| EFT0001415 | Work Equipment Ltd. | 2020-12-22 | \$110.11 |
| | Total Amount of Cheques: | | \$5,468,639.25 |



Staff Report

To: Mayor and Members of Council
Meeting of January 11, 2021

From: Adam McNabb, Director of Finance

Subject: Report TR2021-001 Being a report on the Ontario Municipal Modernization Program & IT Service Delivery Review Update

RECOMMENDATION

THAT Council of the Township of Wellington North Report TR 2021-001 being a report on the Ontario Municipal Modernization Program and IT Service Delivery Review be received;

AND FURTHER THAT Council endorse the recommendations detailed in the Blackline Consulting report, and direct staff to implement the detailed recommendations as feasible;

AND FURTHER THAT Council endorse the application for future funding opportunities afforded by the Ministry of Municipal Affairs and Housing (MMAH) via the Municipal Modernization Program future intakes, or others, applicable to the opportunities identified in the final report.

PREVIOUS PERTINENT REPORTS / BY-LAWS / RESOLUTIONS

TR2019-018 being report on the Ontario Municipal Modernization Program

BACKGROUND

In 2019, The County of Wellington (“the County”) and its seven member municipalities participated in an Operational Service Efficiency Review in response to the Government of Ontario’s Provincial Modernization Grant.




The review included (among others) an opportunity to explore common IT systems and resources across the County and local municipalities.

Consequently, the County issued a Request for Proposal - Project Number CW2020-006 (“the Review”) in February 2020. The objective of the engagement was to identify opportunities to reduce costs or improve efficiencies from achieving economies of scale.

Blackline Consulting (“Blackline”) was selected to conduct the Review. The project began in late March 2020, however, due to COVID-19 the project experienced delays. Fieldwork and data

collection occurred between May and August 2020. As such, data presented in Blackline’s report is at a point in time, changes to data, such as the number of various IT equipment may have occurred since the publishing of Blackline’s report.

The review and final report conducted by Blackline had culminated in the identification of several opportunities/recommendations across 3 phases which are summarized below:

| | Description | Recommendations |
|-------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1</p>  <p>Establish a Foundation</p> | <p>These activities will help to align member municipalities. Standards and purchasing similar equipment is a requisite for future opportunities in Phase Two.</p> | <ol style="list-style-type: none"> Collaborate on IT strategic planning and innovation Define and implement common standards Pool purchasing power |
| <p>2</p>  <p>Expand Collaboration and Sharing</p> | <p>Once the foundation is set, participating members can take advantage of further benefits of scale.</p> | <ol style="list-style-type: none"> Consolidate IT service agreements Improve network resiliency Consolidate infrastructure Collaborate on system selection |
| <p>3</p>  <p>Continue to be Opportunistic</p> | <p>At any time as opportunities present themselves, take advantage of them on a case by case basis.</p> | <ol style="list-style-type: none"> Migrate workload to the Cloud Leverage project resources |

By taking the phased approach identified above, there is opportunity to collaborate with other municipalities at a pace comfortable to the Township; however, it should be noted that in certain instances prerequisites may exist to share services, resources, or information.

The phased approach recommended by Blackline would suggest an implementation plan spread over 3 years as shown below; however, it should be noted that pace will be predicated on level of collaboration, Township resources, and funds available:

| | Relative Timing | | |
|-------------------------------------------------------|-----------------|-----------------------------|------------|
| | Year One | Year Two | Year Three |
| 1 Collaborate on IT strategic planning and innovation | █ | | |
| 2 Define and implement common standards | █ | | |
| 3 Pool purchasing power | █ | █ | █ |
| 4 Consolidate IT service agreements | | █ | |
| 5 Improve network resiliency | | █ | |
| 6 Consolidate infrastructure | | █ | |
| 7 Collaborate on system selection | | As systems need replacement | |
| 8 Migrate workload to the Cloud | | As opportunities arise | |
| 9 Leverage project resources | | As projects arise | |

The Township endeavours to keep the conversation going with IT Service Delivery Review municipal partners and the steering committee engaged in the review process to determine next steps, and staff will continue to monitor for future funding intakes associated with the Ontario Municipal Modernization Program (and others) to support future initiatives to enhance service delivery and collaboration.

FINANCIAL CONSIDERATIONS

The initial intake of the Ontario Municipal Modernization Program has fully funded the 3rd party expenses associated with the IT service delivery review, and it is envisaged that future intakes, when available, will continue to support the collaboration, service delivery efficiencies, and enhancements identified in Blackline's report; moreover, Township staff with Council's support, have also included contingency funding in the 2021 capital budget (\$10,000) to signal and ensure continuous improvement of the Township's IT position. It should be further noted that the Township continues to hold residual funds (~\$506K) associated with the one-time Municipal Modernization Payment (within the Capital Infrastructure Reinvestment Reserve Fund) received in 2019 that could further support implementation of these initiatives should the need arise.

ATTACHMENTS

Blackline Consulting's IT Service Delivery Final 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: Adam McNabb, Director of Finance

Adam McNabb

Recommended By: Michael Givens, Chief Administrative Officer

Michael Givens

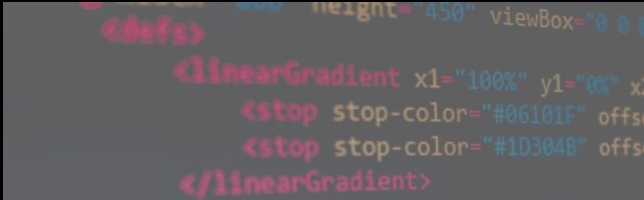
IT Services Delivery Review

Final Report

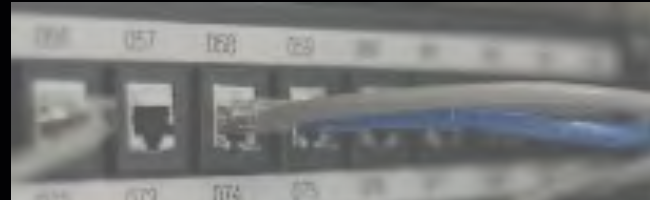
The Corporation of the County of Wellington and Member Municipalities

November 2020

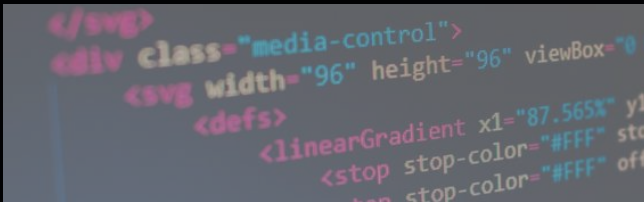
CONTENTS



/ CONTEXT – 3



/ EXECUTIVE SUMMARY – 6



/ RECOMMENDATIONS – 14



/ APPENDIX – 54



The purpose of this engagement is to review the current IT environments and identify opportunities for increased efficiency

Background

In 2019, The County of Wellington (“the County”) and its seven member municipalities participated in an Operational Service Efficiency Review in response to the Government of Ontario’s Provincial Modernization Grant. The review included (among others) an opportunity to “Explore common IT systems and resources across the County and local municipalities”.¹

Consequently, the County issued a Request for Proposal - Project Number CW2020-006 (“the Review”) in February 2020. The objective of this engagement is to identify opportunities to reduce costs or improve efficiencies from achieving economies of scale.

Blackline Consulting (“Blackline”) was selected to conduct the Review. The project began in late March 2020, however, due to COVID-19 the project experienced delays. Fieldwork and data collection occurred between May and August 2020. As such, data presented in this report is at a point in time, changes to data, such as the number of various IT equipment may have occurred during the publishing of this report.

As per the Ministry of Municipal Affairs and Housing requirements:





- ▶ The County acknowledges support by the Province for the project.
- ▶ The views expressed in this report are the those of Blackline and do not necessarily reflect those of the Province.

Our Scope

The scope of the Review includes the following municipalities:

- | | |
|---------------------------------|----------------------------|
| ▶ The County | ▶ Township of Mapleton |
| ▶ Township of Centre Wellington | ▶ Town of Minto |
| ▶ Township of Guelph/Eramosa | ▶ Town of Wellington North |
| | ▶ Township of Puslinch |

From a technical perspective the scope of the Review includes:

| | | | |
|------------------------------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------------------------------------|------------------------------------------------|
|  | Review managed service agreements with third parties |  | Review existing hardware / software stacks |
|  | Review network architecture to increase stability |  | Identify potential to leverage cloud computing |

The following page provides an overview of our approach.

1. [County and Member Municipalities Complete Operational Service Efficiency Review](#)

We tailored our approach to meet the Review requirements

Approach

Blackline has a standard methodology for conducting IT service deliver reviews. We tailored our approach to meet the specific requirements as describe in the RFP. Below we provide an outline of our approach for this Review:



Phase One – Discovery

During this phase we gathered documents and conducted interviews to get a perspective of the IT operations.



Phase Two – Analysis

Using the documentation and perspectives gathered in phase one, we reviewed the third-party service agreements, existing hardware and software, network stability and cloud computing.



Phase Three – Insight

In this phase, we identified alternative solutions. We took more than one approach in order to evaluate each potential opportunity properly.



Phase Four – Reporting

We formally documented the recommendations into this final report.

In This Document

This document is a culmination of our analysis.

- ▶ We created IT profiles for each member municipality. Within the profiles we summarize the IT environment across five key categories 1) IT financials, 2) service delivery, 3) software, 4) hardware and 5) network stability, and document our observations.
- ▶ From our observations we identified nine recommendations to improve the current IT environment. In this document, we present each recommendation as a mini business case which includes a) description of the situation b) the recommendation, c) a detailed step-by-step action plan, d) the benefits, and e) the financial impact and assumptions.

Glossary of Terms

| Acronym | Definition | Acronym | Definition |
|--------------|----------------------------------------------------------------|-------------|----------------------------|
| CapEx | Capital Expenditure | PaaS | Platform as a Service |
| DC | Data centre | PC | Personal Computer |
| DMZ | Demilitarized Zone | PIA | Privacy Impact Assessment |
| EUE | End User Equipment | PM | Project Management |
| FTE | Full-time Equivalent | RFP | Request for Proposal |
| HRIS | Human Resources Information System | SaaS | Software as a Service |
| IaaS | Infrastructure as a Service | SLA | Service Level Agreement |
| ISP | Internet Service Provider | SME | Subject Matter Expert |
| MS | Microsoft | SPOF | Single Point of Failure |
| MSA | Managed Service Agreement | TCO | Total Cost of Ownership |
| OECM | Ontario Education Collaborative Marketplace (purchasing group) | VLAN | Virtual Local Area Network |
| OS | Operating System | VOR | Vendor of Record |
| OpEx | Operating Expenditure | VPN | Virtual Private Network |

/ EXECUTIVE SUMMARY



There are many disparities across the participating municipalities

Two of the municipalities have in-house IT resources

The remaining five use third parties to deliver a similar scope of IT services

- ▶ However, the contractual terms vary greatly among these five, with contract costs ranging from \$25k to \$43k, annually.
- ▶ There are many deficiencies in the contract terms, including:
 - Limited descriptions of scope of service, which may lead to unclear accountability between the customer and vendor
 - Undefined SLAs, which can lead to a mismatch of expectations
 - Unclear impact of volume on cost

There is a high variance of total IT spend per municipal staff

While the group average is \$3,530 per municipal staff, the range is from \$1,368 to \$5,971.*

- ▶ This is reflective of the different IT environments, including the number of applications and the sophistication of the municipality's network and hardware resiliency.

The municipalities assess Cloud on a case-by-case basis in the absence of a formal framework

All have an appetite for Cloud and recognize Cloud is becoming the choice for vendors which will require municipalities to adopt.

There are several systems that are used by more than one municipality

Examples include Keystone and EasyPay Payroll, which are due for replacements for some of the municipalities, providing an opportunity to collaborate.

- ▶ Conversely, only two of the seven municipalities are using MS Office 365 on the Cloud. The remaining use on-premise versions, limiting the ability to benefit from collaboration and remote work functionality.

Hardware brands vary across the municipalities

However, products from HP, Dell and Lenovo are the most common end user equipment.

- ▶ Municipalities also differ in their refresh cycles and their adherence.

* Based on three year average (2017-2019) for both operating and capital expenses.

The recommendations support a spectrum of sharing

Any level of sharing should deliver value – cost savings and efficiency of effective of services (e.g. enhanced security)

Any degree of sharing has trade-offs. Various degrees do not require all to participate or move at the same speed, however prerequisites may exist in order to share.

We identified nine opportunities for sharing that cut across all aspects of IT:



IT Organization – The third-party and IT resources that delivers IT services



Processes – That IT follows to deliver services



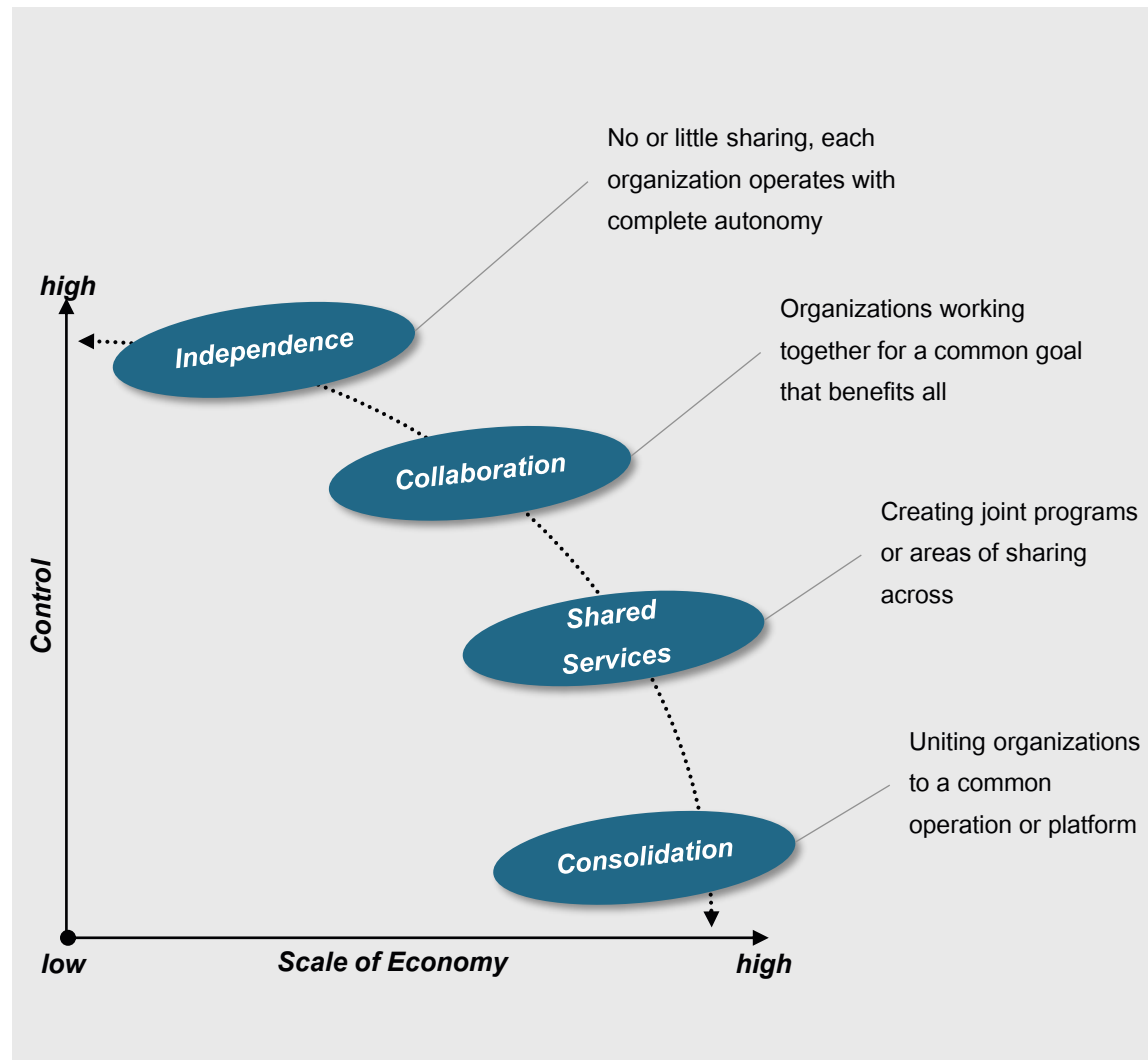
Architecture – The architecture and standards to govern technology



Software – User systems that enable the municipality to deliver services



Hardware – The infrastructure IT supports and maintains





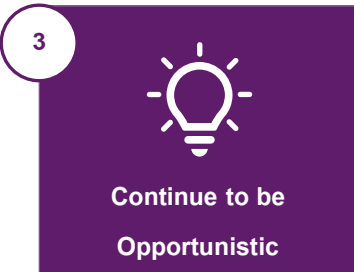
We recommend three transition states that will allow municipalities to join at their own pace

However, if opportunities arise to accelerate a recommendation the municipalities should use judgement to do so

The objective of these recommendations is to increase efficiencies of scale by utilizing shared resources to deliver enhanced services at a reduced cost.

The following pages provide a detailed write-up for each recommendation

- ▶ **Situation** – describes the current state and supporting analysis
- ▶ **Recommendation** – the proposed solution
- ▶ **Actions** – the steps municipalities should take to implement the solution
- ▶ **Benefits** – the potential advantages of executing the recommendation
- ▶ **Key assumptions** – the assumptions used for quantifying the recommendations
- ▶ **Financials** – the cost of implementing the recommendation

| | Description | Recommendations |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <div style="text-align: center;">  <p>1</p> <p>Establish a Foundation</p> </div> | <p>These activities will help to align member municipalities. Standards and purchasing similar equipment is a requisite for future opportunities in Phase Two.</p> | <ol style="list-style-type: none"> 1. Collaborate on IT strategic planning and innovation 2. Define and implement common standards 3. Pool purchasing power |
| <div style="text-align: center;">  <p>2</p> <p>Expand Collaboration and Sharing</p> </div> | <p>Once the foundation is set, participating members can take advantage of further benefits of scale.</p> | <ol style="list-style-type: none"> 4. Consolidate IT service agreements 5. Improve network resiliency 6. Consolidate infrastructure 7. Collaborate on system selection |
| <div style="text-align: center;">  <p>3</p> <p>Continue to be Opportunistic</p> </div> | <p>At any time as opportunities present themselves, take advantage of them on a case by case basis.</p> | <ol style="list-style-type: none"> 8. Migrate workload to the Cloud 9. Leverage project resources |

This report describes nine recommendations to improve IT services

The following pages provide a summary of the nine recommendations, the benefits, costs and impact.

| Recommendation | | Impacted Municipalities | Benefits | Net Impact | One-time Cost |
|----------------|-----------------------------------------------------|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|---------------------------------------------------------------------|
| 1 | Collaborate on IT strategic planning and innovation | All seven municipalities | <ul style="list-style-type: none"> ▶ Shared costs for third party. ▶ More predictable planning can help reduce unexpected costs and identify synergies for future cost savings. ▶ Access to expertise to improve decision-making and risk mitigation. | No financial impact | \$50-\$75k for a third-party to facilitate and document the plan |
| 2 | Define and implement common standards | All seven municipalities | <ul style="list-style-type: none"> ▶ It enables greater sharing and collaboration of the municipalities. ▶ It sets clear expectations for IT delivery organizations or third parties on how to operate. ▶ It improves the security posture of the municipalities. | No financial impact | \$20k-\$30k for a third-party to assist in developing the standards |
| 3 | Pool purchasing power | All seven municipalities | <ul style="list-style-type: none"> ▶ Volume discounts through economies of scale. ▶ Lower cost of IT equipment through negotiating power. ▶ Lower transaction costs associated with purchasing due to the reduced number of contracts prepared and managed by the purchasing group. ▶ Additional financial benefits by improving the refresh cycles of the network and end-user equipment to match industry standards. | \$294k decrease in operating costs (over 5 years) | No one-time costs |

Several opportunities exist to consolidate – from IT managed services to infrastructure

| Recommendation | | Impacted Municipalities | Benefits | Net Impact | One-time Cost |
|----------------|-----------------------------------|----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|--------------------------------------------|
| 4 | Consolidate IT service agreements | Guelph/Eramosa, Mapleton, Minto, Puslinch and Wellington North | <ul style="list-style-type: none"> ▶ Improved IT services, resiliency and security via hosting servers at a third-party data centre. ▶ Overall reduction in contract costs through a volume discount. ▶ Help to drive greater consistency across the municipalities (e.g. service levels). | Marginal | \$50-65k for external expertise |
| 5 | Improve network resiliency | Guelph/Eramosa, Mapleton, Minto, Puslinch and Wellington North | <ul style="list-style-type: none"> ▶ Reduce operating costs (e.g. ISP connections). ▶ Improved and standardized service availability, disaster recovery capabilities, resiliency and security. | \$120k decrease in operating costs (over 5 years) | \$60-\$80k for a technical project manager |
| 6 | Consolidate infrastructure | Guelph/Eramosa, Mapleton, Minto, Puslinch and Wellington North | <ul style="list-style-type: none"> ▶ Reduced capital costs due to the reduced volume of server replacements. ▶ Reduced administration of duplicate effort for maintenance. | \$29k decrease in operating costs and \$45k decrease in capital costs (over 5 years) | No one-time costs |
| 7 | Collaborate on system selection | All seven municipalities | <ul style="list-style-type: none"> ▶ Shared project costs and management costs (e.g. implementation of Keystone replacement). | \$140k decrease in capital costs for each software replacement | \$80-100k for external expertise |

Note: Net Impact and One-time costs are the total for the impacted municipalities (not for each)

In the next three to five year, software vendors may require municipalities to adopt their Cloud offering

| Recommendation | | Impacted Municipalities | Benefits | Net Impact | One-time Cost |
|----------------|-------------------------------|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|-----------------------|
| 8 | Migrate workload to the Cloud | Centre Wellington, Guelph/Eramosa, Mapleton, Minto, Puslinch and Wellington North | <ul style="list-style-type: none"> ▶ Reduced operating costs associated with server maintenance and management. ▶ Improved security, resiliency and redundancy. ▶ Regular backups, minimizing the risk of losses and eliminates the need for licensing costs. | Potential quantifiable financial impact dependent on specific Cloud migration | No quantifiable costs |
| 9 | Leverage project resources | All seven municipalities | <ul style="list-style-type: none"> ▶ It reduces the total cost through synergies by collaborating and leveraging resources on common projects. ▶ It gives municipalities access to resources that they may not have in-house or through their third-party vendor. ▶ It gives municipalities access to projects they may otherwise not pursue due to specialty/niche, high cost or no access to resourcing (e.g. security services). | Potential quantifiable financial impact dependent on project | No quantifiable costs |

As per the MMAH, below is the potential cost savings as a percentage of the total amount of service delivery expenditures reviewed.

| | Operating Expenditure | Capital Expenditure | Total |
|--------------------------------------------------------------------|-----------------------|---------------------|-------------------|
| Total IT spend of participating municipalities (average 2017-2019) | \$4,269,833 | \$840,660 | \$5,110,482 |
| Total IT savings | -\$443,020 (-10%) | -\$185,000 (-22%) | -\$628,020 (-12%) |

Note: Net Impact and One-time costs are the total for the impacted municipalities (not for each)

We have phased the implementation of recommendations over three years

Below is a proposed implementation plan. Takes into consideration urgency, dependencies and estimated effort. We recommend that following acceptance of this report, the County and participating municipalities commit resources and funding to the recommendations they feel are beneficial, and revise the timeline based on corporate priorities. They should also (where possible) validate the supporting assumptions, develop more detailed implementation plans and create capital projects to implement those recommendations deemed appropriate.

| | | Relative Timing | | |
|---|-----------------------------------------------------|-----------------|----------|------------|
| | | Year One | Year Two | Year Three |
| 1 | Collaborate on IT strategic planning and innovation | █ | | |
| 2 | Define and implement common standards | █ | | |
| 3 | Pool purchasing power | | █ | █ |
| 4 | Consolidate IT service agreements | | █ | |
| 5 | Improve network resiliency | | █ | |
| 6 | Consolidate infrastructure | | █ | |
| 7 | Collaborate on system selection | | █ | █ |
| 8 | Migrate workload to the Cloud | | █ | █ |
| 9 | Leverage project resources | | █ | █ |

Sharing

/ RECOMMENDATIONS



#1 – Collaborate on IT strategic planning and innovation

Situation

Very few of the municipalities operate with a multi-year plan for IT. Most operate using the annual budgeting process to identify next year's projects, capital and operating expenses. In addition, five of the seven rely on a third party to deliver IT services, and only one of the agreements includes multi-year planning or advice on new technology and technology adoption in scope. Consequently, municipalities may not be planning appropriately for the future and lack the expertise to do so themselves.

