

**THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH  
AGENDA OF REGULAR COUNCIL MEETING – DECEMBER 15, 2025 AT 7:00 P.M.  
MUNICIPAL OFFICE COUNCIL CHAMBERS, KENILWORTH  
HYBRID MEETING - IN PERSON AND VIA WEB CONFERENCING**

**HOW TO JOIN**

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

Please click this URL to join. <https://us02web.zoom.us/j/88118482941>

Or join by phone:

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

Webinar ID: 881 1848 2941

**PAGE #**

**CALLING TO ORDER**

**ADOPTION OF THE AGENDA**

Recommendation:

THAT the Agenda for the December 15, 2025 Regular Meeting of Council be accepted and passed.

**DISCLOSURE OF PECUNIARY INTEREST**

**O'CANADA**

**COUNTY COUNCIL UPDATE**

Andrew Lennox, Mayor

**PRESENTATIONS**

- |   |     |
|---|-----|
| 1. Helen Edwards, Seniors Centre of Excellence Program Coordinator, and<br>Janice Benson        | 001 |
| • Update on 2025 activities and request continued funding in the amount of<br>\$10,000 for 2026 |     |
| 2. Moya Taylor, P.Eng Asset Management Advisor, PSD Citywide                                    |     |
| • Presentation  | 015 |
| • Asset Management Plan 2025  | 035 |
| 3. Report TR 2025 – 2025 Asset Management Plan (AMP)  | 201 |

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive Report TR 2025-014 being a report on the Township of Wellington North 2025 Asset Management Plan;

AND THAT Council approves the Township of Wellington North 2025 Asset Management Plan, as presented.

**QUESTIONS ON AGENDA ITEMS (REGISTRATION REQUIRED)**

## **ADOPTION OF MINUTES OF COUNCIL AND PUBLIC MEETING**

1. Regular Meeting of Council, December 1, 2025 204

Recommendation:

THAT the minutes of the Regular Meeting of Council held on December 1, 2025 be adopted as circulated.

## **BUSINESS ARISING FROM PREVIOUS MEETINGS OF COUNCIL**

## **IDENTIFICATION OF ITEMS REQUIRING SEPARATE DISCUSSION**

## **ADOPTION OF ALL ITEMS NOT REQUIRING SEPARATE DISCUSSION**

Recommendation:

THAT all items listed under Items For Consideration on the December 15, 2025 Council agenda, with the exception of those items identified for separate discussion, be approved and the recommendations therein be adopted:

## **CONSIDERATION OF ITEMS FOR SEPARATE DISCUSSION AND ADOPTION**

### **ITEMS FOR CONSIDERATION**

#### **1. MINUTES**

- a. Grand River Conservation Authority, Summary of the General Membership Meeting, November 28, 2025 213

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive the Grand River Conservation Authority, Summary of the General Membership Meeting held on November 28, 2025

- b. Saugeen Valley Conservation Authority 214
- Board of Directors Meeting, September 18, 2025 219
  - Board of Directors Meeting, October 16, 2025

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive the minutes of the Saugeen Valley Conservation Authority Board of Directors Meetings held on September 18, 2025 and October 16, 2025

#### **2. FINANCE**

- a. Vendor Cheque Register Report, December 8, 2025 223

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive the Vendor Cheque Register Report dated December 8, 2025.

- b. Report TR 20252-015, Development Agreement Surety Bond Policy – O. Reg 461/24 229

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive Report TR 2025-015 being a report on the Township of Wellington North Development Agreement Surety Bond Policy;

AND THAT Council approves the Development Agreement Surety Bond Policy attached as Appendix “A”, which sets out the conditions under which the Township will accept surety bonds as security for development agreements in accordance with O. Reg. 461/24;

AND FURTHER THAT Council authorize staff to update the Township’s standard development and subdivision agreement templates to permit the use of surety bonds in accordance with Appendix “A”;

AND FURTHER THAT Council delegate authority to the CAO and Director of Finance/Treasurer to execute standard form amending agreements required solely to implement the Policy and incorporate the approved bond form into existing development agreements.

- c. Report TR 2025-016, External auditor’s (RLB LLP) audit plan for the 2025 fiscal year 240

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive Report TR 2025-016 being a report on the external auditor’s (RLB LLP) audit plan for the 2025 fiscal year.

### 3. INFRASTRUCTURE

- a. Report INF 2025-024, Maple Ridge Estates Subdivision Stage 4 Preliminary Acceptance and Security Reduction 252

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive Report INF 2025-024 being a report Maple Ridge Estates Subdivision Stage 4 Preliminary Acceptance and Security Reduction;

AND THAT Council receives the correspondence from Dustin Lyttle, Triton Engineering Services Limited, dated December 9, 2025, regarding Maple Ridge Estates Subdivision (Arthur) Preliminary Acceptance Stage 4 Municipal Services;

AND FURTHER THAT Preliminary Acceptance be granted for Stage 4 Municipal Services works for Forest View Estates Subdivision with the guarantee and maintenance period commencing on November 27, 2024;

AND FURTHER THAT Council as per Section 9.3 of the Subdivision Agreement between the Corporation of the Township of Wellington North and Maple Ridge Estate Inc. for its Maple Ridge Estates Subdivision in the community of Kenilworth (Draft Plan 23T-87018) grant a reduction in securities to the retained amount of \$30,000.

### 4. ADMINISTRATION

- a. Report CLK 2025-018, Full cost recovery cemetery 265

Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive Report CLK 2025-018 being a report on full cost recovery for the cemetery.

AND THAT Council approve the 2026 fees and charges for the Cemetery (Schedule C) as follows.

DESCRIPTION	2026 FEE
<b><u>SALES</u></b>	
Single Grave 3 ½ feet x 10 feet plot \$1910.00	\$3,181.00
Care and Maintenance Fund (40% of selling price \$1,272.40)	
Cremation Plots (3 ft x 4 ft with 2 ft sidewalk) \$1,440	\$2,400.00
Care and Maintenance Fund (40% of selling price \$960.00)	
Single niche to accommodate two urns (Niche \$1,910.00)	\$2,247.00
Care and Maintenance Fund (15% of selling price \$337.05)	
Scattering Garden (\$111.00)	\$185.00
Care and Maintenance Fund (40% \$74.00)	
<b><u>INTERMENT/INURNMENT</u></b>	
Adult	\$1,910.00
Child (12 years and under)	\$1,000.00
Cremated remains in standard plot	\$600.00
Double depth charge – extra	\$500.00
Inurnment in niche	\$600.00
Scattering garden	\$600.00
<b><u>Surcharges:</u></b>	
Saturday funerals until 12 noon - standard burial & 12 yrs and under	\$400.00
Saturday funerals until 12 noon - cremated remains & scattering garden	\$260.00
Saturday funerals until 12 noon– niche	\$150.00
Burials inurnments that occur outside the hours of 9 a.m. – 3 p.m. Mon-Fri	\$140.00
Statutory holidays, Easter Monday, Remembrance day, winter burial if ordered by Public Health Standard rate plus all charges	
<b><u>DISINTERMENT</u></b>	
Standard burial	\$2,000.00
Cremated remains	\$1,100.00
<b><u>VAULT STORAGE</u></b>	\$300.00



<b><u>MONUMENT INSTALLATIONS</u></b>	
Staking fee	\$75.00
Monument care & maintenance fund:	
Flat marker (under 1,116.13 sq centimeters-173 sq inches)	NIL
Flat Marker (over 1,116.13 sq centimeters-173 sq inches)	\$100.00
Upright Marker (under 4 ft.)	\$200.00
Upright Marker (over 4 ft.)	\$400.00
<b><u>ADMINISTRATION</u></b>	
Transfer of Interment Rights or resale to municipality per plot	\$100.00
Admin fee and Research per hour	\$55.00
Assisting as Pallbearer (min 1 hour)	\$55.00/hr
<b><u>OTHER</u></b>	
Rental of any equipment	Rate charged

## 5. COUNCIL

- a. Matthew and Laura Aston, correspondence dated November 17, 2025 regarding 2026 Township Budget – Public Consultation 278

## Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive the correspondence dated November 17, 2025 regarding 2026 Township Budget – Public Consultation.

- b. County of Wellington Committee Report dated November 13, 2025 regarding Bill 60 – Fighting Delays, Building Faster Act, 2025 279

## Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive the County of Wellington Committee Report dated November 13, 2025 regarding Bill 60 – Fighting Delays, Building Faster Act, 2025.