COVID-19 has also accelerated the need to move more municipal services online / mobile as a lower risk (health risk) option to deliver services (in comparison to in person). This also requires municipalities to digitize (become less reliant on paper) to allow staff to work remotely.

Recommendation

Annually, representatives from the seven municipalities should gather to collaborate on developing a master technology and innovation plan that includes (but not limited to):

- ▶ An environment scan (PEST* and trends)
- ▶ Summary of business drivers
- ▶ Review standards
- ▶ Identify collaboration initiatives
- ▶ Define a 3-5 year technology plan (list of initiatives by municipality and collective initiatives) including asset refresh

Actions

Step 1: Prep and organize

- ▶ Annually, as an input into budgeting process for the municipalities schedule a planning meeting with representatives from the seven member municipalities. The agenda should cover:
 - Scope of the IT strategic plan (develop new or review and modify)
 - Identify topics of interest
 - Inputs to the strategic plan (e.g. current state analysis and trends)
 - The strategic planning session agenda, duration and timing
 - Attendees of the session
 - The need for an independent advisor and their role (purely facilitation or conducting current state analysis, trend analysis and documenting the strategic plan)
- ▶ Once agreed, assign action items.

Step 2: Assess the current state

- ▶ Establish a template for each municipality to use to assess their current state – business imperatives, current state of IT (architecture, processes, service delivery, spend, etc.), progress on planned initiatives and identify issues / opportunities.
- ▶ Where necessary conduct interviews and request data from third parties (for those municipalities that operate with an outsourced IT)
- ▶ Populate template and consolidate with others.

#1 – Collaborate on IT strategic planning and innovation

Step 3: Facilitate strategic planning session

- ▶ Prior to the session confirm the agenda, and that the necessary preparation activities are complete.
- ▶ Conduct the strategic planning session as per the agreed agenda.
- ▶ As part of the session, determine the immediate next steps to draft the strategy and the review / signoff process and timeline.

Step 4: Develop IT strategic plan

- ▶ Following the session, document the agreed decisions and details. Where necessary gather additional information. See the appendix for a common IT strategic plan table of contents.
- ▶ Identify investment requirements and for shared initiatives determine the best way for cost allocation across participating municipalities.
- ▶ Once the draft strategic plan is ready, circulate for feedback and refine as per the agreed activities in step three.
- ▶ Present to the agreed stakeholders (senior management teams, council).

Step 4: Quarterly progress

- ▶ On a quarterly basis, schedule a progress meeting with representatives of the municipalities to provide an update on progress. Discuss any issues / challenges and approach to mitigate. Discuss any changes to the planned initiatives, including any new opportunities.

Step 4: Quarterly progress (continued)

- ▶ Use the meeting also for discussing and emerging trends or pilots that were not known at the previous meeting.
- ▶ Document and action items and schedule the next quarterly progress.

Benefits

- ▶ Cost savings on third party (synergies with facilitation, trend analysis and documenting the strategy).
- ▶ More predictable planning can help reduce unexpected costs and identify synergies for future cost savings.
- ▶ Access to expertise to improve decision-making and risk mitigation.

Financial Impact

- ▶ One-time cost of \$50k-\$75k for an independent third-party to facilitate (excludes current state analysis) and document the first strategic plan.

Key Assumptions

- ▶ After the first strategy is set, subsequent reviews will be done with internal resources only.
- ▶ The strategy will describe the ongoing governance that will help ensure progress and alignment of agreed initiatives. It creates the governance (e.g. committees) for other recommendations such as establishing standards.

#2 – Define and implement common standards

Situation

Technology has become widespread and COVID-19 has accelerated our dependency on it. In addition, it is becoming more pervasive as cities move towards becoming 'smarter'. Data collection and transmission continue to grow and consequently the role of security and standards continues to be important. Canadian municipalities are increasingly becoming targets for cybercrime. In 2018, Wasaga Beach and Midland, both in Ontario, became targets with ransom demands; the full cost of recovery was estimated to be \$250k. The Mayor of Stratford described Canadian municipalities as 'sitting ducks' for cyber terrorists after they suffered a ransomware attack. For criminals, it is an easy opportunity to make money as they are aware that municipalities may not have the most sophisticated security measures. Often it may be cheaper to pay the ransom than put safeguards in place, thus local governments remain targets.

As per industry practices*, organizations should be working towards adopting standards to mitigate risks as well as to help drive consistency. Commonly standards will address security and other areas such as:

| | | |
|--------------------------|-------------------------------|--------------------------------|
| ▶ Technology procurement | ▶ Data protection loss | ▶ Cloud use |
| ▶ Operating Systems | ▶ Asset configuration | ▶ Contract / vendor management |
| ▶ Identity management | ▶ Quality assurance / testing | ▶ Storage environment |

As it relates to the seven municipalities, most do not have standards in place. Those that do, have standards that focus primarily on procurement, group policies (e.g. passwords, authentication), anti-virus, and securing network and server infrastructure. Of the seven, only one is performing security assessments on a periodic basis. Standards are not used to guide and govern decision making regarding technology. This is particularly prevalent with municipalities who outsource their IT service delivery.

Recommendation

All seven municipalities collaborate to develop a set of common standards regarding:

- ▶ the selection of technology: how each municipality will select, evaluate and procure technology (e.g. desktops, laptops, software)
- ▶ the management of technology: how each municipality will secure technology over the course of its lifecycle (including disposal) and
- ▶ adherence / enforcement: how each municipality will be held accountable for adhering to the standards

Security and other standards (see table to left) span each of these three areas.

This recommendation sets the foundation for IT shared services. It is a prerequisite for most of the other recommendations in this report.

#2 – Define and implement common standards

Actions

Step 1: Establish a committee

- ▶ Gather representatives from each municipality that includes various subject matter experts including IT, risk, and procurement.
- ▶ Consider using a third party to facilitate the development of the standards.

Step 2: Define the scope of standards

- ▶ Develop standards that cover the following areas:
 - Cloud use: the selection and evaluation of using Cloud.
 - Procurement of technology: set an asset lifecycle and where possible characteristics of technology (performance, capacity, etc.). Establish a standard brand (Dell, HP, Cisco, etc.) across the various hardware types and key software (e.g. operating systems, hypervisors and IT tools) assets to drive consistency.
 - Contract / vendor management: oversight, contractual terms and definition of service expectations to manage third party risks.
 - Security: operational and cyber security practices.
 - Controls framework: to ensure adherence to the standards.
- ▶ Prioritize these areas to focus the effort on developing the standards. Higher priority should be given to areas where there is similarities (e.g. procurement of desktops and laptops and operating systems) as well as areas of importance e.g. security.

Step 3: Determine the application of industry standards

- ▶ Technology standards exist and span the three areas of the recommendation (selection, management and adherence). The municipalities should leverage industry standards to help ensure coverage, alignment with common industry practices and where possible guidance from other government agencies. Examples include:
 - National Institute of Standards and Technology (NIST) framework
 - Control Objectives for Information and Related Technology (COBIT)
 - ISO/IEC 27001
 - ISO/IEC 38500
 - GO-ITS 25.21 Cloud First Principles and Security Requirements
- ▶ Use these standards as a basis for defining the standards for the municipalities to adopt. The committee should also focus on what is appropriate given the size and complexity of the various municipalities as well as the risk / value trade-offs.
- ▶ Reach out to other municipalities that have been working to better improve their security and technology standards. The City of Stratford for example has partnered with Ryerson University to discuss ways to improve their cyber security capabilities.
- ▶ This step concludes with a set of agreed industry practices and details that will help inform the development of standards for the municipalities.

#2 – Define and implement common standards

Step 4: Define common standards

- ▶ Use the information from the previous steps to work collaboratively to create a set of standards and revise as required. As the committee develops the standards each municipality should also consider any impacts it may have on other internal policies or practices and develop an action plan to make themselves compliant with the new standards.
- ▶ Share standards with IT service provider to understand any other impacts they may cause.
- ▶ Once agreed the standards should follow the appropriate approval levels within each organization.

Step 5: Establish adherence (ongoing)

- ▶ At this point the committee has established a set of standards and each member municipality has an idea of the changes they must make to align to those standards. The committee will need to then assess the adherence to those standards on an ongoing basis. Initially the frequency should be annual with ad-hoc spot checks.

Benefits

- ▶ It enables greater sharing and collaboration of the municipalities
- ▶ It sets clear expectations for IT delivery organizations or third parties on how to operate
- ▶ It improves the security posture of the municipalities

Financial Impact

- ▶ One-time cost of \$20k-\$30k for an independent third-party to assist in developing the standards.

Key Assumptions

- ▶ Approval from senior leadership
- ▶ Agreement on standards

#3 – Pool purchasing power

Situation

The municipalities vary in their approach to procure hardware and software.

- ▶ One of the municipalities has a Vendor of Record (VOR) with suppliers. This allows for competitive pricing and negotiation.
- ▶ Five of the seven municipalities purchase through their third-party IT provider, who mostly purchase directly from vendors. This may prevent these municipalities from receiving reduced prices via the volume discounts that are commonly accessed through a government purchasing groups.
- ▶ Two of the seven municipalities purchase through a purchasing group. Purchasing groups are intended to decrease the price of products for their members through greater bargaining power. Purchasing groups typically provide:
 - Savings: through pooled purchasing power and strategic sourcing.
 - Choice: through contracts with multiple vendors that offer a range of options.

The municipalities use many of the same laptop and desktops

- ▶ For desktop and laptop equipment the municipalities have similar specifications. However, price vary, as seen in the table to the below. Centre Wellington is purchasing the most cost-effective laptop and desktop models through the OECM purchasing group.

| | Laptop | | | Desktop | | |
|---------------------------|--------|---------|-----------------------|---------|---------|-----------------------|
| | Vendor | Quote | Main Specs. | Vendor | Quote | Main Specs. |
| Centre Wellington | Dell | \$888 | Intel core i5 8GB | Dell | \$801 | Intel core i5 8GB |
| County | Dell | \$1,162 | Intel core i5 8GB | Dell | \$803 | Intel core i5 8GB |
| Guelph Eramosa | Lenovo | \$1,133 | Intel core i5 8GB | Dell* | \$1,150 | Intel core i7 8GB |
| Mapleton | Lenovo | \$1,600 | Intel core i5 8GB | Lenovo | \$1,600 | Intel core i5 8GB |
| Minto | Lenovo | \$1,900 | Intel core i5 8GB | Lenovo | \$900 | Intel core i5 8GB |
| Puslinch | HP | \$1,323 | Intel Core i5 8GB | HP | \$1,016 | Intel Core i5 8GB |
| Wellington North | Lenovo | \$1,579 | Intel Core i5 16GB | Lenovo* | \$1,300 | Intel Core i7 16GB |

Note: * Some specifications vary, that may increase the price, with normalization this would bring them more in-line with the mid-point price.

#3 – Pool purchasing power

The specifications of switches vary among the municipalities

- ▶ The table to the right highlights the vendors and models of switches used by each of the seven municipalities. There are few commonalities, such as Cisco 2960, Ubiquiti EdgeSwitch.
- ▶ Quotes were provided by most of the municipalities (see table below). While not all quotes included detailed specification of the hardware, it is still clear that there are variances among the price for switches even for like models.

| Vendor | Model | Cost |
|----------|------------|---------|
| Cisco | 2960x | \$2,400 |
| Cisco | 2960x | \$1,680 |
| Cisco | 9200 | \$1,663 |
| Cisco | 9300 | \$2,579 |
| Ubiquiti | ES-24-250W | \$620 |
| HP | 2530 | \$1,125 |

| | Switch Vendor |
|--------------------------|---------------|
| Centre Wellington | Cisco |
| | Fortinet |
| County | Cisco |
| Guelph/Eramosa | HP |
| | Cisco |
| Mapleton | Ubiquiti |
| | HP |
| Minto | Ubiquiti |
| | Cisco |
| Puslinch | Aruba Net |
| Wellington North | Cisco |
| | HP |
| | Ubiquiti |
| | Transition |

#3 – Pool purchasing power

Asset refresh cycles vary in comparison to each other and industry practices

- ▶ IT hardware refresh practices are currently inconsistent across the 7 municipalities (see table to the right).
- ▶ The majority refresh on set-frequent cycles, typically every 5 years, and the remainder refresh hardware once they break.
- ▶ Common practice is to refresh IT hardware on set-frequent cycles, typically 5 to 7 years depending on the hardware type. While core switches may have a longer life, approximately seven years, the majority of network equipment such as smaller switches, firewalls and wireless access points, five years is an acceptable lifetime

| | Desktop | Laptop | Switch | Server |
|---------------------------|------------------------------------------------|--------|--------|--------|
| Centre Wellington | 4 | 4 | 8 | 5 |
| County | 4 | 4 | 7 | 5 |
| Guelph/Eramosa | 5 | 5 | 5-7 | 5-7 |
| Mapleton | 4 | 4 | 5 | 5 |
| Minto | No refresh cycle. Assets replaced once broken. | | | |
| Puslinch | 5 | 5 | 5-7 | 5 |
| Wellington North | 5 | 5 | 5+ | 6 |
| Industry Practices | 5 | 3 | 5 | 5 |

#3 – Pool purchasing power

There are variations in the versions of windows operating systems and Microsoft Office products among the municipalities

- ▶ The majority of municipalities are using on-premise versions of MS Office, 2013 or 2016. Both are dated versions of Office that provide limited productivity benefits. MS Office 365 increases staff productivity through the collaboration and remote work tools.

Recommendation

All seven municipalities join a purchasing group (e.g. OEMC). Revise procurement policies to allow for bulk purchasing, standardize on common vendors and specifications and align refresh cycles to achieve economies of scale. While not part of our scope, the premise should also be applied to telephony, Internet and mobility.

| | MS Windows Operating System | | | MS Office Version |
|--------------------------|-----------------------------|--------|---------|-------------------|
| | Desktop | Laptop | Server | |
| Centre Wellington | 10 | 10 | Various | 2013 |
| County | 10 | 10 | | 2016 |
| Guelph/Eramosa | 7, 10 | 10 | | 2013 |
| Mapleton | 10 | 7, 10 | | 365 |
| Minto | 10 | 10 | | 365 |
| Puslinch | 7, 10 | 7, 10 | | 2016 |
| Wellington North | 10 | 10 | | 365 |

#3 – Pool purchasing power

Actions

Step 1: Conduct a planning session

- ▶ Have set the strategic plan in recommendation #1 each municipality has a defined refresh plan for subsequent years.
- ▶ Work together to agree on hardware specifications. Given the County and Centre have the largest estates and there is consistency with desktop and laptop specifications they will propose the models (e.g. Dell model XXX laptops, intel i5, 8GB, etc.) for all other municipalities to adopt. The municipalities will be responsible to procure these devices using the agreed purchasing group. This activity must happen on an annual basis as hardware vendors change their specifications and models regularly.
- ▶ Identify the municipalities that wish to also migrate to MS Office 365 and include this in the procurement plan.

Step 2: Align refresh cycles

- ▶ Adopt the industry practice asset lifecycle. This may cause an increase in cost for some municipalities. It will also require accounting to make changes to the amortization schedule of the assets. Municipalities should phase this in over the next five years to maximize current investments.

Step 3: Identify existing purchasing groups

- ▶ Each of the purchasing policies already include a clause for cooperative buying. Specifically, each state that the respective municipality may participate in cooperative purchasing arrangements with other municipalities, County, local boards and public agencies within the Province. This is beneficial, as it means there will be fewer changes to the purchasing policies.
- ▶ Conduct research to identify existing purchasing groups (e.g. OEMC).
- ▶ Reach out to other municipalities within Ontario to discuss whether they are members of existing purchasing groups.

Step 4: Select purchasing groups

- ▶ Review the choices of vendors and products that each purchasing group offers. Identify those that align with the agreed upon needs of the group and the newly established purchasing policy.
- ▶ Request access to each purchasing group to compare pricing and determine which is the most cost-effective group to join.

#3 – Pool purchasing power

Step 5: Procure

- ▶ As hardware and current versions of MS Office requires refresh, have representatives from the committee work with the purchasing group to select equipment and negotiate price.

Benefits

- ▶ Volume discounts through economies of scale.
- ▶ Lower cost of IT equipment through negotiating power.
- ▶ Lower transaction costs associated with purchasing due to the reduced number of contracts prepared and managed by the purchasing group.
- ▶ Additional financial benefits may be seen by improving the refresh cycles for some of the network and end-user equipment to match industry standards.

#3 – Pool purchasing power

Key Assumptions

- ▶ The following hardware quotes were used for the calculations. We believe that the specifications and models below are reasonable for most of the municipalities.

| Hardware | Vendor | Specs. | Cost |
|----------|--------|---------------------------|---------|
| Desktop | Dell | Intel core i5 8 GB RAM | \$801 |
| Laptop | Dell | Intel core i5 8 GB RAM | \$888 |
| Switch | Cisco | 9200 24 ports | \$1,663 |

- ▶ For the municipalities that did not provide specific age data, we assumed that the hardware to be evenly distributed across all the five years.
- ▶ We assume no one-time cost as this will be done with internal resources to managed.
- ▶ We were not provided with license costs for the operating systems or MS Office, as such did not include in the analysis.

Financial Impact

- ▶ Based on our calculations, the municipalities collectively can save c.\$294k over a period of five years. This does not include savings from purchasing other hardware and software.











| Financial Impact | Year One | Year Two | Year Three | Year Four | Year Five |
|----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Status Quo | | | | | |
| Capital Expenditure | | | | | |
| Desktop | \$ 32,855 | \$ 106,353 | \$ 113,810 | \$ 100,325 | \$ 242,198 |
| Laptop | \$ 36,867 | \$ 98,663 | \$ 116,075 | \$ 116,336 | \$ 271,505 |
| Switch | \$ 74,117 | \$ 39,716 | \$ 44,375 | \$ 90,658 | \$ 79,785 |
| Total Capital | \$ 143,839 | \$ 244,731 | \$ 274,260 | \$ 307,319 | \$ 593,488 |
| Recommendation | | | | | |
| Capital Expenditure | | | | | |
| Desktop | \$ 20,826 | \$ 102,528 | \$ 106,533 | \$ 96,120 | \$ 221,076 |
| Laptop | \$ 24,864 | \$ 76,368 | \$ 90,576 | \$ 87,024 | \$ 192,696 |
| Switch | \$ 54,285 | \$ 30,766 | \$ 32,429 | \$ 77,330 | \$ 56,542 |
| Total Capital | \$ 99,975 | \$ 209,662 | \$ 229,538 | \$ 260,474 | \$ 470,314 |
| Net Impact | | | | | |
| Capital savings | -\$43,864 | -\$35,070 | -\$44,723 | -\$46,845 | -\$123,174 |

#4 – Consolidate IT service agreements

Situation

Five of the municipalities have outsourced their IT to four different vendors, each providing a similar scope of service.*

- ▶ The contractual terms vary as highlighted in the table to the right.
- ▶ We reviewed each Managed Service Agreement (MSA) assessing 10 key contractual terms and conditions:







| | |
|-------------------------------------------------------------------------------------|--------------------------------------------------|
|  | Pricing Units |
|  | Volume Fluctuation |
|  | Scope Definition |
|  | Service Levels |
|  | Term |
|  | Termination |
|  | Continuous Improvement & Productivity |
|  | Minimum Commitment & Exclusivity |
|  | Service Credits |
|  | Benchmarking |

| | Guelph/Eramosa | Mapleton | Puslinch | Wellington North |
|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| Contract Cost | \$43,320 | \$33,075 | \$25,440 | \$36,742 |
| % of OpEx | 47% | 34% | 38% | 39% |
| Cost/Month /User | \$95 | \$63 | \$71 | \$48 |
| Volume | <ul style="list-style-type: none"> ▶ 11 locations ▶ 38 end users | <ul style="list-style-type: none"> ▶ 29 PC's ▶ 2 servers | <ul style="list-style-type: none"> ▶ 20 FTEs ▶ 5 Councillors ▶ 14 workstations ▶ 19 laptops ▶ 1 server ▶ 2 locations | <ul style="list-style-type: none"> ▶ 36 desktops ▶ 6 servers ▶ 21 SPAM filtering |
| SLA | <ul style="list-style-type: none"> ▶ 24/7/365 critical service monitoring ▶ < 1-hr response for certain services | <ul style="list-style-type: none"> ▶ 24/7/365 network monitoring ▶ Ticket response within 1-hr (business hours) | <ul style="list-style-type: none"> ▶ 24/7/365 network monitoring ▶ < 1-hr response for certain services | <ul style="list-style-type: none"> ▶ 24/7 support - best effort approach |
| Term | 12 months (Jan.1 - Dec.31 2020) | No stated term | 12 months (2015) | 3 years (2016-19) |
| Termination | 60 days notice | 60 days notice | 60 days notice | 60 days notice |

* The executed contract was not provided by the Town of Minto, therefore was not included in the analysis.





#4 – Consolidate IT service agreements

While the MSAs include the following six contractual elements, there are deficiencies relating to scope, termination, volume and cost

| | | MSA Description | | Common Practice |
|------------------------------------------------------------------------------------|---------------------------|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | Pricing Units | ✓ | Some MSAs are fixed price, others are a blend of fixed price plus a variable component. The unit types (e.g. users, PC's, locations) vary. Some of the MSAs explicitly state a unit price, while others do not. | Pricing transparency is fundamental. Without this transparency or linkage to price drivers one party is bearing fluctuation and pricing risk. Commonly, contracts provide a clear separation of costs that specifically outline: 1) a pricing structure that outlines the type (fixed, variable, cost plus), 2) link to services, SLAs and unit prices 3) approach to manage fluctuations and 4) year over year costs. |
|  | Volume Fluctuation | ✓ | | |
|  | Scope Definition | ✓ | There are differences in the scope and level of detail among the MSAs – all MSAs include EUE, network equipment and remote support, whereas only some include strategic and budget support. Few of the MSAs scope have a clear linkage to volumes and pricing. | Unclear accountability may lead to confusion between the customer and vendor. We would expect to see 1) service boundaries between the customer and vendor, 2) clear vendor responsibilities and 3) defined link between scope and volume requirements so that price impacts are transparent with no surprises. |
|  | Service Levels | ✓ | There are few or no defined SLAs. Contracts do not include 24-hr response times, and although most of the municipalities operate within 8-5, there are some functions (e.g. recreation facilities) that operate outside those hours that may require 24-hr IT assistance. It is not clear in any of the MSAs how to change SLAs if necessary. | Undefined SLAs can lead to mismatch of expectations and prolonged resolution of issues without any recourse. We would expect to see the MSAs include clearly defined SLAs with mechanisms for making variations to service levels. Typically, there would be a combination of service levels that are quantitative such as response times, and qualitative such as customer satisfaction, innovation and continuous improvement provisions. |
|  | Term | ✓ | The terms vary for each MSA between one to three years. Termination timing varies between 60 days to 6 months. The MSAs do not include specifications for penalties for termination outside notice timeframe, nor do they provide transition plans in the event of termination. | Poorly structured terms, termination and renewals, especially rolling contracts, can lead to vendor complacency and shorter terms often mean higher prices. Commonly, contracts include termination for convenience options exercisable at both the aggregate contract level and for specific services and exit plans and costs are detailed upfront. |
|  | Termination | ✓ | | |

#4 – Consolidate IT service agreements

Four of the contractual elements are not included in any of the municipalities executed contracts.

| | | MSA Description | Common Practice |
|------------------------------------------------------------------------------------|-------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | CI & Productivity | <p>✘ The MSAs do not include any of these contractual elements. It is likely, given the size of the vendors that it is not part of their standard terms and conditions and little negotiation occurred.</p> | <p>Additional benefits of outsourcing IT services to a vendor include accessing new capabilities to enhance services and continuous improvement adjustments to service levels. Within the contract, it is common to have clear productivity improvements locked in as contractual commitments.</p> |
|  | Commitment & Exclusivity | <p>✘ These particular contractual terms are in place to ensure the vendor provides high quality service.</p> | <p>This contractual element is mostly to help the vendor mitigate risk by requesting a minimum commitment or requesting exclusivity meaning the customer can only use them for that service. While ideal for the vendor, it is generally not recommended for the customer.</p> |
|  | Service Credits | <p>✘ Consolidating all five IT contracts into one will give the municipalities more power to negotiate and include these terms, to ensure excellent service.</p> | <p>This is a mechanism by which an amount is deducted from the contract costs to the vendor if the vendor fails to meet service levels. Typically, the service credits will be based on a “pool amount” that is derived usually as either a portion of the monthly fee or total contract value. Commonly, service credits are allocated to the service levels that are most critical to the business. Contracts will clearly link the service credits to measurable and appropriate service levels. Contracts will include the ability to re-allocate credits to different service levels as business priorities change.</p> |
|  | Benchmarking | | <p>Benchmarking is optional, it is not necessary for every contract nor every service. The intent is to ensure pricing is in-line with the market. More common is the “Mark to Market” approach, which compares the vendor’s price to the customer against their other customers. Benchmarking exercises occur at least twice in a five-year term and are based on pre-agreed comparators and normalization factors with defined vendor experts. The exercise may result in an adjustment of vendor price to reflect the benchmark after agreed notice period when in customer favour, this can be at the unit/service level or the overall price.</p> |

#4 – Consolidate IT service agreements

Recommendation

Consolidate IT services across the member municipalities. The scope of the IT services include:

- ▶ Service Desk
- ▶ End-user computing
- ▶ Infrastructure services
- ▶ Data centre facilities
- ▶ Network services
- ▶ Operational security

Revise the contract terms to be more in-line with common practices.

Pre-requisites

- ▶ #2 – Define and Implement Common Standards
- ▶ #3 – Pool Purchasing

Actions

Step 1: Form a working group and select an advisor

- ▶ Identify representatives from each municipality currently using an outsourced IT service provider. Creating a working group. Consider including representatives from the County and Centre Wellington to assist in this process.
- ▶ Select an independent advisor to assist the working group throughout the procurement (requirements gathering, creating an RFP, facilitate the selection and evaluation process).

Step 2: Gather requirements

- ▶ Have the advisor gather the service requirements from each participating municipality, i.e. scope of service, service levels, standards (including those from recommendation #2) and any additional supporting information regarding the current state and future projects.
- ▶ Ensure the advisor provides templates for capturing the requirements, developing the RFP and supporting RFP articles e.g. pricing form.
- ▶ Confirm the commercial option the municipalities desire – one contract for all, and common scope of work, separate contracts, or terms to allow municipalities to exit should they wish.

Step 3: Develop the procurement plan

- ▶ Develop a timeline for the procurement that includes the timing of ending current contracts.
- ▶ Determine the RFP schedule that aligns with the contracts ending.

#4 – Consolidate IT service agreements

Step 4: Develop and issue an RFP for managed IT services

- ▶ Create the RFP, and support RFP templates (pricing, requirements compliance form, financial sustainability questionnaire) for the municipalities, review and revise as required until approved.
- ▶ Have the advisor develop evaluation criteria and weighting with input from the participating municipalities. Establish an evaluation team and have the advisor provide an overview of the evaluation process.
- ▶ Determine the procurement vehicle to launch the RFP.
- ▶ Manage the Q&A from vendors as required.

Step 5: Evaluate Responses and Design future IT operating model

- ▶ The advisor should review pricing and perform pricing analysis and where necessary and price normalization.
- ▶ Perform the evaluation of the RFP responses.
- ▶ The advisor should use the information from the RFP to analyze the details and determine if there is a viable hybrid in-sourcing model (insourcing some of the IT services and perform a cost, benefit and risk analysis. Include IT staff from the County and Centre Wellington as part of the analysis and agree on the best future IT operating model.

Step 6: Select and negotiate

- ▶ Having agreed on the future IT operating model, the advisor should proceed review the vendor's standard terms and conditions and work with legal to review to align with industry standards.
- ▶ Perform due diligence of the vendor and allow vendor to perform due diligence of the IT estate.
- ▶ Once complete, agree on the contract and seek the necessary approvals to proceed with service transition.

Benefits

- ▶ Improved IT services, resiliency and security via hosting servers at a third-party data centre.
- ▶ Overall reduction in contract costs through a volume discount.
- ▶ Help to drive greater consistency across the municipalities (e.g. service levels).

#4 – Consolidate IT service agreements

Key Assumptions

- ▶ The cost per user per month for the current MSAs range from \$48 to \$95, with an average of \$69. With volume discounts in effect, the future MSA will be 5% less than the average cost per user per month of the current MSAs.
- ▶ The Town of Minto did not provide an executed contract and was therefore not included in the analysis. We would expect the baseline costs to be higher and the savings to be greater if included.
- ▶ To perform this work we expect the participating municipalities will require external expertise which would cost \$50-65k.

Financial Impact

- ▶ We estimate that collectively (across the four municipalities) costs will not change. There may be marginal savings if Minto is also included.

| Financial Impact | Year One | Year Two | Year Three | Year Four | Year Five |
|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Status Quo | | | | | |
| Operating Expenditure | | | | | |
| IT MSA | \$ 138,577 | \$ 138,577 | \$ 138,577 | \$ 138,577 | \$ 138,577 |
| Total Operating | \$ 138,577 | \$ 138,577 | \$ 138,577 | \$ 138,577 | \$ 138,577 |
| Recommendation | | | | | |
| Operating Expenditure | | | | | |
| IT MSA | \$ 138,517 | \$ 138,517 | \$ 138,517 | \$ 138,517 | \$ 138,517 |
| Total Operating | \$ 138,517 | \$ 138,517 | \$ 138,517 | \$ 138,517 | \$ 138,517 |
| Net Impact | | | | | |
| Operating savings | -\$60 | -\$60 | -\$60 | -\$60 | -\$60 |

#5 – Improve network resiliency

Situation

Network connectivity is becoming increasingly important for staff and residents. During COVID-19 the need for connectivity became increasingly important and may continue to be important to ensure municipalities are able to communicate and offer services to residents. As such, the need for a more resilient and secure network will be important for municipalities.

- ▶ There are 132 networked facilities in total, ranging from 4 to 74 facilities per municipality. This is largely driven by the size of a municipality and number of locations (i.e. degree of disaggregation).
- ▶ There is a high degree of varying network resiliency amongst the municipalities.
- ▶ In addition, because each municipality has built and operate their own network there is variances across not only the architecture but also the network devices (hardware) and the ISPs as per the table.

| | Networked Facilities | | ISP |
|---------------------------|----------------------|----------------|------------------------------------------|
| | Total | ISP Connection | |
| Centre Wellington* | 15 | 2 | Rogers HydroOne Wightman |
| County | 74 | 65 | Bell Rogers Wightman + 6 others |
| Guelph/Eramosa* | 5 | 5 | Rogers |
| Mapleton | 5 | 5 | Mornington |
| Minto | 7 | 7 | Wightman |
| Puslinch | 4 | 3 | Rogers |
| Wellington North | 22 | 2 | Packetworks |

*Does not include SCADA buildings

#5 – Improve network resiliency

Recommendation

Implement a consistent network architecture for select municipalities (Puslinch, Minto, Mapleton, Wellington North, Guelph Eramosa) and standardize the use of ISPs, having redundant internet connections and segmenting the network traffic.

Pre-requisites

- ▶ #2 – Define and Implement Common Standards
- ▶ #4 – Consolidate IT Service Agreements

Actions

Step 1: Re-architect the network

- ▶ Using the information from this Review gather additional information from the select municipalities' managed service provider.
- ▶ Engage resources from the County and Centre Wellington to assist in re-designing a new architecture using a "Hub and spoke" model.
- ▶ Create a new standard network architecture and identify the changes necessary to each municipalities network design.
 - Identify for each municipality the primary hub - a location that has access to high bandwidth from multiple ISPs.
 - Identify a site to act as a secondary hub (redundant internet connection) in the event of failure at the primary hub.

Step 1: Re-architect the network (continued)

- Use the security standards identified in recommendation #2 to ensure compliance.
- Standardize the connection between sites by using VLANs between the primary hub and the networked sites "spokes".
- Segment network traffic between municipal traffic and any "guest" traffic e.g. WIFI at recreation or community centres.
- Define the network bandwidth requirements (current and desired)
- For critical infrastructure locations such as SCADA additional resiliency may be required e.g. mobile / cellular connection as a backup solution to ensure connectivity.

Step 2: Go to market

- ▶ Using the new network architecture design and pool purchasing, develop an RFP for Internet services.
- ▶ Compare the results of the current ISP connections and the results from the RFP. Revise the new network architecture design if the necessary bandwidth is not feasible.
- ▶ Select ISPs for all municipalities to use for Internet. Each municipality will have two different ISPs for redundancy in the event of failure.

#5 – Improve network resiliency

Step 3: Build and implement the new network architecture

- ▶ Create a project plan to build and implement the new network architecture. The project plan will take into account the current network equipment, the asset refresh cycles, ISP RFP details, budgets and other changes e.g. progress of recommendation #4.
- ▶ Begin building the new network architecture by procuring the necessary network devices.
- ▶ Configure the network devices as required to conform with security standards and that the devices will automatically re-route traffic via the redundant ISP connection. Work with the municipalities' managed service providers to implement the changes.
- ▶ Perform the appropriate testing of the devices and connections.
- ▶ Implement the new network as per the plan.

Benefits

- ▶ Improved service availability, disaster recovery capabilities, resiliency and security
- ▶ Reduce operating costs (e.g. ISP connections)
- ▶ Reduce network administration costs

#5 – Improve network resiliency

Key Assumptions

- ▶ We assume recommendation #4 has occurred or is happening at the same time. If servers and infrastructure are moved to a third-party data centre, additional redundancy may not be required.
- ▶ There will not be reduction in network equipment costs, as each municipal facility will still require them or a replacement depending on the new network hardware standards.
- ▶ Adding ISP redundancy will increase the cost slightly for five of the seven municipalities. To calculate this we use an average of the ISP connection cost per location of \$885.67/annum.
- ▶ All municipalities will pool purchasing power allowing for a 5% volume discount.
- ▶ Steps 1-3 will require a technical project manager (contractor) for a year and at a cost of \$60-80k.
- ▶ We also assume that managed service providers for the municipalities will assist in the project as part of their network service.

Financial Impact

- ▶ Based on our calculations, the municipalities collectively can save \$120k over a period of five years.

| Financial Impact | Year One | Year Two | Year Three | Year Four | Year Five |
|------------------------------|------------------|------------------|------------------|------------------|------------------|
| Status Quo | | | | | |
| Operating Expenditure | | | | | |
| ISP | \$ 85,401 | \$ 85,401 | \$ 85,401 | \$ 85,401 | \$ 85,401 |
| Total Operating | \$ 85,401 | \$ 85,401 | \$ 85,401 | \$ 85,401 | \$ 85,401 |
| Recommendation | | | | | |
| Operating Expenditure | | | | | |
| ISP | \$ 61,292 | \$ 61,292 | \$ 61,292 | \$ 61,292 | \$ 61,292 |
| Total Operating | \$ 61,292 | \$ 61,292 | \$ 61,292 | \$ 61,292 | \$ 61,292 |
| Net Impact | | | | | |
| Operational savings | -\$24,109 | -\$24,109 | -\$24,109 | -\$24,109 | -\$24,109 |

#6 – Consolidate infrastructure

Situation

Each municipality hosts their own servers on premise in their own data rooms or data centres and there are multiple under-utilized assets.

Majority of municipalities use their servers for storage

- ▶ The County and Centre Wellington use storage arrays rather than store data on their servers. Both have under-utilized storage as summarized in the table to the right.
- ▶ Among the remaining municipalities there are many servers with under-utilized storage. Some servers have as low as 23% storage utilization, while other servers are maxed out at 99%. In total, there is more than 50% free storage space across the 11 servers.
- ▶ Some of the municipalities have one server that operates all the municipality's applications. While this can be cost effective it also introduces risk. If the server fails, the municipality will not be able to deliver any of its services.

| | Physical Servers | Storage (TB) | | Utilization | Range |
|---------------------------|------------------|---------------|--------------|-------------|-------------|
| | | Total | Used | | |
| Centre Wellington* | 6 | 63.0 | 33.0 | 52% | 18-73% |
| County | 13 | 61.0 | 24.3 | 40% | n.a. |
| Subtotal | 19 | 124.0 | 57.3 | 46% | n.a. |
| Guelph/Eramosa | 1 | 2.70 | 2.40 | 89% | n.a. |
| Mapleton | 2 | 7.48 | 2.39 | 32% | 23-59% |
| Minto* | 3 | 2.22 | 1.87 | 84% | 34-99% |
| Puslinch | 1 | 5.45 | 2.89 | 53% | n.a. |
| Wellington North | 4 | 6.72 | 2.78 | 41% | 28-97% |
| Subtotal | 11 | 24.58 | 12.34 | 50% | n.a. |
| Total | 30 | 148.58 | 69.64 | 47% | n.a. |

Note: Storage utilization is calculated as used/total. SCADA servers for both Centre Wellington and Wellington North are not included in the table.

*Storage data was not provided for one of the servers

#6 – Consolidate infrastructure

The municipalities vary in their degree of server virtualization

- ▶ Host servers are physical servers that are hosting virtual servers. Some municipalities have all their physical servers acting as host servers, while few municipalities have a low number of host servers, as low as 50%.
- ▶ In our review, we were not provided with CPU performance. However, as a rule of thumb, each virtual CPU should map to a physical core. Meaning, that host servers that have more physical cores than virtual CPU, than likely the host server can be further virtualized.
- ▶ Virtualization of servers reduces hardware costs by increasing utilization through scalability. Virtual servers are more advantageous than physical servers as they reduce server management effort and downtime by enabling faster application deployment, providing the ability to run different OS, improve disaster recovery and reduce IT maintenance.

#6 – Consolidate infrastructure

Recommendation

Reduce the total number of physical servers through increased virtualization and shared physical servers. There are three options for how the servers could be shared:

1. Smaller municipalities sharing among themselves (Guelph/Eramosa, Mapleton, Minto, Puslinch, Wellington North)
2. The County and Centre Wellington sharing among themselves
3. All member municipalities sharing

However, given the County and Centre Wellington's sophisticated infrastructure set up it would make merging difficult. There we recommend option one.

Pre-requisites

- ▶ #2 – Define and Implement Common Standards
- ▶ #4 – Consolidate IT Service Agreements

Actions

Step 1: Create a detailed migration plan

- ▶ Increase virtualization will allow for two things: a) keeps each municipality's data separate from the others thereby reducing security and privacy risks, b) decreases the volume of physical equipment at the data centre thereby reducing maintenance and overhead costs.

Step 1: Create a detailed migration plan (continued)

- ▶ Review the CPU utilization to determine how best to consolidate existing servers. Specifically,
 - Identify all physical cores that are not yet running virtual servers. Use these to host additional virtual servers.
 - Consider the server ages when migrating workloads – move workloads to servers that have been recently purchased and off servers that are older than five years. Ensure that the ages of the remaining servers are evenly distributed across the refresh cycle to lessen the financial burden in a given year.
 - Split each Municipality's servers across multiple physical machines rather than on the same physical server to reduce service disruption caused by potential outages.

Step 2: Migrate the servers

- ▶ Virtualize remaining physical servers and onto the new host. Retire the original server. Pick the best time and day that will have the least service disruption, such as evenings and weekend.

Benefits

- ▶ Reduced capital costs due to the reduced volume of server replacements and operating costs associated with server maintenance and management.
- ▶ Additional savings when combined with opportunity #8. Migrating applications to the Cloud will provide empty space on servers, allowing for further consolidation.