- c. Ausable Bayfield Maitland Valley Source Protection Region Newsletter for Municipalities November 2025 290

## Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive the Ausable Bayfield Maitland Valley Source Protection Region Newsletter for Municipalities November 2025.

- d. Correspondence received with resolutions regarding proposed changes to Conservation Authorities:
- Grand River Conservation Authority, dated December 2, 2025 292
  - Town of Goderich, dated November 21, 2025 305

## Recommendation:

THAT the Council of the Corporation of the Township of Wellington North receive the correspondence from the Grand River Conservation Authority dated December 2, 2025, and from Town of Goderich dated November 21, 2025 regarding proposed changes to Conservation Authorities.

## NOTICE OF MOTION

### COMMUNITY GROUP MEETING PROGRAM REPORT

Councillor Renken (Ward 1):

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

Councillor Burke (Ward 2):

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

Councillor Hern (Ward 3):

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

Councillor McCabe (Ward 4):

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

Mayor Lennox:

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

### BY-LAWS

- |  |     |
|--|-----|
| a. By-law Number 084-2025 being a by-law to amend By-law 135-2022 being a by-law to appoint members to the Mount Forest Business Improvement Area Board of Directors       | 308 |
| b. By-law Number 085-2025 being a by-law to establish the fees and charges for various services for 2026 provided by the municipality and repeal By-law 083-2024           | 309 |
| c. By-law Number 086-2025 being a by-law to establish the fees and charges for 2026 water and sewer services provided by the municipality and to repeal By-law 084-2024    | 323 |
| d. By-law Number 087-2025 being a by-law to adopt a budget including estimates of all sums required during 2026 for operating and capital for purposes of the municipality | 327 |

- e. By-law Number 088 being a by-law to amend By-law Number 085-2025 being a by-law to establish fees and charges for various services provided by the municipality 330

Recommendation:

THAT By-law Number 084-2025, 085-2025, 086-2025, 087-2025 and 088-2025 be read and passed.

### CULTURAL MOMENT

- Celebrating 10 Years of 88.7 The River 332

### CONFIRMING BY-LAW

334

Recommendation:

THAT By-law Number 089-2025 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 15, 2025 be read and passed.

### ADJOURNMENT

Recommendation:

THAT the Regular Council meeting of December 15, 2025 be adjourned at \_\_\_\_ p.m.

MEETINGS, NOTICES, ANNOUNCEMENTS		
Mount Forest Chamber of Commerce Meeting, Topsy Fox Mount Forest	Tuesday, December 16, 2025	5:00 p.m. to 6:00 p.m.
Municipal Office closes for holidays	Wednesday, December 24, 2025	12:00 p.m.
Municipal Office reopens	Monday, January 5, 2026	8:30 p.m.
Regular Council Meeting	Monday, January 12, 2025	2:00 p.m.
Arthur Chamber of Commerce Meeting	Wednesday, January 14, 2026	5:30 p.m. to 6:30 p.m.
Mount Forest BIA Meeting, Mount Forest & District Sports Complex, meeting room	Tuesday, January 20, 2026	8:00 a.m. to 9:00 a.m.
Arthur BIA Meeting, virtual	Wednesday, January 21, 2026	7:30 p.m. to 8:30 p.m.

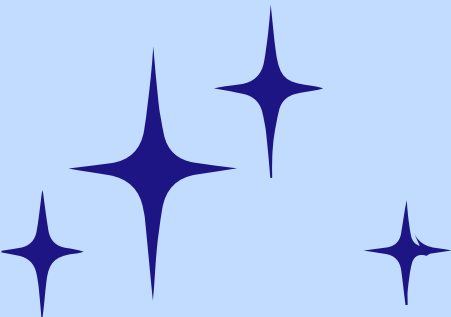




# Seniors' Centre for Excellence

report to

# Wellington North Council



**SENIORS' CENTRE** *for* **EXCELLENCE**



# Why are we here?

- To update council on the activities of the Seniors' Centre for Excellence in 2025.
- To request continued funding in the amount of \$10,000 for 2026.
- To showcase what we do to help keep seniors active, connected, and engaged in their communities.





# Seniors' Workshops in partnership with Kay Ayres

**SENIORS' CENTRE for EXCELLENCE**  
presents  
**Mount Forest N.O.W.**  
Nurturing Our Wisdom Workshops

**MOUNT FOREST LEGION**  
140 King Street, West

**Live Music Entertainment** - Heartwarming, toe-tapping Christmas & Other merry tunes!

**THURSDAY, DEC. 18, 2025, 1 PM**

**No Need to Register**  
**Free Admission**

**The Mount Forest Allsorts Band** - local Mount Forest senior gentlemen, regularly meet up to make music. One of the band members is over 90 years old.

519-638-1000  
jbrown@mapleton.ca

**SENIORS' CENTRE for EXCELLENCE**  
presents  
**Mount Forest N.O.W.**  
Nurturing Our Wisdom Workshops

**MOUNT FOREST LEGION**  
140 King Street, West

**Ask a Pharmacist**  
Answers Your Questions, Provides Information

**Please Register!**  
**BBQ Lunch provided**

**Free Admission & Lunch**

with special guest,  
**Ravi Halani** -  
Owner Operator,  
Mount Forest  
Pharmasave

**THURSDAY, MAY 15, 2025, 1 PM**

519-638-1000  
jbrown@mapleton.ca

**SENIORS' CENTRE for EXCELLENCE**  
presents  
**Mount Forest N.O.W.**  
Nurturing Our Wisdom Workshops

**MOUNT FOREST LEGION**  
140 King Street, West

**Depression & Seniors** - Recognise the "Blues" & Prevent Full-blown Depression.

**THURSDAY, SEPT. 25, 2025, 1 PM**

**No Need to Register**  
**Free Admission**

Our guest speaker, **Chantelle Koeslag**, NP - MMFT, will tell us about the symptoms, treatment and resources available.

519-638-1000  
jbrown@mapleton.ca

**SENIORS' CENTRE for EXCELLENCE**  
presents  
**Mount Forest N.O.W.**  
Nurturing Our Wisdom Workshops

**MOUNT FOREST LEGION**  
140 King Street, West

**Community Paramedic Program** - Program Information and DNR-C form

**THURSDAY, OCT. 16, 2025, 1 PM**

**No Need to Register**  
**Free Admission**

Join us to find out more about our local Community Paramedicine. Learn more about the DNR-C form.

519-638-1000  
jbrown@mapleton.ca

**SENIORS' CENTRE for EXCELLENCE**  
presents  
**Mount Forest N.O.W.**  
Nurturing Our Wisdom Workshops

**MOUNT FOREST LEGION**  
140 King Street, West

**The World Wars** - Canada's participation in the big war events of the last century.

**THURSDAY, NOV. 20, 2025, 1 PM**

**No Need to Register**  
**Free Admission**

Presenter **Mike McGill** from **WCMA** will share interesting information and personal stories of our Canadian veterans.

519-638-1000  
jbrown@mapleton.ca



# Wisdom Workshops in partnership with the “Brainy Bunch”



The Seniors' Centre for Excellence  
*presents*

**Wisdom Workshops**

**Happy Retirement 101**  
Make the most of your Golden Years -  
Find out how to have a High, Healthy  
& Happy Retirement.

**Thursday, Sept. 4, 2025**  
**1:30 pm - 3:00 pm**  
**Mount Forest Library**

**Presenter**  
Donna McCaw  
Speaker & Author - *It's Your Time*  
*Free Admission*  
*Refreshments*

[jbrown@mapleton.ca](mailto:jbrown@mapleton.ca)

**519-638-1000**

**RSVP**

The Seniors' Centre for Excellence  
*presents*

**Wisdom Series Workshops**

**Container Gardening**  
Join our Workshop to find out how you  
can grow your own vegetables and  
beautiful flowers in containers.