#6 – Consolidate infrastructure

Key Assumptions

- ▶ We have modelled option one. Across the five municipalities there 11 physical servers of which eight are hosts to virtual servers and three are additional physical servers.
- ▶ The existing eight hosts are running 91 virtual CPU but have a total capacity of 120 cores. As such, the remaining three physical servers can be virtualized onto the existing physical hosts, eliminating the need for three physical servers.
- ▶ Additionally, one of the eight host servers is running only two virtual CPU and can be virtualized onto one of the other existing physical hosts.
- ▶ Typical maintenance cost per server per month is \$95. We assume the cost per server will remain the same in the future.
- ▶ Server replacement is spaced out evenly across a five-year refresh cycle in order to distribute the costs.

Financial Impact

- ▶ We estimate that the five participating municipalities will collectively save \$29k in operating and \$45k in capital over a five year period.

| Financial Impact | Year One | Year Two | Year Three | Year Four | Year Five |
|------------------------------|------------------|------------------|------------------|------------------|------------------|
| Status Quo | | | | | |
| Operating Expenditure | | | | | |
| Server maintenance | \$ 12,540 | \$ 12,540 | \$ 12,540 | \$ 12,540 | \$ 12,540 |
| Total Operating | \$ 12,540 | \$ 12,540 | \$ 12,540 | \$ 12,540 | \$ 12,540 |
| Capital Expenditure | | | | | |
| Server replacement | \$ 15,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 |
| Total Capital | \$ 15,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 |
| Recommendation | | | | | |
| Operating Expenditure | | | | | |
| Server maintenance | \$ 6,840 | \$ 6,840 | \$ 6,840 | \$ 6,840 | \$ 6,840 |
| Total Operating | \$ 6,840 | \$ 6,840 | \$ 6,840 | \$ 6,840 | \$ 6,840 |
| Capital Expenditure | | | | | |
| Server replacement | \$ 10,000 | - \$ | - \$ | - \$ | - |
| Total Capital | \$ 10,000 | - \$ | - \$ | - \$ | - |
| Net Impact | | | | | |
| Operating savings | -\$5,700 | -\$5,700 | -\$5,700 | -\$5,700 | -\$5,700 |
| Capital savings | -\$5,000 | -\$10,000 | -\$10,000 | -\$10,000 | -\$10,000 |

#7 – Collaborate on system selection

Situation

The municipalities are using many similar systems.

- ▶ Of which, some of the municipalities expressed that they are looking to upgrade or replace two of the systems.
- ▶ The municipalities have already partnered with the County to procure and implement the enterprise asset management system, CityWide.

Recommendation

Identify circumstances where municipalities are seeking to replace existing systems and collaborate on:

- ▶ Gathering system requirements
- ▶ Evaluating and selecting the vendor
- ▶ Managing the implementation of the system

Depending on the system, municipalities may choose to collaborate on one, two or all three tasks.

#7 – Collaborate on system selection

Actions

Step 1: Develop a plan

- ▶ Having set the strategic plan in recommendation #1, each municipality will have identified which of their systems needs replacement and the timing of the replacement. Working together, identify similar systems among the municipalities and develop a timeline for the procurement that coincides with the desired replacement schedule for all participating municipalities.
- ▶ Develop a collaborative procurement plan – will the participating municipalities collaborate on gathering requirements only or will the plan also include going to market and implementing the same system?
- ▶ Assign one project manager to represent all participating municipalities.

Step 2: Document system requirements

- ▶ Hire a third party that will gather system requirements from each participating municipality. To reduce time and effort, first gather the requirements for one municipality and then bring requirements to the other municipalities to confirm, add or remove requirements.

Step 3: Create an RFP

- ▶ Based on the requirements, decide whether to replace the system with the newest version or whether to go to market to find a new solution.

- ▶ Have the third party develop one RFP for all the participating municipalities determine the process for procurement, i.e. publish the RFP publicly or invite specific vendors.
- ▶ Manage the Q&A from vendors as required.

Step 4: Evaluate responses

- ▶ Establish an evaluation team consisting of the third party, project manager and representatives from each of the municipalities.
- ▶ Work together to develop evaluation criteria that suits all municipalities. Ensure this includes a demonstration of the solution by the vendors.

Step 5: Select vendor and solution

- ▶ Review evaluation scores and pricing. Perform pricing analysis and where necessary, conduct price normalization.
- ▶ Determine whether to implement the system together or to sign individual contracts with the vendor.

Step 6: Oversee the implementation across all municipalities

- ▶ Create a project team with representatives from each municipality.
- ▶ Have the project manager coordinate and liaise with the vendor and the participating municipalities.

Benefits

- ▶ Shared project costs and management costs.

#7 – Collaborate on system selection

Key Assumptions

- ▶ As Keystone is a potential candidate for upcoming system replacements, we calculated the financial impact for the four municipalities currently using the system. We've assumed this will happen in year one.
- ▶ The municipalities will hire a third party to gather requirements, write an RFP and assist in the evaluation. These one-time costs will come out of capital and range between \$80-100k.
- ▶ We've modelled the impact of labour separately. One municipal representative will conduct project management for all four municipalities and at least four representatives from each municipality will assist in the evaluation of solutions.
- ▶ Implementation costs include design, installation, testing, training, etc., all to be completed by an replacement system vendor.
- ▶ The licensing costs of the replacement system will be the same, and therefore have not been modelled. However, if the municipalities chose to implement and share the same system there will likely be volume discounts on licenses as well as future savings related to ongoing system maintenance.

Financial Impact

- ▶ We estimate that for four municipalities to collaborate on the selection and implementation of one system will save \$140k across the participating municipalities.

| Financial Impact | Year One |
|--------------------------------|--------------|
| Status Quo | |
| Capital Expenditure | |
| Procurement - third party | \$ 240,000 |
| Implementation - third party | \$ 2,000,000 |
| Total Capital | \$ 2,240,000 |
| Municipal Labour Costs | |
| Procurement - project mgmt. | \$ 44,615 |
| Implementation - project mgmt. | \$ 160,000 |
| Total Labour Costs | \$ 204,615 |
| Recommendation | |
| Capital Expenditure | |
| Procurement - third party | \$ 100,000 |
| Implementation - third party | \$ 2,000,000 |
| Total Capital | \$ 2,100,000 |
| Municipal Labour Costs | |
| Procurement - project mgmt. | \$ 29,615 |
| Implementation - project mgmt. | \$ 80,000 |
| Total Labour Costs | \$ 109,615 |
| Net Impact | |
| Capital Savings | -\$140,000 |
| Labour Efficiency | -\$95,000 |

#8 – Migrate workload to the Cloud

Situation

Cloud computing (Cloud) in its simplest definition is the availability of computer services and applications on demand via the Internet rather than physical on-premise. It provides organizations with a “utility” style service – pay as you go / use and in many cases software vendors will force their customers to use Cloud (see definitions of common Cloud offerings to the right)¹. The impact of this shift from on-premise to Cloud are:

- ▶ Smaller footprint of physical servers and storage
- ▶ Need for greater network resiliency and in some cases bandwidth
- ▶ Capabilities to manage contracts and vendors versus performing “doing” server upgrades and patching
- ▶ Changes to security practices
- ▶ Changes to IT expenditure (shift from capital expenses to operating)

With COVID-19, Cloud provides some additional benefits as it relates to accessing the data not only from the office but from home and in the field. It helps organizations with less sophisticated IT infrastructure to provide a resilient service (less downtime, administration and built-in disaster recovery).

Use of Cloud for resident services can also help reduce the risk of disruption.

| | |
|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SaaS | The provider’s application is on a Cloud infrastructure. The consumer can access the application from many different client devices through either a thin client interface, such as a web browser or a program interface. The consumer does not manage or control the underlying cloud infrastructure including network, servers, operating systems, storage, or even individual application capabilities, with the possible exception of limited user-specific application configuration settings. |
| PaaS | The capability provided to the consumer is to deploy onto the cloud infrastructure consumer-created or acquired applications created using programming languages, libraries, services, and tools supported by the provider. The consumer does not manage or control the underlying cloud infrastructure including network, servers, operating systems, or storage, but has control over the deployed applications and possibly configuration settings for the application-hosting environment. |
| IaaS | The capability provided to the consumer is to provision processing, storage, networks, and other fundamental computing resources where the consumer is able to deploy and run arbitrary software, which can include operating systems and applications. The consumer does not manage or control the underlying cloud infrastructure but has control over operating systems, storage, and deployed applications; and possibly limited control of select networking components (e.g., host firewalls). |

1. Cloud definitions provided by the National Institute of Standards and Technology (NIST)

#8 – Migrate workload to the Cloud

There are few cases of participating municipalities using Cloud services:

- ▶ MS Office 365 – four of the municipalities are using MS Office 365 hosted in the Cloud
- ▶ Backups – one municipality is using cloud to backup their data
- ▶ SaaS products – one municipality is using Emergency Reporting and ActiveNet, all of the municipalities recently began a joint implementation of the Cloud software CityWide

While Cloud has certain benefits over on-premise it may not always be suitable given the business use, data requirements (criticality and sensitivity) and cost. Both the Canadian federal government and the Ontario government have guidance for adopting Cloud¹.

The collective software inventory for the participating municipalities is over 280 (including different versions)

To focus our assessment of Cloud opportunities we began by:

- ▶ Consolidating multiple versions of the same application
- ▶ Categorizing the applications as either corporate, business, productivity or IT tools
- ▶ Excluding any existing Cloud use, legacy systems, custom-developed, desktop run software, productivity and IT tools

The table below summarizes the candidate workload to migrate to the Cloud by municipality:

| | Corporate and Business | Cloud Candidate |
|-------------------------|------------------------|-----------------|
| Guelph/Eramosa | 17 | 7 |
| Mapleton | 6 | 3 |
| Minto | 10 | 4 |
| Puslinch | 7 | 1 |
| Wellington North | 7 | 2 |
| Total | 47 | 17 |

Note: The County and Centre Wellington were excluded from our analysis given their current sophisticated and resilient network architectures. Both municipalities are currently using Cloud and have plans to expand their Cloud footprint.

1. [GO-ITS 25.21 Cloud First Principles and Security Requirements](#)

#8 – Migrate workload to the Cloud

We assessed each candidate using our Cloud Assessment Tool

- ▶ The tool assesses Cloud potential based on eight criteria:
 - Financial requirements – prefer operating over capital expense?
 - Compliance – does the data need to be in country?
 - Security and risk – what level of security needs to be applied?
 - Technology – is the platform niche or legacy?
 - Capacity/load requirements – are these requirements variable?
 - Operational requirements – is there a strong requirement for automation? Are standardized SLAs acceptable?
 - Latency and bandwidth requirements – are there significant interactions with other systems?
 - Application type – is normal OS/patching control appropriate?
- ▶ In cases where SaaS isn't available, the municipalities may consider PaaS if there is a positive financial business case and minimal risk.

#8 – Migrate workload to the Cloud

Recommendation

Move the applications to the Cloud to reduce maintenance and management required for on-premise applications.

- ▶ Procure the SaaS product of existing applications in line with their replacement schedules.
- ▶ Develop a plan to migrate the remaining municipalities to MS Office 365.
- ▶ Where a positive business case exists, migrate the remaining on-premise systems to PaaS.

Pre-requisites

- ▶ #1 – Collaborate on IT Strategic Planning and Innovation
- ▶ #2 – Define and Implement Common Standards
- ▶ #4 – Consolidate IT Service Agreements
- ▶ #7 – Collaborate on System Selection

Actions

Step 1: Confirm SaaS Cloud migration opportunities

- ▶ Using list of potential Cloud migration opportunities identified, contact the vendors to find out if they offer a SaaS product, what the licensing and the pricing structure.

Step 1: Confirm SaaS Cloud migration opportunities (continued)

- ▶ Conduct a Privacy Impact Assessment (PIA) to determine whether there are any privacy risks.

Step 2: Create a replacement schedule

- ▶ As part of recommendation #1, update the system replacement schedule that considers:
 - Cloud migration opportunities
 - Date of replacement or upgrade of current systems
 - Vendor plans for the system (e.g. not Cloud now but will be by 2022)
 - Priorities of the organization

Step 3: Procure SaaS Cloud systems

- ▶ Conduct a procurement process for Cloud software.
- ▶ Include detailed security requirements. Work with your IT provider to identify security needs that may be different now that the system is in the Cloud.
- ▶ Use the SaaS vendor and the IT managed service provider to help with the migration from your on-premise solution to the SaaS version.
- ▶ Perform the necessary testing to ensure it is operating appropriately.

#8 – Migrate workload to the Cloud

Step 4: Develop a plan to migrate to IaaS or PaaS

- ▶ Once the applications are on a SaaS platform, the municipality will require less infrastructure. This will reduce the costs of the future IaaS or PaaS platform.
- ▶ Conduct a TCO analysis and PIA for the remaining infrastructure to identify whether there is a positive financial business case and minimal risk. If there is, proceed to develop a migration plan.
- ▶ Hire a third-party Cloud expert to assist in the migration. The third party will be responsible for working with the IT provider in establishing the Cloud strategy. This will include defining the Cloud-solution requirements, strategy for data migration and prioritizing the migration.
- ▶ In order to have the greatest economic impact, the plan should coincide with the municipality's infrastructure refresh. Working with the third-party expert, build a plan that addresses the following decisions:
 - Single cloud or multi-cloud? Private or public? What should the performance baselines be?
 - The plan should also include a plan for data migration.

Step 5: Revise IT MSA

- ▶ Once the municipality is fully in the Cloud, there will be a reduction in labour required from the IT provider. Review the contract to address the change in service.

Benefits

- ▶ Reduced operating costs associated with server maintenance and management.
- ▶ Improved security, resiliency and redundancy.
- ▶ Regular back ups, minimizing the risk of losses and eliminates the need for licensing costs.

#8 – Migrate workload to the Cloud

Financial Impact

There are many factors that need to be considered when calculating the financial impact of Cloud migration. In this section we describe how we would expect current costs to change and provide rudimentary calculations given the data provided.

SaaS – migrating existing applications to the Cloud

- ▶ Moving applications to the Cloud will free up current infrastructure. We assessed the impact Cloud migration would have on the current infrastructure.
- ▶ These candidates take up a small amount of space on the servers. In order to make a substantial impact to infrastructure costs, the Municipalities would need to move additional applications in order to eliminate entire servers.
- ▶ Some additional financial factors to consider include software costs for future Cloud software, labour costs associated with managing the infrastructure and any utility and facility costs.

#8 – Migrate workload to the Cloud

IaaS – migrating the data centres to the Cloud

- ▶ IaaS relies on virtual machines, rather than physical. Virtual machines can, in some cases be more cost effective to purchase and maintain compared to physical. For example, in the Azure environment, a virtual machine with 16 cores and 64Gb RAM costs \$1,063. In contrast, a physical server with 2 processors, 8 cores and 64Gb RAM can cost over \$14,000.
- ▶ By moving infrastructure to the Cloud, municipalities can expect to see savings related to administration, facility, energy and third party IT provider costs, specifically reduced labour required by their staff and reduction in their data centre costs. However, there will be one-time implementation costs to cover the migration.
- ▶ We used the Azure TCO calculator to assess the potential cost savings over a five-year period of moving your current IT infrastructure to the Cloud. The table to the right provides an example for one of the municipalities.
 - There is a reduction in the hardware costs as physical servers will no longer be used.
 - Software savings come from a reduction in operating system licenses that are associated with the current physical and virtual servers.
 - The municipality will no longer be required to pay for the required electricity.

| | On Premise | Azure |
|-----------------------|------------------|------------------|
| Hardware | \$76,222 | \$84,570 |
| Software | \$27,215 | |
| Electricity | \$9,766 | |
| Virtualization | \$9,548 | |
| Data Centre | \$22,670 | |
| Networking | \$17,852 | \$17,852 |
| Storage | \$1,418 | \$10,601 |
| IT Labour | \$18,401 | \$17,251 |
| Total | \$183,092 | \$130,274 |
| Difference | -\$52,818 | |

#9 – Leverage project resources

Situation

The municipalities currently engage in some collaboration on projects or project resources (e.g. asset management project). This is primarily because most municipalities do not have dedicated IT resources, and do not have a multi-year IT strategic plan. Given that, there may be missed synergies between member municipalities. As well many of the member municipalities do not have internal IT capabilities and rely on third-parties. This can cause reliance risk and an inability to appropriately challenge the vendors to ensure the solution is fit-for-purpose and meets the needs of the municipality today and in the future. Capacity is also a constraint as the member municipalities tend to have resources that have many responsibilities and therefore projects are some cases secondary to their day-to-day job.

As such, having a method to efficiently collaborate and work together can help to reduce overlap (effort) and in some cases reduce costs if using a third party.

Recommendation

Create a framework that allows for collaborating and sharing resources for IT projects.

Actions

Step 1: Identify areas for collaboration

- ▶ Based on recommendation #1 each municipality will have an understanding of potential opportunities for collaboration. Examples include may include:
 - Selecting a third party to perform penetration and vulnerability testing
 - Migrating to MS Office 365
 - Piloting of new smart city innovations
 - Staff education programs to improve technology literacy

Step 2: Establish a framework for collaboration

- ▶ Create the framework that will guide the collaboration and sharing of project resources.
- ▶ Identify the threshold for collaboration and sharing of project resources, i.e. how many municipalities should be involved before the framework is used? We suggest that if more than two collaborate then the framework be used – this ensures consistency.
- ▶ See the following page for the framework details.

#9 – Leverage project resources

Step 3: Establish a framework for collaboration (continued)

- ▶ There are three key components to the framework:
 - Scope of service
 - Costing and resourcing
 - Governance and project management
- ▶ Note: the governance structure may not be suitable for large complex transformation programs. In those instances the committee should define more specific program management responsibilities and leverage common practices from the Project Management Body of Knowledge (PMBOK) or Managing Successful Programs (MSP).
- ▶ Once agreed, the framework should get approved by the member municipalities for use.

Step 4: Execute framework

- ▶ As municipalities identify projects to collaborate on, they should adopt the framework and refine as they see fit.

Scope of Service



- ▶ Identify the individual scope of service for each participating municipality.
- ▶ Ensure that it captures the needs of all participating municipalities.
- ▶ Once the individual scopes have been gathered, identify commonalities and eliminate duplicates in scope. Populate the information into a project charter.

Costing and Resourcing



- ▶ Create a model for cost sharing. Ideally, the cost will break down fixed and variable costs. The former being overhead costs (e.g. PM) and the latter being driven by scope.
- ▶ Identify a method for sharing costs based on size of scope. For instance, a simplified model for example purposes may be municipality A's scope is larger by X% due to larger IT environment, therefore the cost ratio is X:1.
- ▶ Costs may also include seconding resources from a municipality for a period of time.
- ▶ Ensure all participating municipalities are comfortable with the costs and resourcing model.

Governance and Project Management



- ▶ Create a governance model that is based on a committee and committee members from the participating municipalities.
- ▶ Establish Terms of References (ToR) for the committee to include frequency, quorum, reporting on the progress, budget and scope.
- ▶ That said, identify committee membership based on roles rather than individuals. For example, a committee may include a CAO, IT representative, third-party, and SME (e.g. when procuring an HRIS the SME would be HR).
- ▶ Establish project manage practices and outputs. At a minimum it should include: a project charter, a project plan, progress reporting, and risk and issue log.

#9 – Leverage project resources

Benefits

- ▶ It reduces the total cost through synergies by collaborating and leveraging resources on common projects.
- ▶ It gives municipalities access to resources that they may not have in-house or through their third-party vendor.
- ▶ It gives municipalities access to projects they may otherwise not pursue due to speciality/niche, high cost or no access to resourcing (e.g. security services).

Key Assumptions

- ▶ Interest in collaborating and sharing resources.
- ▶ Approval from senior leadership.
- ▶ Agreement on framework.

Financial Impact

- ▶ This opportunity does not have a quantifiable financial impact.

/ APPENDIX

Key Municipal Characteristics

| | Centre Wellington | County | Guelph/Eramosa | Mapleton | Minto | Puslinch | Wellington North |
|----------------------------------------------|-------------------|----------------|----------------|----------------|----------------|----------------|------------------|
| General Information | | | | | | | |
| Households ¹ | 12,918 | 34,930 | 4,680 | 3,280 | 4,002 | 3,138 | 4,870 |
| Land area (Km) ² | 407.54 | 2,660.57 | 291.67 | 534.87 | 300.69 | 214.62 | 526.21 |
| Staffing Characteristics | | | | | | | |
| Municipal staff (FTE) | 209.5 | 706.0 | 37.5 | 44.0 | 44.0 | 19.0 | 64.5 |
| IT staff (FTE) | 4.0 | 21.8 | Third party | Third party | Third party | Third party | Third party |
| Financial Characteristics³ | | | | | | | |
| Municipal OpEx ¹ | \$38,145,383 | \$224,785,257 | \$13,420,519 | \$11,312,546 | \$13,460,226 | \$6,565,226 | \$16,241,624 |
| IT OpEx | \$670,277 | \$3,376,048 | \$93,903 | \$100,658 | \$36,553 | \$62,277 | \$103,253 |
| <i>IT OpEx / Municipal OpEx</i> | <i>1.8%</i> | <i>1.5%</i> | <i>0.7%</i> | <i>0.9%</i> | <i>0.3%</i> | <i>0.9%</i> | <i>0.6%</i> |
| Total IT Spend | \$934,077 | \$3,978,048 | \$115,489 | \$129,317 | \$56,102 | \$117,913 | \$145,126 |
| <i>Total IT Spend/FTE</i> | <i>\$4,459</i> | <i>\$5,635</i> | <i>\$3,080</i> | <i>\$2,939</i> | <i>\$1,275</i> | <i>\$6,206</i> | <i>\$2,250</i> |
| Network Information | | | | | | | |
| Networked Facilities ⁴ | 15 | 74 | 5 | 5 | 7 | 4 | 22 |
| Managed Network Devices | 56 | 179 | 29 | 8 | 44 | 6 | 55 |

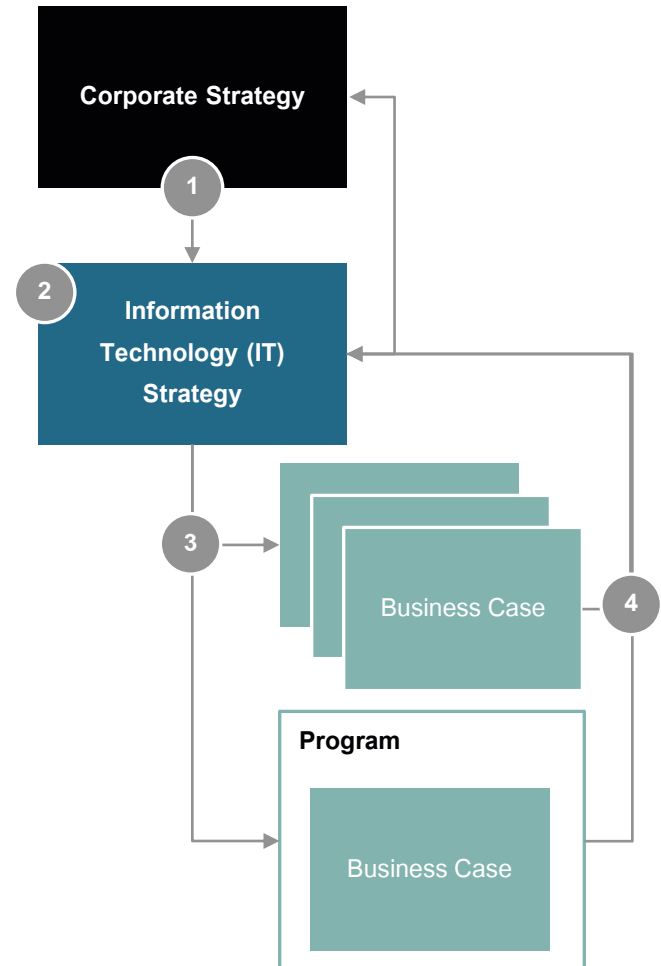
1. Publicly available 2019 Financial Information Return
2. 2016 Statistics Canada
3. 2019 IT operating and capital expenditures provided by individual municipalities
4. Does not included SCADA buildings

Recommendation #1 – IT Strategic Plan

Below is a brief description of the alignment between corporate strategy, IT strategy and business cases. The right is an illustration.

| # | Description |
|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Corporate strategic plans typically include a set of goals and priorities that inform an IT or digital strategy |
| 2 | <p>An IT strategy typically includes:</p> <ul style="list-style-type: none"> ▶ Executive summary ▶ Influencing factors (internal / external) ▶ Current situation ▶ IT Vision and Strategic priorities ▶ Roadmap ▶ Detailed Initiatives ▶ Governance ▶ Investment Requirements <p>And links (directly / indirectly to the corporate strategic goals / priorities)</p> |
| 3 | <p>Once an IT strategy is approved, organizations will typically develop more detailed business cases to then execute the IT strategy and release funding</p> <p>In some cases it makes logical sense to “bundle” projects together into a program. Organizations will either develop project specific business cases and roll it up into a program business case (bottom-up) or the opposite (top-down).</p> |
| 4 | The benefits of the business case support the objectives of the IT strategy and / or corporate goals and priorities. |

Illustration



Recommendation # 2 – Standards

The following is a set of minimum standards the municipality should consider implementing

Cloud

- ▶ Perform a privacy impact assessment prior to using any cloud product
- ▶ Data encryption for cloud will be at-rest and in-transit

Hardware

- ▶ Network infrastructure is built using <Vendor Name> firewalls, routers and switches and access points
- ▶ Servers will be <Vendor Name> with a minimum of XXGB RAM, XX CPU configuration
- ▶ Laptops will be <Vendor Name> with a minimum of XXGB RAM, XX CPU configuration – OS will be purchased separately
- ▶ Desktops will be <Vendor Name> with a minimum of XXGB RAM, XX CPU configuration – OS will be purchased separately

Security (General)

- ▶ Secure communication encryption via Secure Socket Layer (SSL) for web based applications
- ▶ All public Internet connections must pass thru a firewall with intrusion detection capabilities
- ▶ All laptops hard-drives will be encrypted using <Vendor Name>
- ▶ Security education programs for staff will occur annually
- ▶ All devices (laptops, desktops, servers, etc.) will have <Vendor Name> Anti-virus and will be kept up to date or unable to connect to the network

Cyber Security

- ▶ A cyber response plan will be tested annually
- ▶ At a minimum, every two years a vulnerability and penetration test will occur from a third party

Authentication

- ▶ Using Single Sign-On (SSO)
 - For internal services, required is LDAP authentication, with a preference for direct SSO using Kerberos
 - For external services, Active Directory Federation Services (ADFS) is to be used
- ▶ Administrator level functions are appropriately segregated from user activity, users cannot access or utilize administrator functionality, provide necessary audit and traceability of administrative functionality

Operating Systems (OS)

- ▶ Maintain an N+2 on all servers, desktops, laptops and tablets

IT Controls

- ▶ Any IT managed service providers must provide an annual attestation report of compliance with the set standards
- ▶ Perform annual test of disaster recovery plans
- ▶ Create a formal procedure to manage IT incidents
- ▶ Create a formal procedure for managing IT changes to minimize operational risk. At a minimum:
 - log changes
 - assess and authorize changes
 - create implementation and roll-back plans
 - conduct testing
 - review roll-out against plan

Arthur
Wastewater
Treatment Plant
Expansion
Project:
Contract 1

Quarterly Report
Q4 2020

December 21, 2020



| | | | | | |
|------------------------|--------------------------------------------------|---------------------------------------|-------------------------------|-------------------|---|
| Client: | Township of Wellington North | Period Covered: | Q4 2020 | Report No. | 5 |
| 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: | December 15, 2020 | | |
| | | Prepared by: | Jaime Boutilier, P. Eng., PMP | | |



Summary of Work

Wastewater Treatment Plant, Preston Street Site

Work Performed

1. The interior walls and baffles in the Equalization Tank were completed and the final leak test was successful.
2. The Equalization Tank was backfilled and interconnecting underground piping was installed.
3. Main power shutdown occurred to tie the new MCC into the existing MCC.
4. The chemical pumping system was installed in the Administration Building basement.
5. Process installations in the sludge hopper were completed.
6. Aeration and digester blower installation was completed.
7. The Software/SCADA Factory Acceptance Testing and Site Acceptance Testing was completed.
8. The Performance Test was completed.
9. Substantial Performance was issued December 15, 2020.

Immediately Upcoming Work

10. Deficiencies will be rectified.
11. Interior finishes will be completed.
12. Insulation of piping will be completed.
13. Tagging and labelling will be completed.
14. Lagoon antenna system SAT will be completed.
15. Fencing, paving and final siteworks will be completed in the Spring.
16. Installation of deferred weir gates and lagoons return valve will be completed in the Spring.

Sanitary Pumping Station, Frederick Street Site

Work Performed

1. Grading and site works were completed.
2. Architectural installations were completed.
3. HVAC installations were completed.
4. Installation of fencing was completed.
5. The Performance Test was completed.
6. Substantial Performance was issued December 15, 2020.

Immediately Upcoming Work

7. Deficiencies will be rectified.
8. Interior finishes will be completed.
9. Paving and final siteworks will be completed in the Spring.

Notes/Remarks:

COVID-19

The Contractor remains vigilant about Health & Safety on the project and no positive cases of COVID-19 have been identified.

Schedule

There is a significant amount of work that has been deferred to January and to the Spring so that the Contractor could focus on process work and the achievement of Substantial Performance. After a successful 7-day Performance Test, Substantial Performance was achieved on December 15, 2020. On December 17, 2020, a Notice of Completion of Phase 1 Construction was sent by CIMA+ to the Ministry of Environment, Conservation and Parks.

Total completion will be achieved once all contract work is complete. The last projected activity is the installation of deferred weir gates. This installation will happen once effluent can be discharged to the lagoons in June 2021.

TABLE A Document Tally up to December 21, 2020

| | Document Description | | Reviewed/Issued by CIMA** |
|----|----------------------------------|--|----------------------------------|
| 1. | Shop Drawings (SD) | | 240 |
| 2. | Request For Information (RFI) | | 46 |
| 3. | Contemplated Change Notice (CCN) | | 28 |
| 4. | Site Instruction (SI) | | 33 |
| 5. | Request For Shutdown (RFS) | | 2 |
| 6. | Change Order (CO) | | 50 |
| 7. | Site Progress Meetings Completed | | 21 |

***Does not include reviews currently in progress*

Appendix A – Site Photos

Wastewater Treatment Plant - Preston Street



WWTP Work Site: Week 50- Photo 1.



WWTP Work Site: Week 50 - Photo 2.



WWTP Work Site: Week 50- Photo 3.



WWTP Work Site: Week 50- Photo 4.



WWTP Work Site: Week 50- Photo 5.



WWTP Work Site: Week 50- Photo 6.

Wastewater Treatment Plant - Preston Street



SAN PS Work Site: Week 50- Photo 7.



WWTP Work Site: Week 50- Photo 8.



WWTP Work Site: Week 50- Photo 9.



WWTP Work Site: Week 50- Photo 10.



WWTP Work Site: Week 50- Photo 11.



WWTP Work Site: Week 50- Photo 12.

Wastewater Treatment Plant - Preston Street



WWTP Work Site: Week 50- Photo 13.



WWTP Work Site: Week 50- Photo 14.



WWTP Work Site: Week 50- Photo 15.

Site Progress: Photo Description Table ^(A)

| TREATMENT PLANT SITE | |
|----------------------|---------------------------------------------------------------------------------------------------------------|
| Photo 1 & 2. | Shows: Reinforcement installation in progress for the 300mm and 350mm Wall above trough. |
| Photo 3. | Shows: Hydro Vac operation for the Precast Chamber. |
| Photo 4. | Shows: SS 100mm pipping and Check valve installation in progress in the precast chamber. |
| Photo 5. | Shows: Electrical wiring in progress for flowmeter and Disconnect Switch. Ari release valve installed. |
| Photo 6. | Shows: Pneumatic pressure testing in progress for the 200mm SS Airline. |
| Photo 7. | Shows: Installation is in progress for the 300mm Storm Pipping; Ditch Inlet Catch Basin No.1 (DICB 1). |
| Photo 8. | Shows: Installation in progress for the 300mm PVC by-pass Line |
| Photo 9 & 10. | Shows: Installation in progress for the 100mm Drain Line to the WAS line. |
| Photo 11. | Shows: Duct back installation completed to the EQ tank & Precast Chamber. |
| Photo 12. | Shows: Teck cable installed for local disconnect switch for the Aeration Blower; 1 remains. |
| Photo 13 & 14. | Shows: Electrical wiring continues in the Entrance Service MCC Room, Workshop. |
| Photo 15. | Shows: Bollard install at the generator location. |

Wastewater Treatment Plant - Preston Street



WWTP Work Site: Week 51- Photo 1.



WWTP Work Site: Week 51 - Photo 2.



WWTP Work Site: Week 51- Photo 3.



WWTP Work Site: Week 51- Photo 4.



WWTP Work Site: Week 51- Photo 5.



WWTP Work Site: Week 51- Photo 6.

Wastewater Treatment Plant - Preston Street



SAN PS Work Site: Week 51- Photo 7.



WWTP Work Site: Week 51- Photo 8.



WWTP Work Site: Week 51- Photo 9.



WWTP Work Site: Week 51- Photo 10.



WWTP Work Site: Week 51- Photo 11.



WWTP Work Site: Week 51- Photo 12.

Wastewater Treatment Plant - Preston Street



WWTP Work Site: Week 51– Photo 13.



WWTP Work Site: Week 51– Photo 14.

Site Progress: Photo Description Table [Ⓐ]

| TREATMENT PLANT SITE | |
|----------------------|------------------------------------------------------------------------------------------|
| Photo 1. | Shows: Reinforcement and formwork installation started for the 300mm. |
| Photo 2 & 3. | Shows: Concrete pour in progress for the 300 wall & East Stairs. |
| Photo 4. | Shows: Form and rebar in place for Bypass Chamber at the Treatment Tank. |
| Photo 5. | Shows: Installation of the 200 SS Airline with Bray BFV & AUMA motorized valve |
| Photo 6. | Shows: 450mm Effluent PVC installation carried out between SAN structure S1 & S2. |
| Photo 7. | Shows: Wiring started for the Alum Skid Control Panel. |
| Photo 8. | Shows: Installation of teck cable continues from MCC 1 & 3. |
| Photo 9 & 10. | Shows: Teck cable install to Instrument Control Panel (ICP) in the Workshop. |
| Photo 11. | Shows: Local Eaton disconnect switch completed for Aeration Blower BL201. |
| Photo 12. | Shows: Start-up operation is in progress for the Aeration Blower BL201 |
| Photo 13. | Shows: Entrance Service MCC Room online for Aeration Blowers. |
| Photo 14. | Shows: Wiring continues at the Sludge Hopper. |

Wastewater Treatment Plant - Preston Street



Wastewater Treatment Plant - Preston Street



SAN PS Work Site: Week 52- Photo 6.



WWTP Work Site: Week 52- Photo 7.



WWTP Work Site: Week 52- Photo 8.



WWTP Work Site: Week 52- Photo 9.



WWTP Work Site: Week 52- Photo 10.



WWTP Work Site: Week 52- Photo 11.

Sanitary Pumping Station - Frederick Street



PS Work Site: Week 52– Photo 12.



PS Work Site: Week 52– Photo 13.



PS Work Site: Week 52– Photo 14.

Photo Description Table [Ⓐ]

Wastewater Treatment Plant

- Photo 1:** Formwork stripped from the previously poured partition walls.
- Photo 2:** Stripping of formwork from the inner circular walls in progress.
- Photo 3:** Formwork stripped from the previously poured bypass chamber walls.
- Photo 4 & 5:** Tie-in of the 20mm Airline completed at Aeration Tank No.2.
- Photo 6:** Seamless Epoxy application completed for the containment area.
- Photo 7:** Painting of the floor stand at the Primary/Secondary Digester.
- Photo 8:** Cable tray and teck cable install in the Sludge Treatment Building; Blower Room No.2
- Photo 9:** Cable tray and teck cable install in the Sludge Treatment Building; Sludge Pump Room.
- Photo 10:** Teck cable install continues to the ICP panel in the workshop.
- Photo 11:** Network components installed for CCP-1.

Sanitary Pumping Station - Frederick Street

- Photo 12:** Site Grading is in Progress for the Driveway; granular type A compacted.
- Photo 13:** Black 525 Aluminum Soffit, Fascia & Trough installation is in progress.
- Photo 14:** Vinyl Siding installation is in progress.

Wastewater Treatment Plant - Preston Street



WWTP Work Site: Week 53- Photo 1.



WWTP Work Site: Week 53- Photo 2.



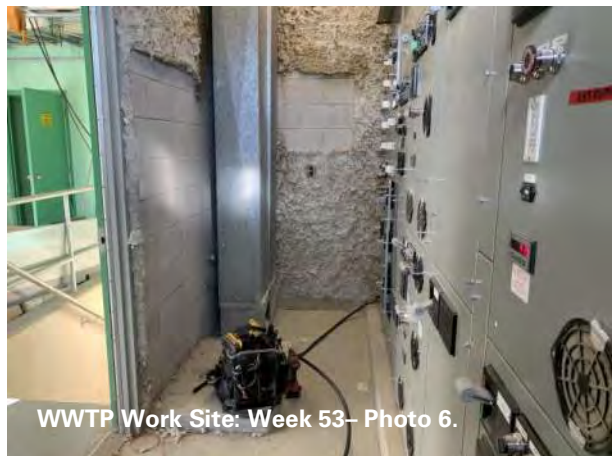
WWTP Work Site: Week 53- Photo 3.



WWTP Work Site: Week 53- Photo 4.

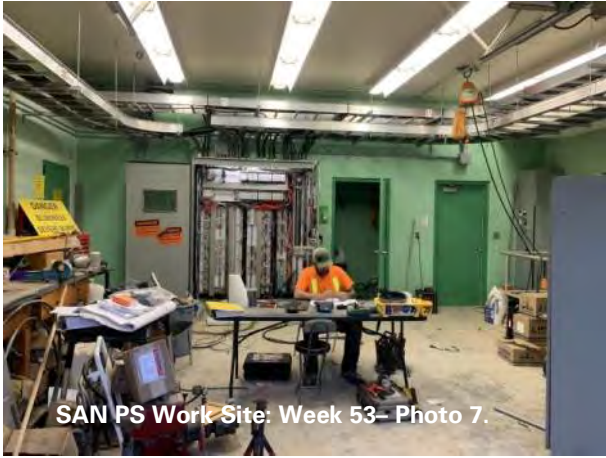


WWTP Work Site: Week 53- Photo 5.

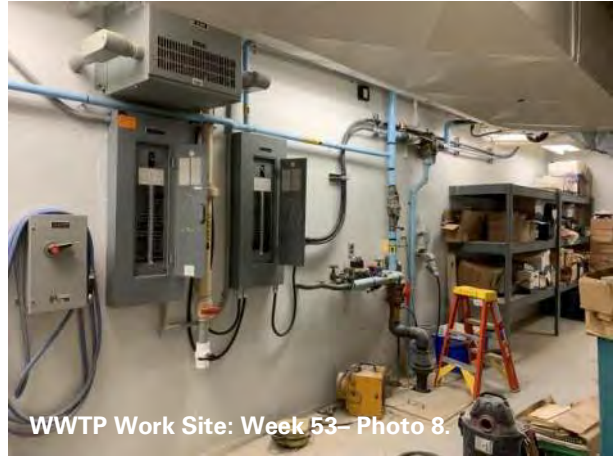


WWTP Work Site: Week 53- Photo 6.

Wastewater Treatment Plant - Preston Street



SAN PS Work Site: Week 53- Photo 7.



WWTP Work Site: Week 53- Photo 8.



WWTP Work Site: Week 53- Photo 9.



WWTP Work Site: Week 53- Photo 10.

Sanitary Pumping Station - Frederick Street



PS Work Site: Week 53- Photo 11.



PS Work Site: Week 53- Photo 12.

Sanitary Pumping Station - Frederick Street



PS Work Site: Week 53– Photo 13.



PS Work Site: Week 53– Photo 14.



PS Work Site: Week 53– Photo 15.

Photo Description Table [Ⓐ]

Wastewater Treatment Plant

- Photo 1:** Formwork installation in progress for the suspended walkway.
- Photo 2:** Installation of formwork and reinforcement is in progress for the suspended walkway.
- Photo 3:** Installation of the 300mm PVC completed from the Bypass Chamber walls.
- Photo 4:** Backfill with selective granular type A around previously installed 200 SS tee.
- Photo 5:** Backfill around the 400mm Effluent PVC pipping at the western side of the Equalization Tank.
- Photo 6:** Removal of the Existing Automatic Transfer switch completed in the new Electrical Room.
- Photo 7:** Wiring to ICP in the Workshop Continues.
- Photo 8:** Retrofit Ex. Lighting Panel (LP-B).
- Photo 9:** Pulling from duct bank C3 - 250 KCMIL teck cable 90 continues in the sludge pump room to Blower Room.
- Photo 10:** Wiring carried out for both Aysix Dual Channel Multi Parameter Wastewater DO Analyzer.

Sanitary Pumping Station - Frederick Street

- Photo 11 & 12:** Concrete pour in progress for the barrier curb for the Driveway.
- Photo 13 & 14:** Vinyl Siding installation is in progress.
- Photo 15:** Lighting fixture installation in progress.

Wastewater Treatment Plant - Preston Street



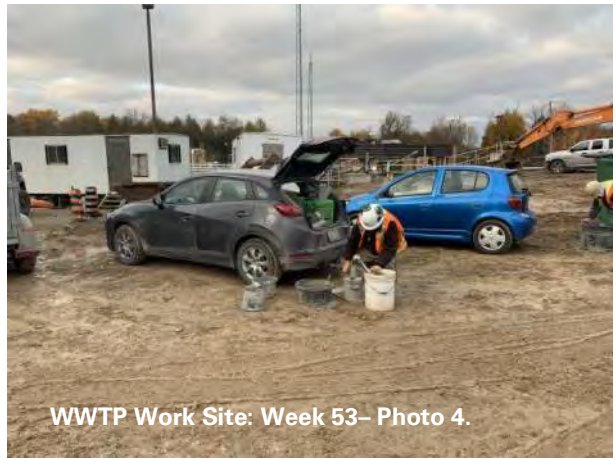
WWTP Work Site: Week 54- Photo 1.



WWTP Work Site: Week 54- Photo 2.



WWTP Work Site: Week 54- Photo 3.



WWTP Work Site: Week 53- Photo 4.



WWTP Work Site: Week 54- Photo 5.

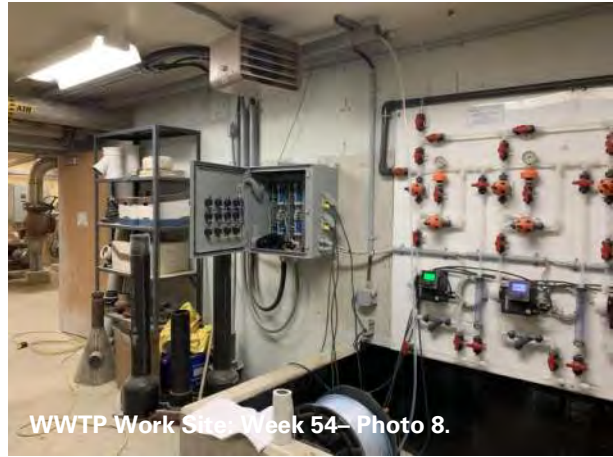


WWTP Work Site: Week 54- Photo 6.