**Thursday, May 1, 2025**  
**1:30 pm - 3:30 pm**  
**Mount Forest Library**

**Presenter**  
Elsa Mann - Community Garden:  
Mount Forest  
*Free Admission*  
*Refreshments*

[jbrown@mapleton.ca](mailto:jbrown@mapleton.ca)

**519-638-1000**

**RSVP**

**Ontario**

The Seniors' Centre for Excellence  
*presents*

**Wisdom Workshops**

## Recycling 101 - Wellington County

*What items to recycle. New  
July 1<sup>st</sup> Blue-Box Regulations*

**Thursday,  
July 3rd, 2025**  
**1:30 pm - 3:00 pm**

**Mount Forest Library**

**Presenter:**  
**Michael Van Huisseling**  
Program Coordinator - Solid Waste  
Services, County of Wellington

*Free Admission*  
*Refreshments*

[jbrown@mapleton.ca](mailto:jbrown@mapleton.ca)

**519-638-1000**

**RSVP**





# ♥ Heart & Soul of Wellington Newsletter



**Heart & Soul** of Wellington  
SENIORS' CENTRE for EXCELLENCE 11 Andrews Drive, West, Drayton, ON N0G 1P0  
519-638-1000 EDITION #67

DECEMBER 2025

**A Word from Helen**  
Time Flies!  
Helen Edwards  
SCE Seniors' Health Services Coordinator  
hedwards@mapleton.ca



Well, as they say, "Time flies when you are having fun." And just like that, 2025 will soon come to an end. Glynis, Johanna, and I think that the end of a year provides time to not only reflect, but also to give thanks to all the wonderful people who we have had as "guests" at our programs this year.

Whether you have attended a dining program, a coffee group, a workshop, one of our recent bus trips, or a special event, such as the **Seniors' Centre for Excellence Wellness & Connection Fair** in October, we have enjoyed having you as our special guest.

For those who volunteer by helping to host events, provide presentations, or run events for us independently, we appreciate your help more than words can say. Thank you for being our **SCE Cheerleaders** and for going above and beyond to support us. We would be lost without you.

Another year has come and gone, but with it, relationships have grown and strengthened, and we are forever grateful for all of you. Thank you for supporting our programs. Thank you for your suggestions on how to improve, and simply thank you for being YOU!

**Wishing you the best of the Holiday Season.**  
**We are chomping at the bit to dig into all the fun that 2026 will bring!**



519 638 1000 HEDWARDS@MAPLETON.CA 1 866 446 4546



**Heart & Soul** of Wellington  
SENIORS' CENTRE for EXCELLENCE 11 Andrews Drive, West, Drayton, ON N0G 1P0  
519-638-1000 EDITION #61



HAPPY SENIORS' MONTH



JUNE 2025



HAPPY FATHERS DAY

**A Word from Helen**  
Not all Heroes Wear Capes  
Helen Edwards SCE Seniors' Health Services Coordinator [hedwards@mapleton.ca](mailto:hedwards@mapleton.ca)



June, one of the most beautiful months of the year, has been designated Seniors' Month in Ontario. It's a time to recognize the contributions and accomplishments of seniors across the province. It is hard to imagine where many organizations would be without their contributions.

At the end of April, we held our Volunteer Appreciation event, and it was clear who our volunteers were—you guessed it—seniors!

Without our seniors we would not be able to provide as many services, programs, or events. As I addressed the room, I mentioned that some heroes don't wear capes. It's true. And they were all looking back at me.

At the SCE we truly believe getting older is a privilege. Being an older adult is not without its challenges, but every stage of life has them ... remember raising teenagers? We are thrilled that our seniors and volunteers are resilient people who always step up to the plate to serve and help out where needed.

Whether it is providing formal or informal support to organizations, churches, family and friends, seniors have figured out how to make this world a better and more caring place. So hats off to those everyday heroes (without capes) who quietly improve our communities everyday; this month is for you.

*Helen*

"I have learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel." – Maya Angelou ♥





519 638 1000 HEDWARDS@MAPLETON.CA 1 866 446 4546



**Heart & Soul** of Wellington  
SENIORS' CENTRE for EXCELLENCE 11 Andrews Drive, West, Drayton, ON N0G 1P0  
519-638-1000 EDITION #65

October 2025

**A Word from Helen**  
An Invitation...SCE Health & Connection Fair 2025  
Helen Edwards SCE Seniors' Health Services Coordinator [hedwards@mapleton.ca](mailto:hedwards@mapleton.ca)



You are all cordially invited to attend our 3<sup>rd</sup> Annual Seniors' Centre for Excellence **Health & Connection Fair**. This year we are hosting the event in Mount Forest, at the Mount Forest Sportsplex, from 10 am to 1 pm. We are excited about the line-up this year, with several new organizations and vendors represented. Groups will also be showcasing volunteer opportunities to keep you connected to your community, so keep an eye out and learn how you can help.

In addition, we will be offering two informative and entertaining workshops. The first one will be led by author, Donna McCaw, who will be sharing a few insights into the importance of humour as we age. She will be sharing stories about growing up in a rural setting that are sure to tickle your funny bone. The second workshop is a Tai Chi, "Try it" session. Instructor, Nelda Rodillo, will speak to the benefits of Tai Chi and will give participants the opportunity to try a few moves.

Admission is free, and there will be a complimentary lunch too, so the experience will be light on the wallet. Renowned for their hearty homemade soups, *The Raw Carrot* promises to deliver a delicious spread, including three different soup options. Each bowl will be accompanied by a warm, homemade tea biscuit. And then, to round off your meal, indulge in a selection of homemade squares for dessert—

Whether you come for the workshops, the exhibitors and vendors, the fellowship, or the complimentary lunch, we guarantee that it will be time well spent. We look forward to seeing you there!

*Helen*





519 638 1000 HEDWARDS@MAPLETON.CA 1 866 446 4546



# Virtual Programming

- Entertaining
- Informative
- Encouraging
- Comforting
- Educational



Tuesday

Thursday





# Exercise Opportunities



## TAI CHI

### BEGINNER'S CLASS

All Welcome - Seniors and Adults


In partnership with  
**SENIORS' CENTRE *for* EXCELLENCE**

**RENEW LIFE THERAPIES**  
160 KING STREET WEST  
MOUNT FOREST

**MONDAYS, 9:30 - 10:30 AM**  
October 27 - December 1, 2025

To join: Text Nelda at 647-8628337  
or email [nelda.taichi@gmail.com](mailto:nelda.taichi@gmail.com)

\$60 for 6 weeks

Move with ease, build balance, and reduce pain—join our 6-week Tai Chi series for arthritis relief and fall prevention. Gentle, powerful, life-changing.  *Calm the Mind. Strengthen the Body. Renew the Spirit.*



# Seniors' Community Grant 2025

## Making Everyday Count





# Bus Trips





**Seniors' CENTRE for EXCELLENCE**

**Bus Trip**

**MURDER MYSTERY**

at the  
**Wellington County Museum & Archives**

**\$45**

(Includes a delicious, catered light lunch; payment in advance - cash or e-transfer to gbelec@cyg.net please)

It's 1946 and tragedy has struck at the County Poor House. William Howes, Keeper of the House, has sadly passed away, and the community is welcome to join his wife, Ethel, at the celebration of life. Times are tough for the Poor House, and all community support is appreciated during these trying months. What...could possibly go wrong?

**REGISTER NOW** → 519-638-1000

**AAAAAA**

**Saturday, October 25, 2025**

Arrival 11 am - 1:45 pm Departure

**Pick up locations:**

- 9:45 am - Harriston Brenmar Transit 96 Webb St.
- 10:05 am - Mount Forest Sports Plex 850 Princess St
- 10:35 am - Arthur Arena 158 Dornville St

**Ontario** 🇨🇦



SENIORS' CENTRE *for* EXCELLENCE

**BUS TRIP**

August 15<sup>th</sup>, 2025

Ontario 

 **STRATFORD MUSEUM** 

& Anna Mae's Restaurant for lunch



# Dining Programs





# Social Media Campaign – Ageism Awareness

SENIORS' CENTRE for EXCELLENCE



Debunking the Myths of growing older

#Talk about Ageism

Seleda (81) embraces the adage that "giving is better than receiving", generously sharing her delicious homemade jam for both celebrations and solace. For her milestone birthday, she created and distributed 80 jars of her homemade gifts of love, dispelling the MYTH that **older people lack creativity.**

For More Information:

519-638-1000

hedwards@mapleton.ca

 Ontario

SENIORS' CENTRE for EXCELLENCE



Debunking the Myths of growing older

#Talk about Ageism

Mary Thompson (81) has been working at the Drayton Funeral Home since 1967. Her name is synonymous with hard work and compassionate care for those who are dealing with the end of life. Her long tenure alone is a testament to her commitment, resilience, and adaptability—debunking the MYTH that **"all older adults lack effectiveness in the workplace."**

For More Information:

519-638-1000

hedwards@mapleton.ca

 Ontario

SENIORS' CENTRE for EXCELLENCE



Debunking the Myths of growing older

#Talk about Ageism

Giles (73) and Glynis (69) are celebrating 47 years of marriage and they still make time to share emotional and physical closeness and regular date nights, debunking the MYTH that **OLDER ADULTS ARE NOT INTERESTED IN ROMANCE AND INTIMACY**

For More Information:

519-638-1000

hedwards@mapleton.ca

 Ontario

SENIORS' CENTRE for EXCELLENCE



Debunking the Myths of growing older

#Talk about Ageism

Linda (83), a true champion of blood donation, has generously donated over 150 times. She is passionate about providing this vital "gift of life" to those in need and encourages people of all ages to become blood donors. Linda's continued dedication debunks the MYTH that **older adults cannot donate blood.**

For More Information:

519-638-1000

hedwards@mapleton.ca

 Ontario

debunking The Myths of Growing Older 2025

SENIORS' CENTRE for EXCELLENCE



Debunking the Myths of growing older

#Talk about Ageism

Dick Keunen (75) has been a volunteer driver for the VON for many years and with 100,000 km under his volunteer belt, he shows no sign of putting his car in park permanently. Dick is a committed, safe driver, and the VON knows they have a gem of a (reliable) volunteer on their team—debunking the MYTH that **"all older adults are bad drivers."**

For More Information:

519-638-1000

hedwards@mapleton.ca

 Ontario

SENIORS' CENTRE for EXCELLENCE



Debunking the Myths of growing older

#Talk about Ageism

Kay (76), is known for having a dance in her step, a twinkle in her eye, and a smile on her face. And if you talk to her, she always has encouraging words to share and the occasional cheeky joke—debunking the MYTH that **"all older adults are grumpy curmudgeons."**

For More Information:

519-638-1000

hedwards@mapleton.ca

 Ontario

SENIORS' CENTRE for EXCELLENCE



Debunking the Myths of growing older

#Talk about Ageism

Dale (58) is a passionate advocate for organ and tissue donation. Volunteering for the Trillium Foundation Gift of Life, she highlights the crucial impact older adults can have by registering as donors. Dale's tireless work shatters the MYTH that **"no one would want anything from this old body".**

For More Information:

519-638-1000

hedwards@mapleton.ca

 Ontario

SENIORS' CENTRE for EXCELLENCE



Debunking the Myths of growing older

#Talk about Ageism

Ron (79) & Barb (78) are a great team. Ron was recently awarded the title—Mapleton's Senior of the Year. He has always appreciated the support of his wife, Barb, as he continues to dedicate heart and soul to making Mapleton a better place to call home, debunking the MYTH that **Older adults can't contribute to their community.**

For More Information:

519-638-1000

hedwards@mapleton.ca

 Ontario



# Seniors Wellness & Connection Fair





# Seniors Stocking Program



**SENIORS' CENTRE *for* EXCELLENCE**

**Sponsor** 

a

**Christmas Stocking  
for a Senior 2025!**

Help brighten the Christmas of a senior  
in your community who may need a  
special 'lift' this year.

 **Here's how  
YOU can help:**

**Sponsor and Shop...**  
...and fill one or more  
personalized stockings  
for a senior.

Click on link to sponsor a stocking:  
<https://tinyurl.com/SCEVONChristmas>

*For further info, please contact:*

 **SCE:** Helen [hedwards@mapleton.ca](mailto:hedwards@mapleton.ca) 519-638-1000  
or  
**VON:** Tina [tina.mctaggart@von.ca](mailto:tina.mctaggart@von.ca) 519-323-2330 ext 6230

 **Thank you!**



**Suggested Stocking  
Sponsorship:**  
**\$50 - \$75**

**Deadline to receive  
completed Stockings:**  
**Friday, December 5, 2025**





**SENIORS' CENTRE *for* EXCELLENCE**





*Thank  
You*

**SENIORS' CENTRE** *for* **EXCELLENCE**



# Asset Management Plan 2025

Township of Wellington North  
December 2025



## Township of Wellington North Asset Management Plan 2025

**Moya Taylor, P.Eng** Asset Management Advisor, PSD Citywide  
Council Presentation | December 15, 2025



# Agenda

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REGULATORY CONTEXT



2025 ASSET MANAGEMENT  
PLAN (AMP)



QUESTIONS

# Regulatory Context

# Background and Context

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- As part of the Infrastructure for Jobs and Prosperity Act, 2015, the Ontario government introduced Regulation 588/17 - Asset Management Planning for Municipal Infrastructure (O. Reg 588/17).
- Requires Ontario municipalities to develop an asset management policy and AMPs between 2022 and 2025 with increasing complexity.
- As part of our current engagement, PSD Citywide developed an AMP that meets the requirements of O. Reg 588/17 - 2025 requirements.

# Ontario Regulation 588/17

Requirement	2019	2022	2024	2025
1. Asset Management Policy	☑	▪	☑	
2. Asset Management Plans	▪	☑	☑	☑
State of infrastructure for core assets	▪	☑	▪	
State of infrastructure for all assets	▪	▪	☑	☑
Current levels of service for core assets	▪	☑	▪	
Current levels of service for all assets	▪	▪	☑	
Proposed levels of service for all assets	▪	▪	▪	☑
Lifecycle costs associated with current levels of service	▪	☑	☑	
Lifecycle costs associated with proposed levels of service	▪	▪	▪	☑
Growth and risk impacts	▪	☑	☑	☑
Financial strategy	▪	▪	▪	☑

# 2025 Asset Management Plan

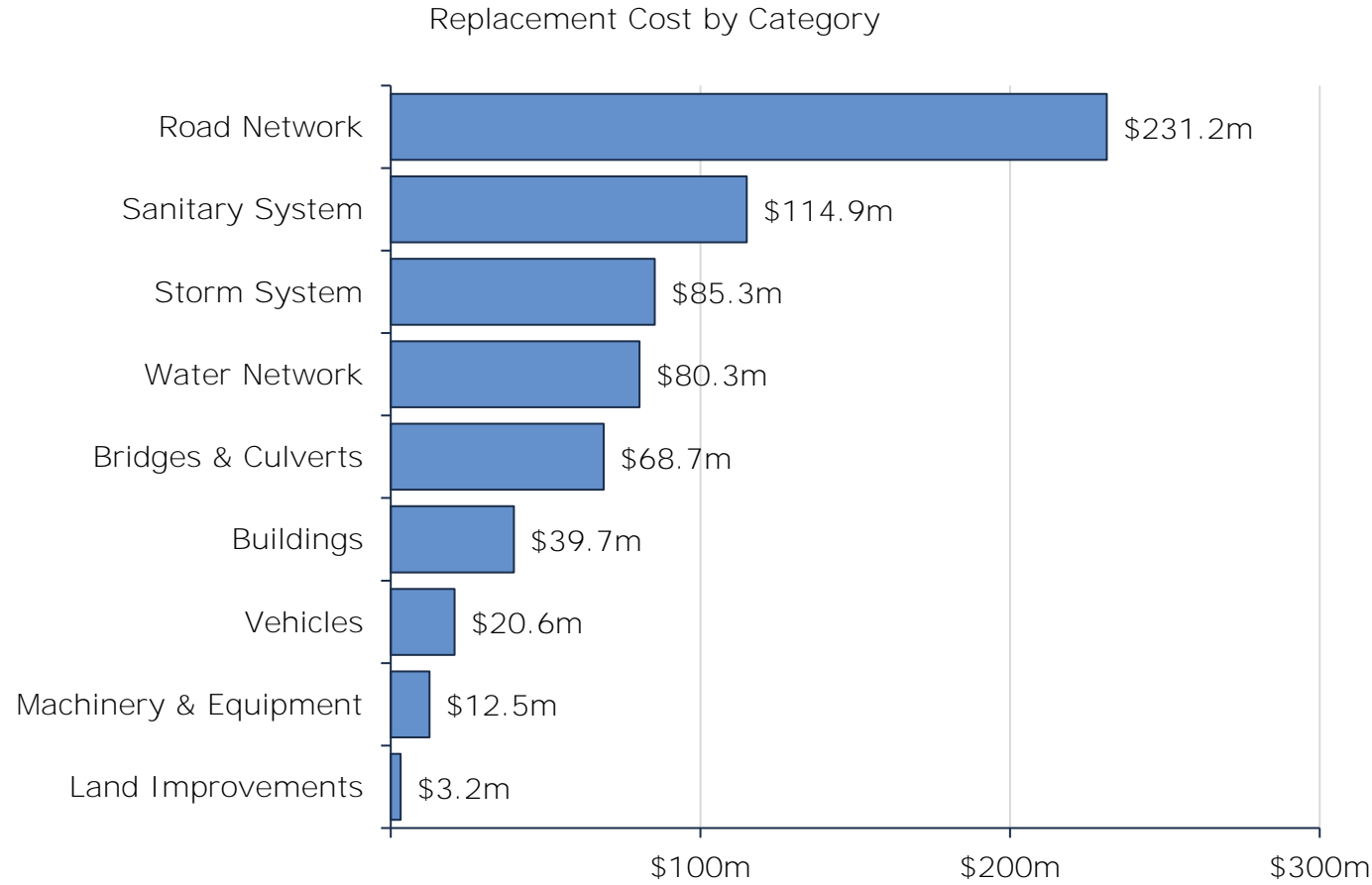
# AMP 2025

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- Core assets include roads, bridges & structural culverts, storm, sanitary and water network.
- Non-core assets includes all other capital assets, including vehicles, buildings, machinery & equipment, and land improvements.
- Analysis was limited to existing assets only with a discussion on anticipated growth and its impact on asset management
- Supports efficient use of funds on infrastructure programs
- Provides an important tool for communicating internally and externally