Wastewater Treatment Plant - Preston Street



SAN PS Work Site: Week 54- Photo 7.



WWTP Work Site: Week 54- Photo 8.



WWTP Work Site: Week 54- Photo 9.



WWTP Work Site: Week 54- Photo 10.



PS Work Site: Week 54- Photo 11.



PS Work Site: Week 54- Photo 12.

Sanitary Pumping Station - Frederick Street



PS Work Site: Week 54– Photo 13.



PS Work Site: Week 54– Photo 14.



PS Work Site: Week 54– Photo 15.



PS Work Site: Week 54– Photo 16.

Photo Description Table [Ⓐ]

Wastewater Treatment Plant

- Photo 1:** Formwork and reinforcement completed for the suspended walkway.
- Photo 2:** Concrete pour is in progress for the suspended walkway.
- Photo 3:** Broom sweep finish applied for the walkway.
- Photo 4:** Concrete testing carried out by CMT.
- Photo 5:** Formwork installation continues for the remaining suspended slab at the Equalization Tank.
- Photo 6:** Bar Screen installation is in progress at the Existing Treatment Tank (Grit Trough).
- Photo 7 & 8:** I/O check carried out for the chemical system by SPD.
- Photo 9:** Retrofit of the Ex. EX. PLANT EFFLUENT FIT EP000-FI01 in the Effluent Pump Room.
- Photo 10:** Service MCC troubleshooting by Eaton.
- Photo 11 & 12:** Installation of the driveway culvert & driveway grading using granular type B soil material.

Sanitary Pumping Station - Frederick Street

- Photo 13:** Exterior lighting installation carried out at Control Building.
- Photo 14:** Barrier curb installation completed.
- Photo 15 & 16:** Topsoil placement started.

Below: Concrete pour in progress for the walkway slab & Handrail install in progress along the north east quadrant.



Wastewater Treatment Plant - Preston Street



WWTP Work Site: Week 55- Photo 1.



WWTP Work Site: Week 55- Photo 2.



WWTP Work Site: Week 55- Photo 3.



WWTP Work Site: Week 55- Photo 4.



WWTP Work Site: Week 55- Photo 5.



WWTP Work Site: Week 55- Photo 6.

Wastewater Treatment Plant - Preston Street



SAN PS Work Site: Week 55- Photo 7



WWTP Work Site: Week 55- Photo 8.



WWTP Work Site: Week 55- Photo 9.



WWTP Work Site: Week 55- Photo 10.

Photo Description Table [Ⓐ]

Wastewater Treatment Plant

- Photo 1:** Site Acceptance Test is in progress at the Treatment Plant, in the Workshop Area.
- Photo 2:** Concrete pour is in progress for the suspended walkway.
- Photo 3:** Concrete finishes; remedial work in progress at the Equalization Tank.
- Photo 4:** Formwork and reinforcement in progress for the second half of the suspended walkway.
- Photo 5:** Formwork stripped from previously poured walkway at the Equalization Tank.
- Photo 6:** Exfiltration Test is in progress for the 300mm Storm Line.
- Photo 7:** Grading and install modoloc at MH-6.
- Photo 8:** Removal of excess native material south of the Equalization Tank.
- Photo 9 & 10:** Grading in progress along the Driveway using granular type A soil material.

Sanitary Pumping Station - Frederick Street



PS Work Site: Week 55- Photo 11.



PS Work Site: Week 55- Photo 12.



PS Work Site: Week 55- Photo 13.



PS Work Site: Week 55- Photo 14.



PS Work Site: Week 55- Photo 15.

Sanitary Pumping Station - Frederick Street

Photo 11: Exhaust Fan installation carried out at Control Building.

Photo 14: Motorized Louvre installation has started.

Photo 13 to 15: Topsoil placement continue & sod placement completed.

Lagoon Site:

Photo 16: Exterior lighting installation carried out at Control Building.

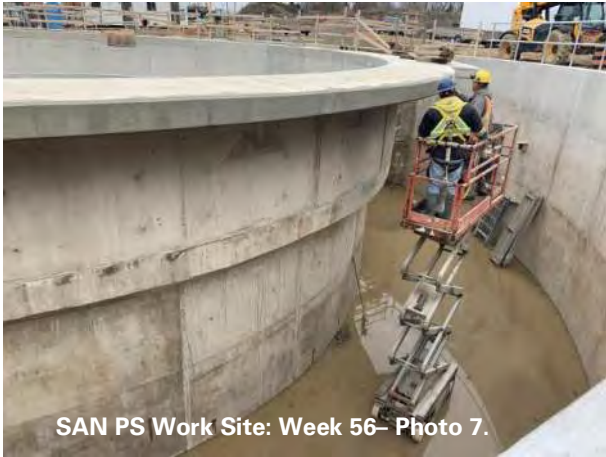
LAGOON: Backfill is in progress around the new Antenna Foundation.



Wastewater Treatment Plant - Preston Street



Wastewater Treatment Plant - Preston Street



SAN PS Work Site: Week 56- Photo 7.



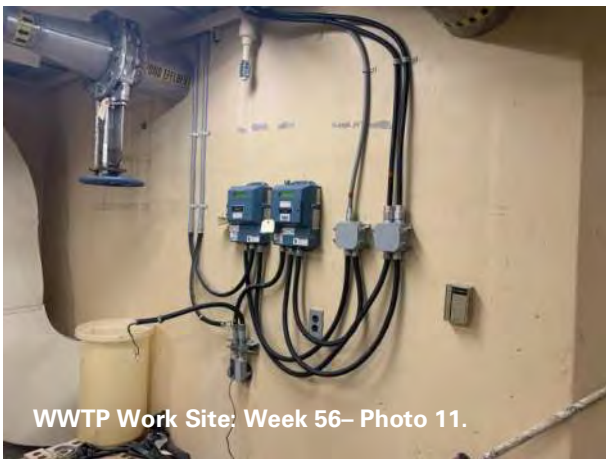
WWTP Work Site: Week 56- Photo 8.



WWTP Work Site: Week 56- Photo 9.



WWTP Work Site: Week 56- Photo 10.



WWTP Work Site: Week 56- Photo 11.



WWTP Work Site: Week 56- Photo 12.

Photo Description Table (A)

Wastewater Treatment Plant

- Photo 1:** Formwork and reinforcement in progress for the second half of the suspended walkway.
- Photo 2 &3:** Concrete pour is in progress for the suspended walkway.
- Photo 4 &5:** Concrete finishes; remedial work in progress at the Equalization Tank.
- Photo 6:** Inner tank filled for leak testing.
- Photo 7:** Concrete finishes; remedial work in progress at the Equalization Tank.
- Photo 8:** Formwork installation in progress for the driveway curbs.
- Photo 9:** Pulling of soft drawn 7 copper wire for grounding to the Entrance MCC Grading and other teck cable install.
- Photo 10:** Work continues for Siemens Milltronics Open Channel Meter (OCM) III which measure flow in open channels; Retrofit Ex. UV LP PANEL.
- Photo 11:** Retrofit existing Effluent FIT in the Effluent Pump Room; EP000-FI01.
- Photo 12:** Teck cable install for Heat Tracing at the south east stair location.

Wastewater Treatment Plant - Preston Street



WWTP Work Site: Week 57- Photo 1.



WWTP Work Site: Week 57- Photo 2.



WWTP Work Site: Week 57- Photo 3.



WWTP Work Site: Week 57- Photo 4.



WWTP Work Site: Week 57- Photo 5.

Wastewater Treatment Plant - Preston Street


SAN PS Work Site: Week 57- Photo 6



WWTP Work Site: Week 57- Photo 7.



WWTP Work Site: Week 57- Photo 8.



WWTP Work Site: Week 57- Photo 9.

Photo Description Table Ⓐ
Wastewater Treatment Plant

- Photo 1:** Handrail installation and grating installation carried out.
- Photo 2:** Reinforcement installation is in progress for the suspended extended walkway.
- Photo 3 & 4:** Concrete pour is in progress at the Equalization Tank.
- Photo 5:** Concrete for the driveway curb is in progress.
- Photo 6:** Grading around Ditch Inlet Catch Basin 2 (DICB-2).
- Photo 7:** Sheet guard installed around the base of the Antenna.
- Photo 8:** Electrical conduit and junction box installed for the Line Voltage Thermostat.
- Photo 9:** Removal of the Ex. Effluent Pond Return Flow Control Panel in the Effluent Pump Room

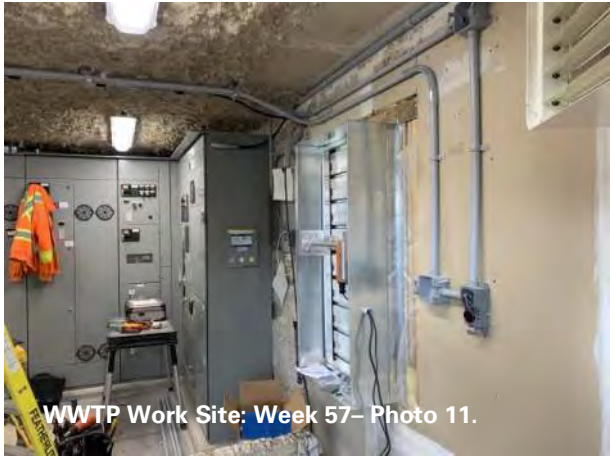
Sanitary Pumping Station - Frederick Street

- Photo 10 & 11:** Electrical conduit and junction box installed for the Line Voltage Thermostat.

Sanitary Pumping Station - Frederick Street



WWTP Work Site: Week 57- Photo 10.



WWTP Work Site: Week 57- Photo 11.



WWTP Work Site: Week 57- Photo 12.

Photo 12: Antenna Install in progress at the Lagoon.

Wastewater Treatment Plant - Preston Street



Wastewater Treatment Plant - Preston Street



WWTP Work Site: Week 58- Photo 7.



WWTP Work Site: Week 58- Photo 8.



WWTP Work Site: Week 58- Photo 9.



WWTP Work Site: Week 58- Photo 10.



WWTP Work Site: Week 55- Photo 11.



WWTP Work Site: Week 55- Photo 12.



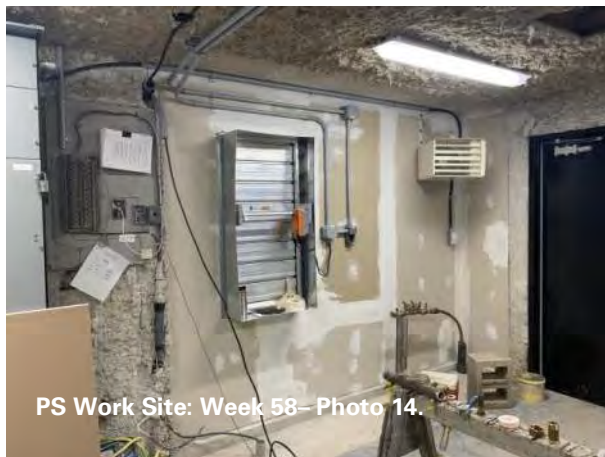
WWTP Work Site: Week 58– Photo 13.

Photo Description Table [Ⓐ]

Wastewater Treatment Plant

- Photo 1 & 2:** Retrofit continues for MCC-3. Wiring for Effluent Pump EP001 & 2).
- Photo 3:** Retrofit continues for EX. EP000-LI01; Existing flowmeter in the Workshop.
- Photo 4:** SAT deficiency checks in progress for ICP-1.
- Photo 5 & 6:** Stripping of formwork from previously poured walkway at the Equalization Tank.
- Photo 7 & 8:** Concrete pour in progress for the sidewalk south of the Equalization Tank.
- Photo 9:** Installation of Electrical MH-2 cover on the precast structure.
- Photo 10 & 11:** Stripping of formwork from the western channel at the Equalization Tank; Grating installed.
- Photo 12:** Concrete pour carried out for the barrier curb along the driveway access road.
- Photo 13:** Installation of handrail continues along the perimeter of the Equalization tank.

Sanitary Pumping Station - Frederick Street



PS Work Site: Week 58– Photo 14.



PS Work Site: Week 58– Photo 15.

Sanitary Pumping Station - Frederick Street



PS Work Site: Week 58– Photo 16.



PS Work Site: Week 58– Photo 17.

Photo Description Table [ⓑ]

Sanitary Pumping Station - Frederick Street

Photo 14 & 15: Gypsum Board/Drywall installation is in progress around louvre; make good patches along the north wall.

Photo 16 & 17: Roofing completed for the Control Building.

Wastewater Treatment Plant - Preston Street



WWTP Work Site: Week 59- Photo 1.



WWTP Work Site: Week 59- Photo 2.



WWTP Work Site: Week 59- Photo 3.



WWTP Work Site: Week 59- Photo 4.



WWTP Work Site: Week 59- Photo 5.



WWTP Work Site: Week 59- Photo 6.

Wastewater Treatment Plant - Preston Street



WWTP Work Site: Week 59– Photo 7.



WWTP Work Site: Week 59– Photo 8.



WWTP Work Site: Week 59– Photo 9.



WWTP Work Site: Week 59– Photo 10.

Photo Description Table

Wastewater Treatment Plant

- Photo 1 & 2:** Concrete pour in progress for the sidewalk between the Ex. Treatment Tanks.
- Photo 3:** Installation of the handwheel for the Mud valve extension.
- Photo 4 & 5:** HSS pipe support completed for the 200mm Airline to the Aeration Tank.
- Photo 6:** Air release valve installed on the WAS line; installed at the Sludge Hopper.
- Photo 7 & 8:** Installation for the EP000-FI02 replacement completed.
- Photo 9:** Installation of Electrical checked plate cover install at the base of the duct bank stub out.
- Photo 10:** Exhaust Fan (EF101) installation started in the Workshop.

Sanitary Pumping Station - Frederick Street



PS Work Site: Week 59- Photo 14.



PS Work Site: Week 59- Photo 15.



PS Work Site: Week 59- Photo 16.



PS Work Site: Week 59- Photo 17.

Lagoon Site



Lagoon Work Site: Week 59- Photo 18.



Lagoon Work Site: Week 59- Photo 19.

Photo Description Table (B)

Sanitary Pumping Station - Frederick Street

Photo 14: Gypsum Board/Drywall installation continues for the interior wall finishes; Control Building.

Photo 14: Installation of the Water Service Line completed as per Site Instruction No.24; BFP (Back Flow Preventer & Hose Bib installed).

Photo 15: Electrical cover installed around the 600V Generator Transition Box.

Photo 16 & 17: Bollard reflective sleeves/covers installed.

Lagoon Site:

Photo 18 & 19: Installation of the Lagoon Level & Radio Control Panel carried out.

Wastewater Treatment Plant - Preston Street



WWTP Work Site: Week 60- Photo 1.



WWTP Work Site: Week 60- Photo 2.



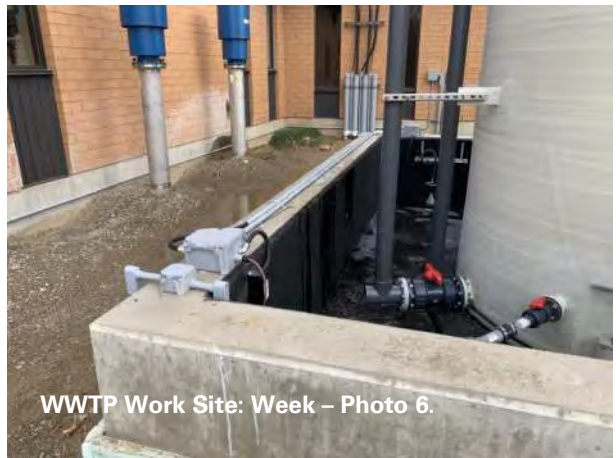
WWTP Work Site: Week 60- Photo 3.



WWTP Work Site: Week 60- Photo 4.



WWTP Work Site: Week 60- Photo 5.



WWTP Work Site: Week - Photo 6.

Wastewater Treatment Plant - Preston Street



WWTP Work Site: Week 60– Photo 7.

Photo Description Table (A)

Wastewater Treatment Plant

- Photo 1:** Grating installed after removal of the Comminute equipment (grit grinder).
- Photo 2:** Sleeve installation on the bollards; at the generator location.
- Photo 3:** Removal of the existing electrical cable from the ex. Duct bank.
- Photo 4 & 5:** 900X900 and 900x800 Motorized Dampers installed.
- Photo 6:** Heat tracing completed at the Alum Tank.
- Photo 7:** Patching of holes after removal of the ex. Local disconnect switch.

Frederick Street: Sanitary Pump Station.

Photo 8 & 9: Fencing install started.

Sanitary Pumping Station - Frederick Street



PS Work Site: Week 60– Photo 8.



PS Work Site: Week 59– Photo 9.

Wastewater Treatment Plant - Preston Street



WWTP Work Site: Week 61- Photo 1.



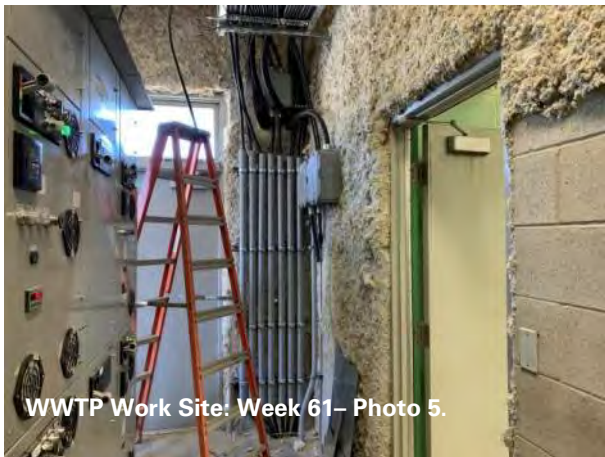
WWTP Work Site: Week 61- Photo 2.



WWTP Work Site: Week 61- Photo 3.



WWTP Work Site: Week 61- Photo 4.



WWTP Work Site: Week 61- Photo 5.



WWTP Work Site: Week 61- Photo 6.

Photo Description Table [Ⓐ]

Wastewater Treatment Plant

Photo 1: Heat tracing completed at the Alum discharge location; at the Equalization Tank.

Photo 2: Example of deficiency item completed at the Alum Tank; anchored support clamed in place.

Photo 3&4: Topsoil placed around areas at the Alum Storage Tank & area between existing treatment tanks.

Photo 5: Electrical teck cable connection; junction box install completed in the new Electrical Room.

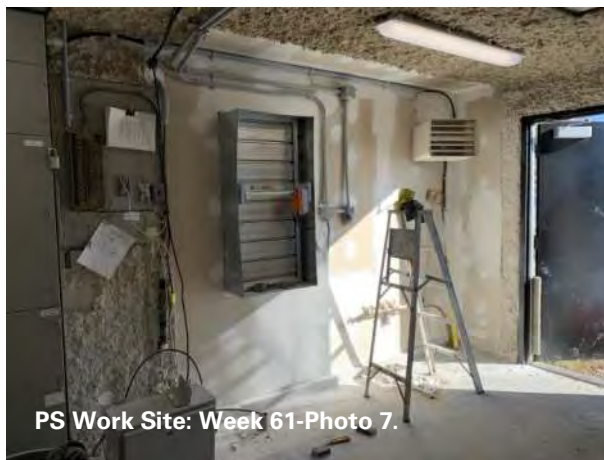
Photo 6: Clean up in progress in the basement; Effluent Pump Room.

Frederick Street: Sanitary Pump Station.

Photo 7: Patching in progress around the existing equipment; deficiency items.

Photo 8 & 9: Fencing install completed with entrance gate.

Sanitary Pumping Station - Frederick Street



Lagoon Site



Photo 10&11: Cable connection is in progress for the Communication Antenna at the Lagoon Site.



Staff Report

To: Mayor and Members of Council Meeting of January 11, 2021

From: Matthew Aston, Director of Operations

Subject: **REPORT OPS 2021-002 BEING A REPORT TO GRANT SEWAGE ALLOCATIONS**

RECOMMENDATION

THAT Council of the Township of Wellington North receive Report OPS 2021-002 being a report to grant sewage allocations;

AND FURTHER THAT Council commit to allocating one hundred and ninety (190) sewage allocation units, pursuant to the Sewage Allocation Policy 012-19 as follows:

| Owner | Development | Location | Singles | Semis | Towns | Apartments | TOTAL |
|------------------------------|-----------------------------------|-------------------------------------|-----------|-----------|-----------|------------|------------|
| 2073022 Ontario Inc. | Eastridge Landing Phase III | Arthur- Schmidt Drive area | 19 | 20 | 8 | 0 | 47 |
| 2073022 Ontario Inc. | Eastridge Landing Phase IV | Arthur- Schmidt Drive area | 18 | 18 | 20 | 0 | 56 |
| 940749 Ontario Limited | Forest View Estates | Domville Street | 10 | 8 | 8 | 24 | 50 |
| Seawaves Homes Ltd | Seawaves Home | Gordon Street | 0 | 0 | 37 | 0 | 37 |
| TOTAL | | | 47 | 46 | 73 | 24 | 190 |

AND FURTHER THAT the sewer allocation units expire thirty-six (36) months from the date of a signed sewage allocation agreement or forty (40) months from the date of the resolution, whichever is shorter, after which time the allocations are returned to the Township's sanitary reserve and distributed at the discretion of Council;

AND FURTHER THAT Township Council directs staff to prepare sewage allocation agreement(s) with each developer consistent with the current Sewage Allocation Policy to be authorized by Mayor and Clerk.

| |
|-------------------------------------------------------|
| PREVIOUS PERTINENT REPORTS/BY-LAWS/RESOLUTIONS |
|-------------------------------------------------------|

Report OPS 2020-012 being a report on the Township's sewage allocation policy

| |
|-------------------|
| BACKGROUND |
|-------------------|

Township's existing sewage allocation policy contained provisions that awarded allocations to developers with whom the Township has been working with for years while the upgrades to the Arthur Wastewater Treatment Plant were planned, designed and constructed.