# AMP 2025 – Current Replacement Cost

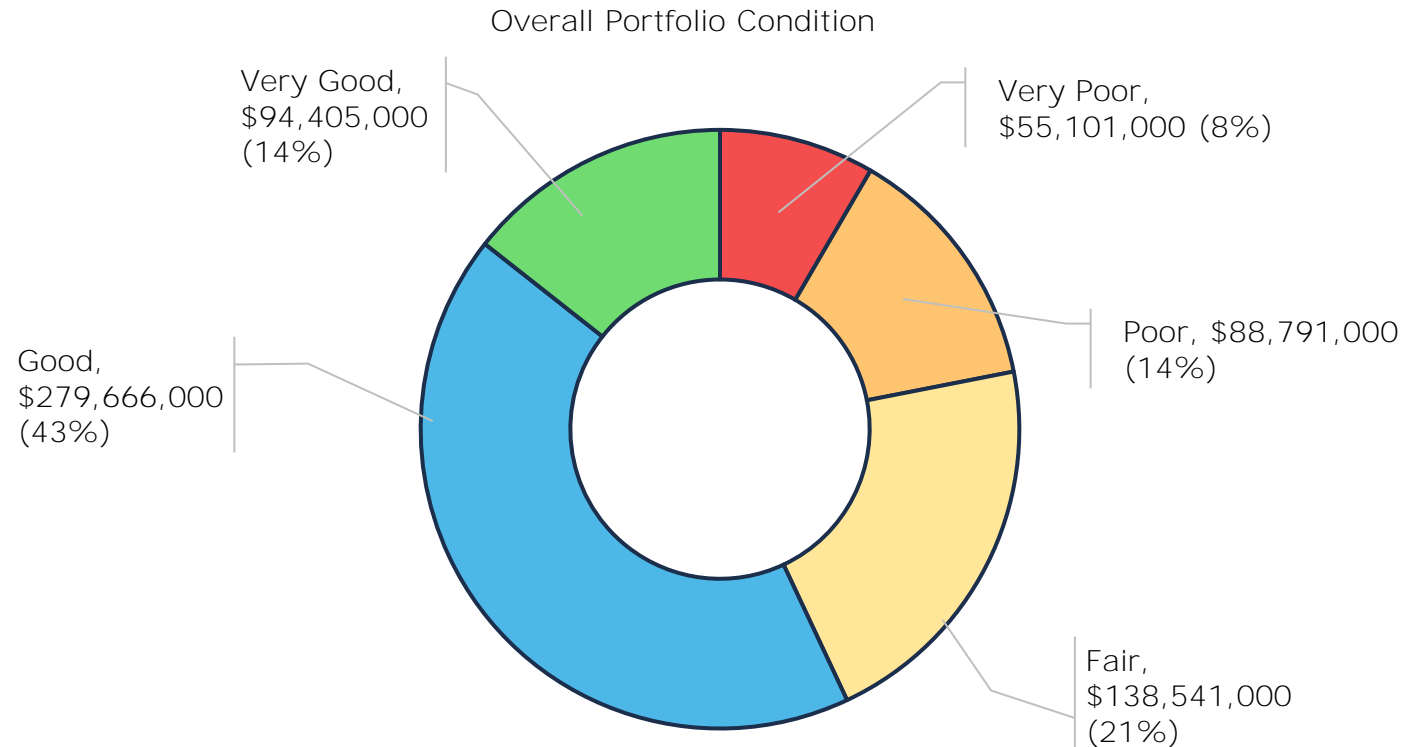


Total Current Replacement  
Cost

**\$657 million**

# AMP 2025 - Asset Condition

- 78% of the municipality's infrastructure portfolio is in fair or better condition
- Overall average condition is Fair or 57%



# AMP 2025 - Asset Condition Source

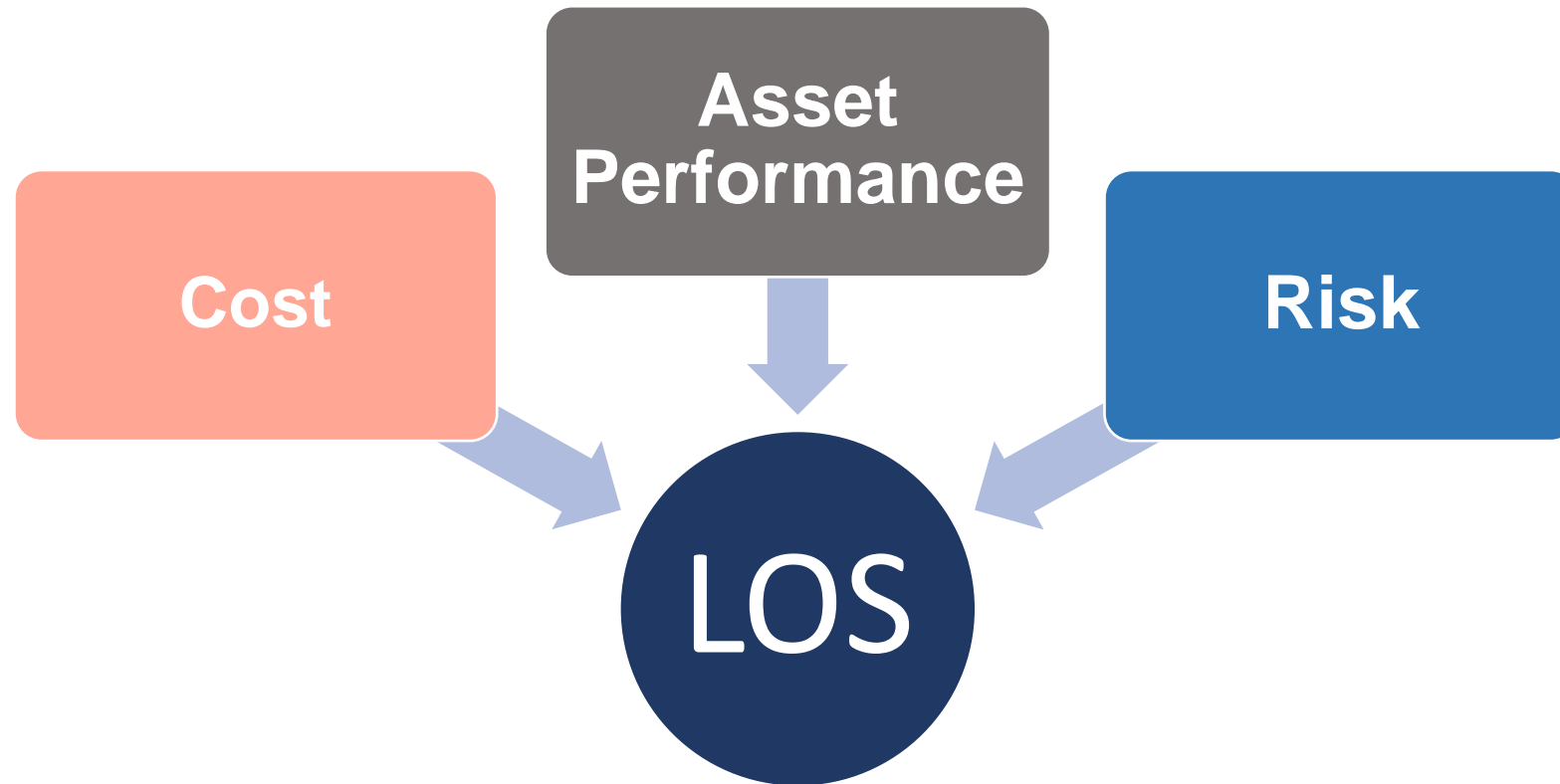
Asset Category	Asset Segment(s)	% of Assets with Assessed Conditions	Source of Condition Data
Road Network	Rural Roads Urban Roads Sidewalks	100%	2023 Road Needs Study
	Streetlights Traffic Lights	0%	Age-Based
Bridges & Culverts	All	100%	2023 OSIM
Water Network	Watermains	91%	Staff Assessments
Sanitary System	All	0%	Age-Based
Storm System	All	0%	Age-Based
Buildings	All	0%	Age-Based
Land Improvements	All	0%	Age-Based
Vehicles	All	0%	Age-Based
Machinery & Equipment	All	0%	Age-Based

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

# AMP 2025 – Levels of Service

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- Adequate revenue is crucial for building a sustainable asset management program.
- To deliver affordable levels of service, a balance is required between cost, performance, and risk.