The resolution contained within this report will issue sewage allocations consistent with the Township's current sewage allocation policy that was approved by Council on March 23, 2020.

<https://wellington-north.com/content/new-sewage-unit-allocation-policy.pdf>

Consistent with the policy the Township will pursue entering a sewage allocation agreement with each developer.

| |
|---------------------------------|
| FINANCIAL CONSIDERATIONS |
|---------------------------------|

NA

| |
|--------------------|
| ATTACHMENTS |
|--------------------|

Schedule A – Letter from CIMA+ to Ministry of Environment, Conservation and Parks dated December 17, 2020

| |
|-----------------------------------|
| 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

Sewage allocations are an important component of the development process as they ensure wastewater produced by new development can be handled in a responsible and sustainable manner by the Township's sewage treatment plants.

| | | |
|---------------------|---------------------------------------|----------------------|
| Prepared By: | Matthew Aston, Director of Operations | <i>Matthew Aston</i> |
|---------------------|---------------------------------------|----------------------|

| | | |
|------------------------|----------------------------------------------|-----------------------|
| Recommended By: | Michael Givens, Chief Administrative Officer | <i>Michael Givens</i> |
|------------------------|----------------------------------------------|-----------------------|



December 17, 2020

Ministry of Environment, Conservation and Parks
Guelph District Office
1 Stone Road W
Guelph, Ontario
N1G 4Y2

Attention: Ms. Amy Shaw
District Manager,

**RE: ARTHUR WASTEWATER TREATMENT PLANT
AMENDED ENVIRONMENTAL COMPLIANCE APPROVAL #7654-BEMKVD
issue date September 10, 2019**

Dear Ms. Shaw,

On behalf of the Township of Wellington North, we wish to confirm that the Phase 1 of Proposed Works for Arthur Wastewater Treatment Plant and Frederick St. Sewage Pumping Station have been constructed in accordance with the above noted Approval.

We note that the Works were certified to be Substantially Complete on December 16, 2020.

We trust the above is sufficient for your needs at this time; however, should you have any questions or require further information, please do not hesitate to contact the undersigned.

Sincerely,

CIMA Canada Inc.

A blue ink signature of Troy Briggs, consisting of a stylized first name and a long horizontal line for the surname.

Troy Briggs, M.Eng., P. Eng.
Partner, Senior Director, Wastewater
troy.briggs@cima.ca

CIMA Canada Inc.

A blue ink signature of Rana Roshdieh, consisting of a stylized first name and a long horizontal line for the surname.

Rana Roshdieh, M.Sc., P. Eng.
Project Manager, Wastewater
rana.roshdieh@cima.ca

Encl.

cc: Michael Givens, Township of Wellington North
Matthew Aston, Township of Wellington North
Jaime Boutilier, CIMA Canada Inc.



Staff Report

To: Mayor and Members of Council Meeting of January 11, 2021
From: Karren Wallace, Director of Legislative Services/Clerk
Subject: Report CLK 2021-001 Off-Road Vehicles (ORV) on municipal roads

RECOMMENDATION

THAT Council of the Corporation of the Township of Wellington North receive for information Report CLK 2021-001 being a report on Off-Road Vehicles (ORV) on municipal roads.

PREVIOUS PERTINENT REPORTS/BY-LAWS/RESOLUTIONS

CLK 2020-006 being a report to update Council on legislative amendments to Off-Road Vehicles (ORV) on municipal roads

CLK 2016-021 being a report on Off-Road Vehicles (ORV's) on roads in the Township of Wellington North

CLK 2015-056 being a report on All Terrain Vehicles (ATV's) on roads in the Township of Wellington North

BACKGROUND

Effective January 1, 2021, Bill 107, Getting Ontario Moving Act (Transportation Statute Law Amendment), 2019 provides that in municipalities listed in Regulation 8/03, in which Wellington North is listed, all ORV vehicle types, including new vehicle types, will be permitted on municipal roads. Municipalities must create a by-law to restrict or prohibit their use.

Staff are not recommending that a by-law be passed prohibiting or restricting their use.

The police would continue to enforce violations by ORV operators under the Highway Traffic Act for things such as speeding, registration, licensing, etc. They would also deal with trespassing on private property.

Note:

Off Road Vehicle (ORV) is considered to be any type of vehicle which is capable of driving on and off paved or gravel surface.

All Terrain Vehicle (ATV), also known as a quad, quad bike, three-wheeler, four-wheeler, utility vehicle, side by side is a type of ORV.

FINANCIAL CONSIDERATIONS

Financial consideration could include an increase in liability insurance premiums, signage, repair of damages on shoulders of the roads and enforcement.

| |
|--------------------|
| ATTACHMENTS |
|--------------------|

Schedule A Correspondence dated January 2, 2021 from Ministry of Transportation

Schedule B Ministry of Transportation municipal guidance document

Schedule C Ministry of Transportation definitions and diagrams

| |
|-----------------------------------|
| 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: | Karren Wallace, Director of Legislative Services/Clerk | <i>Karren Wallace</i> |
| Recommended By: | Michael Givens, Chief Administrative Officer | <i>Michael Givens</i> |

Ministry of Transportation

Office of the Director
Highway Operations Management Branch659 Exeter Road
London, Ontario N6E 1L3
Telephone: 519-200-5219

ministère des Transports

Bureau du directeur
Direction de la gestion des opérations routières659, rue Exeter
London (Ontario) N6E 1L3
Téléphone: (519) 200-5219

January 4, 2021

Dear Municipal Stakeholder,

I am pleased to announce that effective **January 1, 2021**, the province has expanded the on-road opportunities for off-road vehicle riders in some parts of Ontario. Off-road vehicle riders are expected to experience enhanced trail access resulting from the increased on-road connections to Ontario's off-road vehicle trail network. The changes apply only to municipalities listed in Ontario Regulation 8/03 and amend the way permitted off-road vehicles are allowed on-road access to municipal highways.

In municipalities listed in [Ontario Regulation 8/03](#), permitted off-road vehicles will be allowed by default on municipal highways unless the municipality has an existing by-law that restricts their use or creates a new by-law to prohibit or restrict the use of some or all off-road vehicles. These new provisions replace the previous requirement that municipalities had to enact a by-law to permit off-road vehicles to operate on municipal highways. The updated regulations can be found at [Ontario Regulation 316/03](#), and [Ontario Regulation 863](#).

It is important to note that the on-road access rules for off-road vehicles in municipalities that are not listed in Ontario Regulation 8/03 will continue to be subject to the existing regulatory framework under Ontario Regulation 316/03 and these municipalities are not affected by this change.

The equipment configuration and performance requirements for off-road vehicles as set out in Section 10 of Ontario Regulation 316/03 also remain unchanged. The *Highway Traffic Act* prohibition of drivers of any motor vehicles causing the vehicle to make unnecessary noise, for example through modification, also applies and violations are subject to fines.

In order to support municipalities with these changes, the ministry has provided a Municipal Guidance Document (attached) to help municipalities decide whether they need to take action to revoke, update or pass new by-laws related to on-road access by off-road vehicles on the highways under their jurisdiction.

I ask you to kindly forward this notice and the attached Municipal Guidance Document to municipal staff responsible for traffic safety and those responsible for enforcing off-road vehicle laws in your area. Although changes have been previously announced on the Ontario Newsroom site and there will be a communication in the background issued by the Premier's Office, municipalities should ensure that the public and off-road vehicle riders are made aware of the rules in their area.

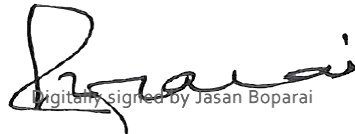
Municipal Stakeholder
Page 2

If there are any questions regarding off-road vehicles licencing, operation or equipment requirements referenced in the attached guidance material, please contact Angela Litrenta, Manager, Road Safety Program Development Office at (416) 235-5130 or Angela.Litrenta@ontario.ca.

If there are any questions regarding amendments to Ontario Regulation 316/03, and Ontario Regulation 863, please contact Ron Turcotte, Head, Safety Information Management Section, Provincial Traffic Office at (289)-407-9880 or Ron.Turcotte@ontario.ca.

Thank you for your assistance in communicating this change.

Sincerely,



Digitally signed by Jasan Boparai

Jasan Boparai
Director

Attachment – Municipal Guidance document

Effective January 1, 2021, the Ministry of Transportation (MTO) is changing the way the province manages how off-road vehicles (ORVs) are allowed on-road in some municipalities.

The use of ORVs on highways is controlled under Section 191.8 of the *Highway Traffic Act* (HTA), *Ontario Regulation 316/03* made under the HTA, and municipal by-laws passed in accordance with the legislation and regulations. Currently, ORVs that meet the requirements in Ontario Regulation 316/03 are allowed on some provincial highways and municipal highways where a municipality has passed a by-law allowing the use of such ORVs on highways under their jurisdiction.

WHAT'S NEW?

Effective January 1, 2021, all ORVs that meet the requirements in Ontario Regulation 316/03 for ORVs permitted on-road, will be allowed by default on municipal highways under the jurisdiction of municipalities listed in [Ontario Regulation 8/03](#) unless the municipality has a by-law prohibiting or restricting the use of some or all such ORVs.

Municipalities that are not listed in Ontario Regulation 8/03 will continue to be subject to the existing regulatory framework and are not affected by this change. In these municipalities, ORVs will continue to be allowed only if the municipality has passed a by-law to allow permitted ORVs on municipal highways under their jurisdiction.

Provincial Requirements

Municipal Considerations

Municipalities listed in Ontario Regulation 8/03 will continue to have the authority and make decisions about ORVs through by-law to:

▶ **Prohibit ORVs on some or all highways**



▶ **Permit only specific ORVs on road**



▶ **Prohibit ORVs at specific hours of the day**



▶ **Impose additional lower speed limits**



Local municipalities listed in Ontario Regulation 8/03 that wish to prohibit ORVs; or restrict the permitted types of ORVs; or restrict the time of day or the season when permitted types of ORVs are allowed on-road; or establish lower speed limits for these vehicles; may need to pass a new by-law.

Where a local municipality affected by the change has an existing by-law providing a blanket permission for ORVs on all municipal highways, the by-law would not be in conflict with the new regulations. If an existing by-law only permits some ORVs or restricts ORVs to only some highways, the municipality may have to revoke the by-law and pass a new by-law as outlined above if the municipality wishes to continue such restrictions.

There is no change to the enforcement of laws related to the use of ORVs. Any issues with the day-to-day operations of police services and the actions of police officers related to ORVs should be raised with the local chief of police or their designated representatives. All set fines can be found on the [Ontario Court of Justice website](#).

This document is provided primarily as a guide. For additional information please refer to the *Highway Traffic Act*, associated regulations and visit Ontario.ca/ATV for information and tips related to the operation of ORVs in Ontario.







Off-road Vehicles Allowed On-road

Effective July 1, 2020, MTO made changes to add off-road motorcycles (ORM) and extreme terrain vehicles (XTV) to the existing list of ORVs permitted on-road. These two new ORV types are in addition to the currently permitted 4-wheeled ORV types.

MUNICIPAL BY-LAWS: Effective July 1, 2020, the two new ORV types added to the list of ORVs permitted on-road can be allowed on municipal highways in accordance with the HTA and Ontario Regulation 316/03.

ORV is a general term used to capture several different vehicles designed for off-road use, however, only certain off-road vehicles that meet the requirements in Ontario Regulation 316/03 are permitted on-road:







Provincial Requirements

| | | |
|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>All-Terrain Vehicles</p> | <p>“A “single-rider” all-terrain vehicle (ATV) is designed to travel on four tires, having a seat designed to be straddled by the operator, handlebars for steering control and it must be designed by the manufacturer to carry a driver only and no passengers.</p> <p>A two-up ATV is designed and intended for use by an operator or an operator and a passenger. It is equipped with straddle-style seating and designed to carry only one passenger.</p> |   |
| <p>Side-by-Sides</p> | <p>A recreational off-highway vehicle (ROV) has two abreast seats, typically built with a hood, and uses a steering wheel instead of a motorcycle steering handlebar.</p> <p>A utility terrain vehicle (UTV) has similar characteristics to an ROV but typically also features a box bed. UTVs are generally designed for utility rather than for recreational purposes.</p> |   |
| <p>New Off-Road Vehicle Types</p> | <p>Extreme Terrain Vehicles (XTVs), commonly referred to as Argos are 6+ wheeled off-road vehicles capable of riding in multiple terrains, including through water. These vehicles sometimes come with tracks, however, tracked versions are not being permitted on road and are restricted to off-road use only.</p> <p>Off-Road Motorcycles (ORMs) are 2 wheeled off-road vehicles that come in varying configurations such as, but not limited to: Recreational ORM, Trail ORMs or Competition ORM.</p> |   |

Additional Off-road Vehicles Allowed On-road

Effective July 1, 2020, the Ministry of Transportation (MTO) is making changes to add off-road motorcycles (ORM) and extreme terrain vehicles (XTV) to the existing list of off-road vehicles (ORV) permitted on-road. These two new ORV types will be in addition to the currently permitted 4 wheeled ORV types.

Provincial Requirements

| | | |
|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Municipal Considerations | <p>Municipalities will continue to have the authority and make decisions about ORVs by way of by-law to:</p> <ul style="list-style-type: none"> ▶ Permit ORVs ▶ Only allow specific ORVs on road ▶ Only allow ORVs at specific hours of the day ▶ Impose additional speed limits <p>ORV is a general term used to capture several different vehicles designed for off-road, however, only certain off-road vehicles that meet the requirements in Ontario Regulation 316/03 are permitted on-road:</p> | |
| All-Terrain Vehicles | <p>“A “single-rider” all-terrain vehicle (ATV) is designed to travel on four low-pressure tires, having a seat designed to be straddled by the operator, handlebars for steering control and it must be designed by the manufacturer to carry a driver only and no passengers.</p> <p>A two-up ATV is designed and intended for use by an operator or an operator and a passenger. It is equipped with straddle-style seating and designed to carry only one passenger.</p> |   |
| Side-by-Sides | <p>A recreational off-highway vehicle (ROV) has two abreast seats, typically built with a hood, and uses a steering wheel instead of a motorcycle steering handlebar.</p> <p>A utility terrain vehicle (UTV) has similar characteristics to an ROV but typically also features a box bed. UTVs are generally designed for utility rather than for recreational purposes.</p> |   |
| New Off-Road Vehicle Types | <p>Extreme Terrain Vehicles (XTVs), commonly referred to as Argos are 6+ wheeled off-road vehicles capable of riding in multiple terrains, including through water. These vehicles sometimes come with tracks, however, tracked versions are not being permitted on road and are restricted to off-road use only.</p> <p>Off-Road Motorcycles (ORMs) are 2 wheeled off-road vehicles that come in varying configurations such as, but not limited to: Recreational ORM, Trail ORM, Competition ORM, Dual sport ORM.</p> |   |
| July 1, 2020 | <p>Vehicles permitted on any municipal road where a by-law is created to enable their use will continue to be permitted.</p> <p>MUNICIPAL BY-LAWS: Effective July 1, 2020, additional types of ORVs can be permitted on municipal roads and provincial roadways where local municipalities create new by-laws to enable their use (existing ORV by-laws granting access will not automatically permit new types; a new by-law will need to be passed after July 1, 2020).</p> <p>LICENCE REQUIREMENT: These new vehicle types will require at least a G2 or M2 licence, the same as other off-road vehicles. These vehicles do not come with lights so they are restricted from operating at night or when the weather is poor unless equipped with proper aftermarket lighting. Also, no passengers are allowed on ORMs.</p> | |
| Proposed for January 1, 2021 | <p>Proposed for January 1, 2021, in municipalities listed in Regulation 8/03, all ORV vehicle types, including new vehicle types, will be permitted on municipal roads. Municipalities must create a by-law to restrict or prohibit their use.</p> | |
| More Information | <p>With respect to the enforcement of these laws, the police act independently when carrying out their duties. Any issues with the day-to-day operations of police services and the actions of its officers should be raised with the local chief of police or his/her representative. All set fines can be found on the Ontario Court of Justice website.</p> <p>This document is a guide only. For official purposes, please refer to the <i>Highway Traffic Act</i> and regulations. For more information, please visit Ontario.ca/ATV.</p> | |

Additional Off-road Vehicles Allowed On-road (continued)



Existing Types permitted:
ATVs, Two-Up ATVs,
ROVs, UTVs



New Types:
ORMs and XTVs

Provincial Requirements

Operator Requirements

- Existing rider safety requirements:
- ▶ Must be at least 16 years old
 - ▶ Must hold at least a valid G2 or M2 licence
 - ▶ Wear an approved motorcycle helmet
 - ▶ Wear a seat belt, where provided
 - ▶ Travel at speeds less than the posted speed limit
 - ▶ Travel only on shoulder, and where unavailable, right most portion of the roadway
 - ▶ Be driven in the same direction as traffic
 - ▶ Carry the ATV/ORV's registration permit

Rider safety requirements:

- ▶ Must hold at least a valid G2 or M2 licence (same as existing ORV types)
- ▶ Must be at least 16 years old
- ▶ Wear an approved motorcycle helmet
- ▶ Wear a seat belt, where provided
- ▶ Travel at speeds less than the posted speed limit
- ▶ Travel only on shoulder, and where unavailable, right most portion of the
- ▶ Be driven in the same direction as traffic
- ▶ Carry the ATV/ORV's registration permit

Passenger Safety Requirements

- Existing passenger safety requirements:
- ▶ If the vehicle was manufactured with seat belts, everyone must buckle up
 - ▶ If the vehicle has passenger foot rests, the passenger must be able to reach these foot rests
 - ▶ The number of occupants is limited to the number of available seating positions
 - ▶ No passengers under the age of 8 are allowed and additional passenger restrictions apply if the driver is a young and novice driver with a minimum G2 or M2 licence
 - ▶ All riders – drivers and passengers – must wear an approved motorcycle helmet

Passenger safety requirements

- ▶ **NEW** No passengers are permitted on ORMs while operating on-road
- ▶ If the vehicle was manufactured with seat belts, everyone must buckle up
- ▶ If the vehicle has passenger foot rests, the passenger must be able to reach these foot rests
- ▶ The number of occupants is limited to the number of available seating positions
- ▶ No passengers under the age of 8 are allowed and additional passenger restrictions apply if the driver is a young and novice driver with a minimum G2 or M2 licence
- ▶ All riders – drivers and passengers – must wear an approved motorcycle helmet







Vehicle Requirements

- ▶ Be registered and plated
- ▶ Be insured
- ▶ Must have wheels in contact with the ground
- ▶ Be compliant with one of the ANSI/COHV standards listed in s.10 of Ontario Regulation 316/03 (certification label commonly found near footrest)
- ▶ Have headlights and taillights on at all times


- ▶ **NEW** Exempted from the standards listed in s.10
- ▶ **NEW** As an alternative to the standards listed in s.10 of Ontario Regulation 316/03 XTVs must comply with sections 7.2, 7.3, 7.4, 7.5 (other than section 7.5.1), 7.6, 7.7, 7.8 and 7.9 of the Society of Automotive Engineers Standard J2258, entitled "Light Utility Vehicles" (braking ability, lighting, rollover protection)
- ▶ **NEW** XTVs that are tracked are not permitted on-road
- ▶ **NEW** Have headlights and taillights on between sunset and sunrise (nighttime riding) or when the weather is unfavourable
- ▶ **NEW** ORMs must have a minimum wheel rim diameter of 250 mm, and has a minimum wheelbase of 1 016 mm (to prevent pocket bikes)
- ▶ **NEW** ORMs may meet federal definition for Restricted Use Motorcycles, and would need to meet federal standards, or may be Competition Vehicles, for which no federal standards apply
- ▶ Be registered and plated
- ▶ Be insured
- ▶ Must have wheels in contact with the ground


Off-Road Vehicles

During 2019, the Ministry of Transportation made two legislative amendments to the *Highway Traffic Act* to improve the experience of off-road vehicle (ORV) riding in the province. These changes, outlined within this infographic, have two effective dates: One set of changes became effective as of July 1, 2020 and the second set of changes are proposed to take effect January 1, 2021.


| Common ORV Types | All Terrain Vehicles (ATVs) | | Side-by-Sides | | New ORV Types | |
|------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| |  |  |  |  |  |  |
| | "single-rider" all-terrain vehicle (ATV) | two-up all-terrain vehicle (two-up ATV) | recreational off-highway vehicle (ROV) | utility terrain vehicle (UTV) | off-road motorcycle (ORM) | extreme terrain vehicle (XTV) |


Municipality A
Default speed limit less than 80km/h

Current vehicles permitted on road

Permitted on ANY municipal road where a by-law is created to enable their use


Not permitted on road
Restricted to off road use



Municipality B
Municipalities listed in Regulation 8/03)


Current vehicles permitted on road

Permitted on ANY municipal road where a by-law is created to enable their use


Not permitted on road
Restricted to off road use


Effective July 1, 2020


Where a by-law is/was created to enable their use, these vehicles types or vehicles will continue to be permitted on any municipal road


Additional by-law/amended existing by-law is required to permit new vehicle types

By-laws made before July 1, 2020 will not automatically permit these vehicles



Where a by-law is/was created to enable their use, these vehicles types will continue to be permitted on any municipal road

Additional by-law/amended existing by-law is required to permit new vehicle types

By-laws made before July 1, 2020 will not automatically permit these vehicles



Better for People, Smarter for Business Act

Proposed for January 1, 2021


No changes
Where a by-law is/was created to enable their use, these vehicles types or vehicles will continue to be permitted on any municipal road

Additional by-law/amended existing by-law is required to permit new vehicle types

No changes
By-laws made before July 1, 2020 will not automatically permit these vehicles

In municipalities listed in Regulation 8/03, all ORV vehicle types, including new vehicle types, will be permitted on municipal roads.
Municipalities must create a by-law to restrict or prohibit their use

OPT - IN   **OPT - OUT**

Getting Ontario Moving Act



Winter 2020/21
4th Quarter

CRIME 
STOPPERS
GUELPH WELLINGTON
1-800-222-TIPS (8477)

The INFORMANT

AWARDS



| Pictured above is CSGW Program Coordinator, Sarah Bowers-Peter and CSGW Board Chair, Deryck West |

Crime Stoppers International has recognized CSGW for their 2019 achievements with four awards.

In the Under 300,000 population category:

1. **Best Radio** in partnership with Guelph’s Magic Radio 106.1 F.M.
2. **Specialized Training** for EPACT (Educate Parents and Children Together) for increasing awareness for Human Trafficking, Cyber Safety, Child Luring and Crime Stoppers.
3. **Productivity Award** for outstanding effectiveness of tips aiding investigators in recovering more than \$76,000 in drugs, personal property and cash.

In the open category:

1. **Paul D. Bourdreau Coordinator of the Year Award** given to CSGW Program Coordinator Sarah Bowers-Peter for outstanding performance and commitment by a Crime Stoppers Coordinator. Sarah has personified the spirit of community cooperation and demonstrated leadership qualities, such as dedication, initiative, responsibility, persistence and integrity.



| Pictured above is CSGW Program Coordinator, Sarah Bowers-Peter |

BOARD NEWS

Welcome to the newest member to join the CSGW Board of Directors, Mary Ann Randall from Guelph. CSGW also says goodbye to Brian McNally who has recently resigned from the Board.

PROGRAM STATISTICS

Since inception from 1988 through November 2020

| | |
|--------------------------|--------------|
| Total # of Tips | 21,928 |
| Arrests | 1,566 |
| Charges Laid..... | 4,385 |
| Narcotics Seized..... | \$27,374,322 |
| Property Recovered..... | \$10,262,501 |
| Authorized Rewards | \$173,455 |

AWARENESS & EVENTS

CRIME STOPPERS MONTH

HELPING ALL COMMUNITIES STAY SAFE

Throughout the **month of January 2021** CSGW is proud to offer *The CSGW Series*; an opportunity to deeper understanding of Crime Stoppers and become aware of the community partners.

The series includes 3 sessions — January 14, 21, 28, 2021 at 7:00 p.m. You can join with a community keen to understand how important it is to report crime, shed light on little known crimes and get behind the scenes on how Crime Stoppers came to be. Further details can be found on our website at www.csgw.tips

The CSGW Series is **free** to participate, however, **pre-registration is required**.

Go to <http://bit.ly/3nnHYau>



www.csgw.tips

THE CSGW SERIES

FREE WEBINARS THROUGHOUT JANUARY 2021

Online Sessions with Community & Crime Stopper speakers

JAN. 14: CRIME STOPPERS FROM THE BEGINNING, CAL MILLAR
JAN. 21: CSGW SUPPORTING VICTIMS, LIZ KENT
JAN. 28: PREVENTING CYBER CRIME AGAINST YOUTH, DC HUGH CURRIE

hosted by
CRIME STOPPERS
 GUELPH WELLINGTON
 1-800-222-TIPS (8477)
www.csgw.tips

FREE SESSIONS START AT 7PM EACH WEEK
WWW.CSGW.TIPS FOR MORE INFO
GO TO WWW.EVENTBRITE.COM TO PRE-REGISTER

PROGRAM EDUCATION

CSGW is now offering Crime Stoppers program education **online**.

Presentations will be delivered via Zoom or the platform of your choice. Groups preferred.

Book your FREE presentation by contacting us at info@csgw.tips

- ◆ Crime Stoppers 101
- ◆ Student Crime Stoppers
- ◆ Seniors Crime Stoppers
- ◆ Educate Parents and Children Together (EPACT)
- ◆ Human Trafficking



POST MOUNT FOREST SHREDDING EVENT

Sponsored by **Desjardins—Agent Deryck West and the co-operators—Agent Robert J. Cottell & Associates**, this year's event was our best ever. THANK YOU to everyone who contributed to our success in raising \$2,489.00 for the CSGW program.

Watch for us next year, only we are moving up the time frame from October to September! Check our website closer to the date under upcoming events. www.csgw.tips

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

BY-LAW NUMBER 001-21

**BEING A BY-LAW TO AUTHORIZE TEMPORARY BORROWING
FROM TIME TO TIME TO MEET CURRENT EXPENDITURES
DURING THE FISCAL YEAR ENDING DECEMBER 31, 2021.**

AUTHORITY: Municipal Act, 2001, S.O. 2001, Chapter 25, as amended, Section 407.

WHEREAS the Municipal Act, 2001, S.O. 2001 Chapter 25, Section 407, provides authority for a council by by-law to authorize the head of council and the treasurer to borrow from time to time, by way of promissory note or banker's acceptance, such sums as the council considers necessary to meet, until taxes are collected and other revenues received, the current expenditures of the corporation for the year; and

WHEREAS the total amount which may be borrowed from all sources at any one time to meet the current expenditures of the Corporation, except with the approval of the Municipal board, is limited by Section 407 of the Municipal Act, 2001.

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE
TOWNSHIP OF WELLINGTON NORTH ENACTS AS FOLLOWS:**

1. The Head of Council and the Treasurer are hereby authorized to borrow from time to time by way of promissory note or banker's acceptance during the year 2021 (hereinafter referred to as the current year) such sums as may be necessary to meet, until the taxes are collected and other revenues received, the current expenditures of the Corporation and the other amounts that are set out in subsection 407(1) of the Municipal Act, 2001.
2. The lender(s) from whom amounts may be borrowed under authority of this by-law shall be Royal Bank of Canada and such other lender(s) as may be determined from time to time by resolution of council.
3. The total amount which may be borrowed at any one time under this by-law, together with the total of any similar borrowings that have not been

repaid, shall not exceed from January 1 to September 30 of the current year, 50 percent of the total and from October 1 to December 31 of the current year, 25 percent of the total of the estimated revenues of the Corporation as set forth in the estimates adopted for the current year or \$1,000,000.00 whichever is less.

4. The Treasurer shall, at the time when any amount is borrowed under this by-law, ensure that the lender is or has been furnished with a certified copy of this by-law (a certified copy of the resolution mentioned in section 2 determining the lender,) if applicable, and a statement showing the nature and amount of the estimated revenues for the current year and also showing the total of any other amounts borrowed from any and all sources under authority of section 407 of the Municipal Act, 2001 that have not been repaid.
 - a) If the estimates for the current year have not been adopted at the time an amount is borrowed under this by-law, the limitation on total borrowing, as set out in section 3 of this by-law shall be calculated for the time being upon the estimated revenues of the Corporation as set forth in the estimates adopted for the next preceding year.
 - b) If the estimates for the current year have not been adopted at the time an amount is borrowed under this by-law, the statement furnished under section 4 shall show the nature and amount of the estimates revenues of the corporation as set forth in the estimates adopted for the current preceding year and the nature and amount of the revenues received for and on account of the current year.
5. All or any sums borrowed under this by-law shall, with interest thereon, be a charge upon the whole of the revenues of the Corporation for the current year and for any preceding years as and when such revenues are received; provided that such charge does not defeat or affect and is subject to any prior charge then subsisting in favour of any other lender.

6. The Treasurer is hereby authorized and directed to apply in payment of all or any sums borrowed under this by-law together with interest thereon, all or any of the moneys hereafter collected or received, either on account of or realized in respect of the taxes levied for the current year and preceding years or from any other source, which may lawfully be applied for such purpose.
7. Promissory Notes or bankers acceptances made under section 1 shall be signed by the treasurer and the head of council or by such other person as is authorized by by-law to sign it.

***READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED
THIS 11TH DAY OF JANUARY, 2021.***

ANDREW LENNOX, MAYOR

KARREN WALLACE, CLERK

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

BY-LAW NUMBER 002-21

**BEING A BY-LAW TO PROVIDE FOR AN INTERIM TAX LEVY ON
ALL ASSESSMENT WITHIN SPECIFIC TAX CLASSES AND TO
PROVIDE A PENALTY AND INTEREST RATE FOR CURRENT
TAXES IN DEFAULT AND TAX ARREARS**

AUTHORITY: Municipal Act, 2001, S.O. 2001, Chapter 25, as amended,
Sections 317, 345, 346 and 347.

WHEREAS Section 317 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, provides that the Council of a local municipality may, before the adoption of the estimates for the year pass a by-law levying amounts on the assessment of property in the local municipality rateable for local municipality purposes, including pipeline, conservation lands, managed forest, residential/farm, farmland, commercial, industrial and multi-residential assessments in the local municipality;

AND WHEREAS Section 317 of the Municipal Act, 2001, S.O. 2001, c.25, provides that the amount levied on a property shall not exceed 50 per cent of the total amount of taxes for municipal and school purposes levied on the property for the previous year.

AND WHEREAS Section 346 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, provides that the Council may require the payment of taxes to be made into the office of the Treasurer by any day or days to be named herein, in bulk or by installments;

AND WHEREAS Section 345 of the Municipal Act, 2001 S.O. 2001, c.25, as amended, provides that the Council of a local municipality may impose late payment charges for the non-payment of taxes or any installment by the due date, a percentage charge, not to exceed 1 1/4 per cent of the amount of taxes due and unpaid, may be imposed as a penalty for the non-payment of taxes on the first day of default the non-payment of taxes in the manner specified in the by-law but interest may not start to accrue before the first day of default. and on the first day of each calendar month thereafter in which default continues, but not after the end of the year in which the taxes are levied;

AND WHEREAS Section 347 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, provides that the Council of any municipality may authorize the Treasurer to accept part payment on account of taxes due and to give a receipt for such part payment, provided that acceptance of any such part payment does not affect the collection of any percentage charge imposed and collectable under Subsection (3) in respect of non-payment of any taxes or any class of taxes or of any installment thereof;

AND WHEREAS Section 345 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, provides that the Council of a local municipality may require that the Treasurer, add to the amount of all taxes due and unpaid, interest at such rate not exceeding 15 per cent per annum as the Council determines, from the 31st day of December in the year in which the taxes were levied until the taxes are paid;

NOW THEREFORE the Council of the Corporation of the Township of Wellington North (hereinafter called the Corporation) hereby enacts as follows:

1. **THAT** for the year 2021, 50 per cent of the total amount of taxes for the previous year shall be levied, raised and collected on all real property taxable within the pipeline, conservation lands, managed forest, residential/farm, farmland, commercial, industrial and multi-residential classes, and liable to pay the same according to the last revised assessment roll:
2. **THAT** the said interim tax levy shall be due and payable in two installments at the Township of Wellington North Municipal Office and most chartered banks and financial institutions as designated by the Municipality, on or before the following dates:

| | | |
|-----|--------------------|-------------------|
| i. | First Installment | February 26, 2021 |
| ii. | Second Installment | April 23, 2021 |
3. **THAT** the Treasurer mail or cause same to be sent by first class mail to the residence or place of business of such person indicated on the last revised assessment roll, a written or printed notice specifying the amount of taxes payable, due dates and penalty and interest rates to be applied upon default.
4. **THAT** failure to receive the aforesaid notice in advance of the date for payment of the interim levy or any installment does not affect the timing of default or the date from which penalty shall be imposed.

5. **THAT** penalty of 1.25 per cent will be added to current taxes with installment due dates which are in default, in accordance with Section 2 of this By-law, as of the 1st day of March 2021 and the 1st day of May 2021 respectively to each installment due date, and thereafter a further penalty of 1.25 per cent will be added on the 1st day of each month and every month the default continues until December 31st, 2021.
6. **THAT** interest of 1.25 per cent on the amount of any taxes due and unpaid after December 31, 2021, shall be charged on the 1st day of each calendar month thereafter in which the default continues.
7. **THAT** the Treasurer be authorized to accept partial payment for taxes, from time to time, as long as it does not affect the collection of taxes registered for tax collection.
8. **THAT** the Treasurer be required to apply all payments received to the outstanding penalty and/or interest on the taxes that have been in arrears for the greatest period of time.
9. **THAT** the taxes shall be payable at par at the Corporation of the Township of Wellington North Municipal Office, or by mail to the Municipal mailing address, or through the telephone banking systems of most chartered banks and financial institutions, or over the counter at most chartered banks and financial institutions.
10. **THAT** this by-law shall be deemed to come into force and effect on January 1, 2021 and shall apply to all tax classes.
11. **THAT** in the event that any provision or section of this by-law is found by a court of competent jurisdiction to be ultra vires the posers of the Council of the Corporation, only such provision or section, as the case may be, shall be inoperative and all other provisions and sections of this by-law shall remain in full force and effect.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS
11TH DAY OF JANUARY, 2021.**

ANDREW LENNOX, MAYOR

KARREN WALLACE, CLERK

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

BY-LAW NUMBER 003-21

BEING A BY-LAW TO ADOPT A BUDGET INCLUDING ESTIMATES OF ALL SUMS REQUIRED DURING 2021 FOR OPERATING AND CAPITAL, FOR PURPOSES OF THE MUNICIPALITY.

AUTHORITY: *Municipal Act, 2001, S.O. 2001, Chapter 25, as amended, Section 290.*

WHEREAS the *Municipal Act, 2001*, requires that the Council of a local municipality shall in each year prepare and adopt a budget including estimates of all sums required during the year for the purposes of the municipality;

AND WHEREAS the Council of the local municipality may require that the current year's estimates of every board, commission, or other body for which the Council is required to levy a tax rate or provide money, be submitted to the Council each year;

AND WHEREAS the Council of the Corporation of the Township of Wellington North has in accordance with the *Municipal Act* considered the estimates of all sums required during the year, including the estimates of all its boards, commissions, and other bodies;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH HEREBY ENACTS AS FOLLOWS:

1. **THAT** the estimates of the Corporation of the Township of Wellington North as set out in Schedule "A" and Schedule "B" attached hereto and forming part of this by-law be adopted; and
2. **THAT** this by-law this by-law shall come into force immediately on its passage.

READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 11TH DAY OF JANUARY, 2021.

ANDREW LENNOX, MAYOR

KARREN WALLACE, CLERK

TOWNSHIP OF WELLINGTON NORTH
2021 OPERATING BUDGET (By Account Groupings)
BY-LAW 003-21
SCHEDULE "A"

| | 2019 ACTUALS | 2020 BUDGET | 2021 BUDGET | NET BUDGET CHANGE | |
|------------------------------------------------|-------------------|-------------------|-------------------|-------------------|--------------|
| | | | | \$ | % |
| REVENUE | | | | | |
| General Expenses/revenues (Surplus fwd) | - | - | - | - | |
| Tax Levy Requirement | 7,425,439 | 7,672,956 | 7,819,132 | 146,176 | 1.9% |
| PIL'S and Supplementary Taxes | 694,485 | 414,846 | 421,106 | 6,260 | 1.5% |
| OMPF Allocation | 1,296,800 | 1,283,700 | 1,277,500 | (6,200) | -0.5% |
| Tax Write/Offs | (60,063) | (100,500) | (103,800) | (3,300) | 3.3% |
| Grants and Subsidies | 54,048 | 51,700 | 70,700 | 19,000 | 36.8% |
| Municipal Recoveries | 163,992 | 155,500 | 155,500 | - | 0.0% |
| Licences, Permits and Rents | 545,378 | 788,468 | 585,968 | (202,500) | -25.7% |
| Fines and Penalties | 155,577 | 175,000 | 150,000 | (25,000) | -14.3% |
| User Fees and Charges | 5,720,986 | 5,642,618 | 5,584,043 | (58,575) | -1.0% |
| Sales Revenue | 88,525 | 125,500 | 76,960 | (48,540) | -38.7% |
| Other Revenue | 747,670 | 343,850 | 233,850 | (110,000) | -32.0% |
| Internal Recoveries | 119,420 | 609,240 | 624,310 | 15,070 | 2.5% |
| Capital Project Recovery | - | - | - | - | 0.0% |
| Transfer from Reserves/Reserve Funds | 1,140,105 | 1,241,100 | 934,166 | (306,934) | -24.7% |
| Total Revenue | 18,092,362 | 18,403,978 | 17,829,435 | (574,543) | -3.1% |
| EXPENDITURES | | | | | |
| Salaries, Wages and Employee Benefits | 4,825,336 | 5,171,983 | 5,265,578 | 93,595 | 1.8% |
| Long Term Debenture Charges | 1,414,782 | 1,477,133 | 934,166 | (542,967) | -36.8% |
| Materials, Supplies and Equipment | 3,220,861 | 3,409,194 | 3,385,423 | (23,771) | -0.7% |
| Contracted Services | 1,722,864 | 2,142,845 | 1,927,115 | (215,730) | -10.1% |
| Rents, Insurance and Financial Expenses | 460,175 | 485,202 | 499,204 | 14,002 | 2.9% |
| External Transfers | 237,210 | 237,854 | 249,156 | 11,302 | 4.8% |
| Internal Charges | 119,420 | 609,240 | 624,310 | 15,070 | 2.5% |
| Total Expenditures | 12,000,648 | 13,533,451 | 12,884,952 | (648,499) | -4.8% |
| Net Revenue Before Transfers | 6,091,714 | 4,870,527 | 4,944,483 | 73,956 | 1.5% |
| Transfer to Reserves | 1,161,494 | 1,184,480 | 1,465,003 | 280,523 | 23.7% |
| Transfer to Reserve Fund | 29,589 | 5,000 | 5,000 | - | 0.0% |
| Transfer to Capital Fund | 3,683,657 | 3,681,047 | 3,474,480 | (206,567) | -5.6% |
| Surplus (for transfer to reserves - Estimated) | 1,216,974 | - | - | - | 0.0% |
| | 6,091,714 | 4,870,527 | 4,944,483 | 73,956 | 1.5% |
| Net Operating Surplus (Deficit) | - | - | - | - | |

*1% tax rate = \$78,191.32

| | |
|-------------------|---------|
| Tax Levy Increase | 146,176 |
| % Tax Levy Change | 1.91% |

TOWNSHIP OF WELLINGTON NORTH
2021 CAPITAL BUDGET
BY-LAW 003-21
SCHEDULE "B"

| | 2019 BUDGET | 2020 BUDGET | 2021 BUDGET |
|--------------------------------|-------------------|-------------------|-------------------|
| Project Expenditures | | | |
| Council Directed Projects | | | 1,171,220 |
| 20in20 Initiatives | | | 152,331 |
| Development Projects | 974,915 | 860,385 | 306,220 |
| Roads & Drainage | 6,310,498 | 5,567,583 | 5,497,282 |
| Waterworks | 1,075,722 | 1,373,973 | 2,574,875 |
| Sanitary Sewers | 10,162,287 | 8,477,075 | 3,298,269 |
| Fleet | 629,983 | 847,000 | 391,000 |
| Parks & Recreation | 640,346 | 1,438,647 | 1,456,845 |
| Fire | 48,000 | 99,200 | 258,700 |
| Admin & Property | 209,656 | 254,125 | 10,000 |
| Cemetery | 33,500 | - | |
| Total Expenditures | 20,084,907 | 18,917,988 | 15,116,742 |
| Funding | | | |
| Revenue (levy, user fees, etc) | 3,927,128 | 3,716,047 | 3,512,480 |
| Grants | 1,448,000 | 2,039,830 | 3,272,983 |
| Devt Chrgs & Reserves | 10,707,097 | 1,818,845 | 2,390,781 |
| Developer Contributions | 344,660 | 344,655 | 334,905 |
| External Debt | - | - | - |
| Gas Tax | 726,000 | 566,000 | 200,000 |
| Sustained OCIF | 1,050,428 | 1,030,120 | 909,000 |
| Prior Year CarryFwd | 781,594 | 9,436,366 | 4,496,593 |
| Unfunded Amounts | 1,100,000 | 33,875 | |
| Total Funding | 20,084,907 | 18,917,988 | 15,116,742 |

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

BY-LAW NUMBER 004-21

BEING A BY-LAW TO REPEAL BY-LAW 17-1999 BEING A BY-LAW TO APPOINT DRAINAGE SUPERINTENDENT

**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 repeals By-law 17-99 being a By-law to appoint David H. Grahlman, P.Eng of Gamsby and Mannerow Limited as the Drainage Superintendent for the Township of Wellington North;
2. THAT By-law Number shall come into effect on the passage of this by-law.

***READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED
THIS 11TH DAY OF JANUARY, 2021.***

ANDREW LENNOX, MAYOR

KARREN WALLACE, CLERK

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

BY-LAW NUMBER 005-21

**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
JANUARY 11, 2021**

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 January 11, 2021 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 11TH DAY OF JANUARY, 2021.**

ANDREW LENNOX, MAYOR

KARREN WALLACE, CLERK