# AMP 2025 – Current Levels of Service

Asset Category	Replacement Cost	Asset Condition
Roads Network	\$231,212,000	Fair (56%)
Bridges & Culverts	\$68,745,000	Good (71%)
Buildings	\$39,716,000	Fair (47%)
Land Improvements	\$3,212,000	Poor (22%)
Vehicles	\$20,615,000	Fair (54%)
Machinery & Equipment	\$12,464,000	Very Poor (15%)
Sanitary System	\$114,948,000	Fair (56%)
Storm System	\$85,251,000	Good (61%)
Water Network	\$80,342,000	Fair (58%)
<b>Overall</b>	<b>\$656,505,000</b>	<b>Fair (57%)</b>

# AMP 2025 – Annual Capital Requirement & Infrastructure Deficit

027

Sustainable Funding Sources:  
CCBF, OCIF, Reserves, etc.

Funding Source	Annual Capital Requirement	Funding Available	Annual Capital Deficit
Tax-Funded Assets	\$20,203,000	\$8,228,000	\$11,975,000
Water Rate-Funded	\$1,903,000	\$1,641,000	\$262,000
Sanitary Rate-Funded	\$2,409,000	\$1,798,000	\$612,000
Total:	\$24,516,000	\$11,667,000	\$12,849,000

Assets are currently funded at 48% of their long-term capital requirements

# AMP 2025 – Proposed Levels of Service

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- Scenario 1: Maintain Existing Funding - This scenario assumes no increases to taxes or rates for the purpose of increasing capital funding. The current annual investment was held, and the condition was determined
- Scenario 2: Achieving 100% of Target Funding in 20 Years – This scenario assumes gradual tax and rate increases, stabilizing at 100% in 20 years. An annual tax increase of 3.9%, water rate increase of 0.6% and wastewater rate increase of 1.0% was modelled, and the condition was determined.
- Scenario 3: Achieving 75% of Target Funding in 20 Years – This scenario assumes gradual tax and rate increases, stabilizing at 75% in 20 years. An annual tax increase of 2.6% and wastewater rate increase of 0.1% was modelled, and the condition was determined. No water rate increase was considered for this scenario, as the water network is currently funded at 85% of the targeted funding.

# AMP 2025 – Proposed Levels of Service

Funding Source	PLOS Scenario Selected
Tax-Funded Assets	Scenario 3 – Achieving 75% Funding in 20 Years
Water Rate-Funded	Scenario 2 – Achieving 100% Funding in 20 Years
Wastewater Rate-Funded	Scenario 2 – Achieving 100% Funding in 20 Years



# AMP 2025 – Proposed Levels of Service

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- By targeting Scenarios 2 and 3, which aim to achieve specific target funding levels for each asset category, the Township is setting a prudent financial goal that supports responsible stewardship of its assets.
- This approach reinforces Wellington North's commitment to delivering sustainable, resilient municipal services while maintaining fiscal responsibility to the residents.

# AMP 2025 – Financial Strategy

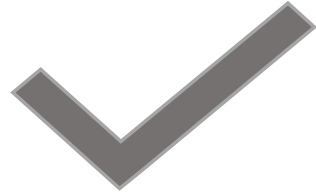
Funding Source	Years until Proposed Funding	Total Tax/Rate Increase	Annual Tax/Rate Increase
Tax-Funded	20	64.6%	2.6%
Water Rate-Funded	20	22.0%	0.6%
Wastewater Rate-Funded	20	11.1%	1.0%

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

# Recommendations & Next Steps

# Recommendations & Next Steps

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## **Continued Data Improvements**

Continue to refine the inventory and align with operations

Data governance Policy and Asset Management Committee

In field Condition Assessments

Review of Estimated Useful Lives defined in TCA Policy



## **Annual Review**

The annual review must address the progress in implementing the AMP

Any factors impeding the ability to implement

A strategy to address any of the identified factors.

AMP update at least once every 5 years

# Questions?

# Asset Management Plan 2025

Township of Wellington North  
December 2025



This Asset Management Plan was prepared by:



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

## Key Statistics

\$657 m	2024 Replacement Cost of Asset Portfolio
\$132 k	Replacement Cost of Infrastructure Per Household
78%	Percentage of Assets in Fair or Better Condition
51%	Percentage of Assets with Assessed Condition Data
\$12.8 m	Annual Capital Infrastructure Deficit
20 Years	Recommended Timeframe to reach Proposed Levels of Service
2.96%	Target Investment Rate to meet Proposed Levels of Service
1.78%	Actual Investment Rate



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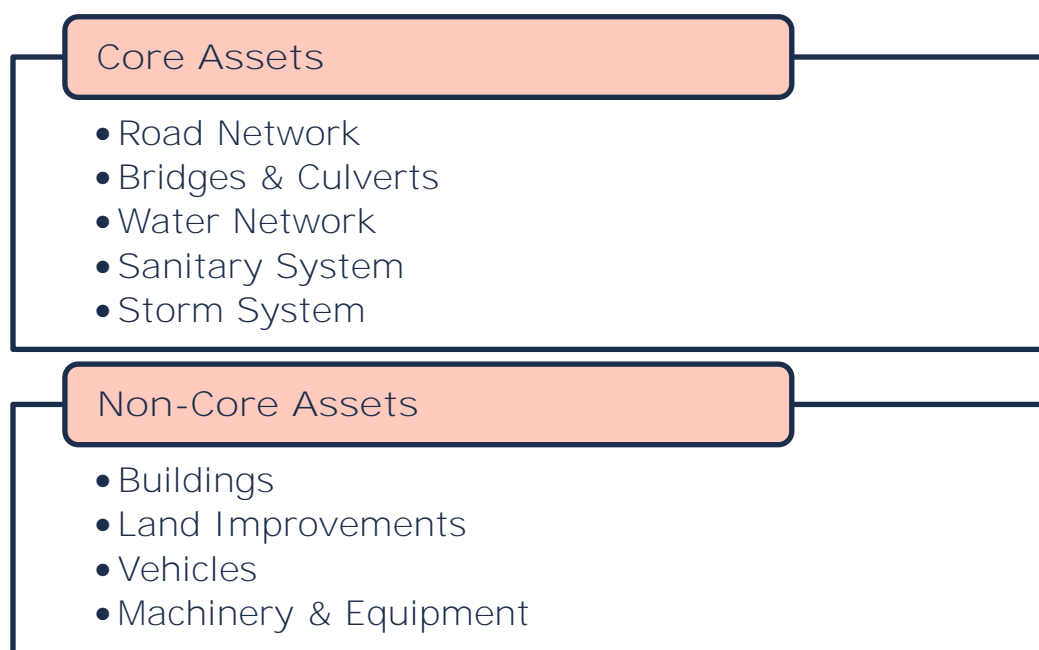
## 1. Executive Summary

Municipal infrastructure delivers critical services that are foundational to the economic, social, and environmental health and growth of a community. The goal of asset management is to enable infrastructure to deliver an adequate level of service in the most cost-effective manner. This involves the ongoing review and update of infrastructure information and data alongside the development and implementation of asset management strategies and long-term financial planning.

### 1.1 Scope

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

This AMP includes the following asset categories:



*Figure 1 Core and Non-Core Asset Categories*

### 1.2 Compliance

With the development of this AMP the Township of Wellington North has achieved compliance with July 1, 2025, requirements under O. Reg. 588/17. This includes requirements for proposed levels of service and inventory reporting for all asset categories.

## 1.3 Findings

The overall replacement cost of the asset categories included in this AMP totals \$657 million. 78% of all assets analyzed in this AMP are in fair or better condition and assessed condition data was available for 51% of assets. For the remaining 49% of assets, assessed condition data was unavailable, and asset age was used to approximate condition – a data gap that persists in most municipalities. Generally, age misstates the true condition of assets, making assessments essential to accurate asset management planning, and a recurring recommendation in this AMP.

The development of a long-term, sustainable financial plan requires an analysis of whole lifecycle costs. This AMP uses a combination of proactive lifecycle strategies (paved roads and bridges) and replacement only strategies (all other assets) to determine the lowest cost option to maintain the current level of service.

To meet capital replacement and rehabilitation needs for existing infrastructure, prevent infrastructure backlogs, and achieve long-term sustainability, the Township's **average annual** capital requirement totals \$24.5 million. Based on a historical analysis of sustainable capital funding sources, the Township is committing approximately \$11.7 million towards capital projects or reserves per year. As a result, there is currently an annual funding gap of \$12.8 million.

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

## 1.4 Recommendations

A financial strategy was developed to address the annual capital funding gap. The following graphics shows annual tax/rate change required to achieve the Township's proposed level of service based on a 20-year plan:

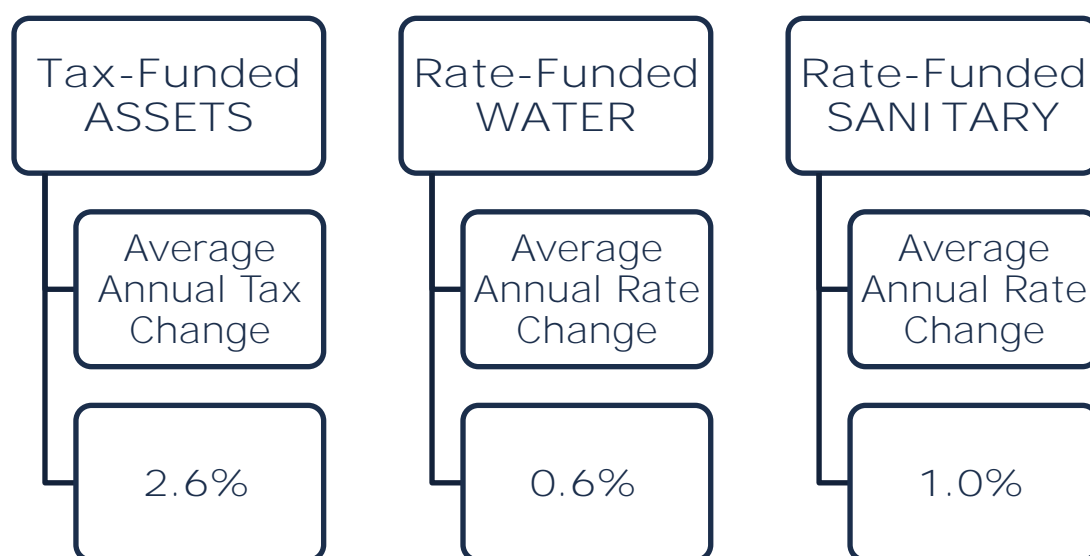


Figure 2 Proposed Tax/Rate Changes

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

- ◆ Develop a dedicated asset management committee and data governance strategy to clearly define roles and responsibilities for updating asset management data and documents
- ◆ Review data to update and maintain a complete and accurate dataset
- ◆ Develop a condition assessment strategy with a regular schedule
- ◆ A facility condition assessment should be conducted to have more accurate condition information and better predict future capital requirements
- ◆ Review and update lifecycle management strategies
- ◆ Development and regularly review short- and long-term plans to meet capital requirements
- ◆ Measure current levels of service and identify sustainable proposed levels of service

## 2. Introduction & Context

### 2.1 Community Profile

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

*Table 1 Township of Wellington North Community Profile*

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

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

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

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

The Township generates a total revenue of \$15.9 million from taxes and rates and has an annual capital budget of \$11.7 million as of 2024. Infrastructure priorities within the municipality include maintaining municipal facilities, enhancing recreation and cultural services, and ensuring effective public works.

### 2.2 Climate Change

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

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

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

### 2.2.1 Wellington North Climate Profile

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

#### Higher Average Annual Temperature:

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

#### Increase in Total Annual Precipitation:

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

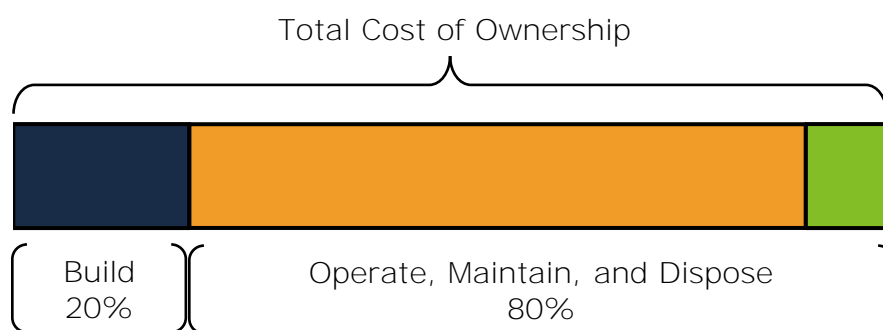
#### Increase in Frequency of Extreme Weather Events:

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

## 2.3 Asset Management Overview

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

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



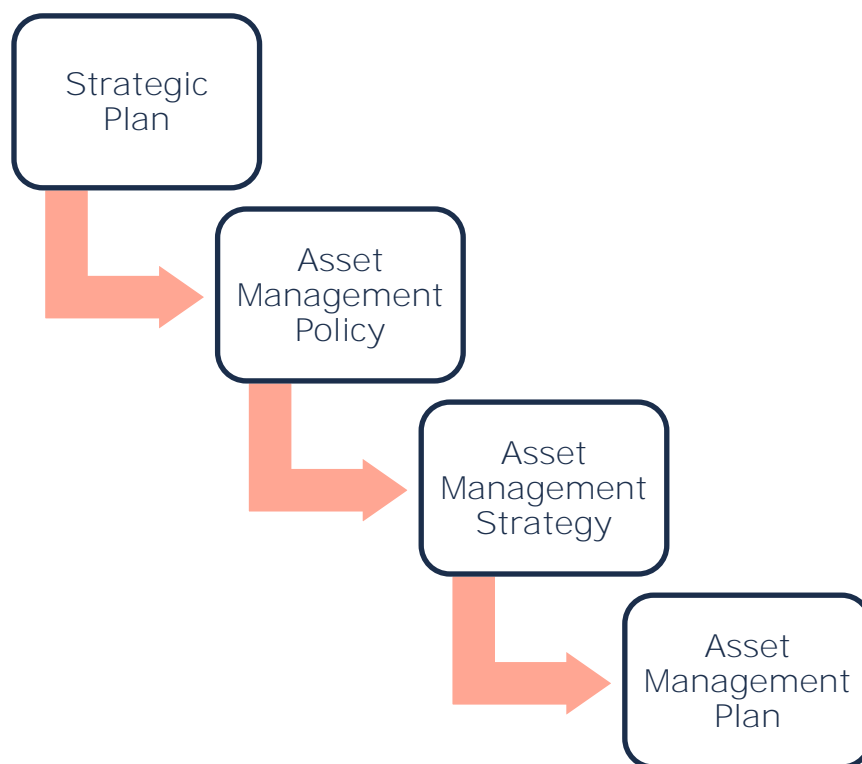
*Figure 3 Total Cost of Asset Ownership*

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

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

### 2.3.1 Foundational Asset Management Documentation

The industry-standard approach and sequence to developing a practical asset management program begins with a Strategic Plan, followed by an Asset Management Policy and an Asset Management Strategy, concluding with an Asset Management Plan.



*Figure 4 Foundational Asset Management Documents*

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

### *Asset Management Policy*

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

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

The objectives of the policy include:

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

### *Asset Management Strategy*

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



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

### *Asset Management Plan*

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

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

The AMP is a living document that should be updated regularly as additional asset and financial data becomes available. This will allow the Township to re-evaluate the state of infrastructure **and identify how the organization's asset management and financial strategies are progressing.**

### 2.3.2 Key Concepts in Asset Management

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

#### *Lifecycle Management Strategies*

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

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

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

Depending on initial lifecycle management strategies, asset performance can be sustained through a combination of maintenance and rehabilitation, but at some point, replacement is required. Understanding what effect these activities will have on the lifecycle of an asset, and their cost, will enable staff to make better recommendations.

Lifecycle Activity	Cost	Typical Associated Risks
<i>Maintenance</i> Activities that prevent defects or deteriorations from occurring	\$	<ul style="list-style-type: none"> <li>♦ Balancing limited resources between planned maintenance and reactive, emergency repairs and interventions;</li> <li>♦ Diminishing returns associated with excessive maintenance activities, despite added costs;</li> <li>♦ Intervention selected may not be optimal and may not extend the useful life as expected, leading to lower payoff and potential premature asset failure;</li> </ul>
<i>Rehabilitation/ Renewal</i> Activities that rectify defects or deficiencies that are already present and may be affecting asset performance	\$\$\$	<ul style="list-style-type: none"> <li>♦ Useful life may not be extended as expected;</li> <li>♦ May be costlier in the long run when assessed against full reconstruction or replacement;</li> <li>♦ Loss or disruption of service, particularly for underground assets;</li> </ul>
<i>Replacement/ Reconstruction</i> Asset end-of-life activities that often involve the complete replacement of assets	\$\$\$\$\$	<ul style="list-style-type: none"> <li>♦ Incorrect or unsafe disposal of existing asset;</li> <li>♦ Costs associated with asset retirement obligations;</li> <li>♦ Substantial exposure to high inflation and cost overruns;</li> <li>♦ Replacements may not meet capacity needs for a larger population;</li> <li>♦ Loss or disruption of service, particularly for underground assets;</li> </ul>

*Table 2 Lifecycle Management: Typical Lifecycle Interventions*

The Township's approach to lifecycle management is described within each asset category outlined in this AMP. Staff will continue to evolve and innovate current practices for developing and implementing proactive lifecycle strategies to determine which activities to perform on an asset and when they should be performed to maximize useful life at the lowest total cost of ownership.

### *Risk & Criticality*

Asset risk and criticality are essential building blocks of asset management, integral in prioritizing projects and distributing funds where they are needed most based on a variety of factors. Assets in disrepair may fail to perform their intended function, pose substantial risk to the community, lead to unplanned expenditures, and create liability for the municipality. In addition, some assets are simply more important to the community than others, based on their financial significance, their role in delivering essential services, the impact of their failure on public health and safety, and the extent to which they support a high quality of life for community stakeholders.

Risk is a product of two variables: the probability that an asset will fail, and the resulting consequences of that failure event. It can be a qualitative measurement, (i.e. low, medium, high) or quantitative measurement (i.e. 1-5), that can be used to rank assets and projects, identify appropriate lifecycle strategies, optimize short- and long-term budgets, minimize service disruptions, and maintain public health and safety.

The approach used in this AMP relies on a quantitative measurement of risk associated with each asset. The probability and consequence of failure are each scored from 1 to 5, producing a minimum risk index of 1 for the lowest risk assets, and a maximum risk index of 25 for the highest risk assets.

### Probability of Failure

Several factors can help decision-makers estimate the probability or likelihood of an asset's failure, including its condition, age, previous performance history, and exposure to extreme weather events, such as flooding and ice jams—both a growing concern for municipalities in Canada.

### Consequence of Failure

Estimating criticality also requires identifying the types of consequences that the organization **and community may face from an asset's failure, and the magnitude of those consequences.** Consequences of asset failure will vary across the infrastructure portfolio; the failure of some assets may result primarily in high direct financial cost but may pose limited risk to the community. Other assets may have a relatively minor financial value, but any downtime may pose significant health and safety hazards to residents.

Table 3 illustrates the various types of consequences that can be integrated in developing risk and criticality models for each asset category and segments within. We note that these consequences are common, but not exhaustive.

Type of Consequence	Description
<i>Direct Financial</i>	Direct financial consequences are typically measured as the replacement costs of the asset(s) affected by the failure event, including interdependent infrastructure.
<i>Economic</i>	Economic impacts of asset failure may include disruption to local economic activity and commerce, business closures, service disruptions, etc. Whereas direct financial impacts can be seen immediately or estimated within hours or days, economic impacts can take weeks, months and years to emerge, and may persist for even longer.
<i>Socio-political</i>	Socio-political impacts are more difficult to quantify and may include inconvenience to the public and key community stakeholders, adverse media coverage, and reputational damage to the community and the Municipality.

Type of Consequence	Description
<i>Environmental</i>	Environmental consequences can include pollution, erosion, sedimentation, habitat damage, etc.
<i>Public Health and Safety</i>	Adverse health and safety impacts may include injury or death, or impeded access to critical services.
<i>Strategic</i>	<b>These include the effects of an asset's failure on the community's</b> long-term strategic objectives, including economic development, business attraction, etc.

*Table 3 Risk Analysis: Types of Consequences of Failure*

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

These models have been built in Citywide for continued review, updates, and refinements.

### *Levels of Service*

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

The Township measures the level of service provided at two levels: Community Levels of Service, and Technical Levels of Service.

#### Community Levels of Service

Community levels of service are a simple, plain language description or measure of the service that the community receives. For core asset categories as applicable (Roads, Bridges & Culverts, Water, Sanitary, Storm) the province, through O. Reg. 588/17, has provided qualitative descriptions that are required to be included in this AMP.

#### Technical Levels of Service

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

For core asset categories as applicable, the province, through O. Reg. 588/17, has also provided technical metrics that are required to be included in this AMP.

## Current and Proposed Levels of Service

Current LOS are the past performance metrics of an asset category up until present day. In **contrast, Proposed LOS looks toward the municipality's goal for asset performance by a defined future date.**

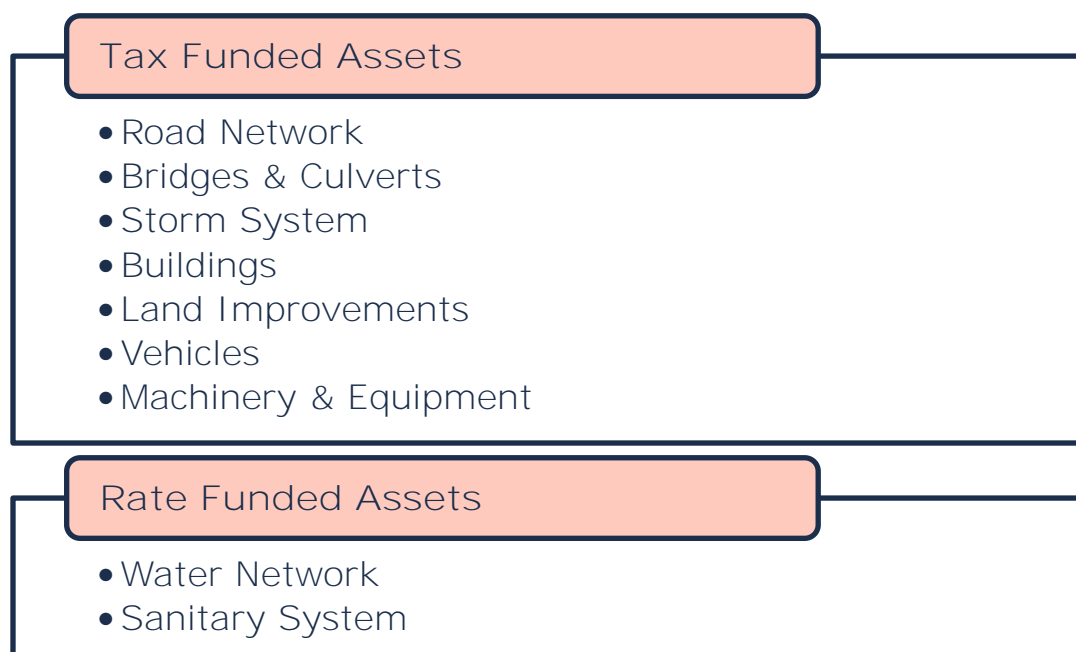
It is important to note that O. Reg 588/17 does not dictate which proposed LOS metrics **municipality's need to strive for. A proposed LOS will be very specific to each community's** resident desires, political goals, and financial capacity. This can range from increasing service levels and costs, to maintaining or even reducing current performance in order to mitigate future cost increases. Regardless of the proposed LOS chosen, O. Reg 588/17 requires municipalities to demonstrate the achievability of their selected metrics.

## 2.4 Scope & Methodology

### 2.4.1 Asset Categories for this AMP

This asset management plan for the Township of Wellington North is produced in compliance with O. Reg. 588/17. The July 2025 deadline under the regulation—the third of three AMPs—requires analysis of core and non-core asset categories, as well as proposed service levels and how to fund them.

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



*Figure 5 Tax Funded and Rate Funded Asset Categories*

## 2.4.2 Data Effective Date

It is important to note that this plan is based on data as of December 2024; therefore, it represents a snapshot in time using the best available processes, data, and information at the Township. Strategic asset management planning is an ongoing and dynamic process that requires continuous data updates and dedicated data management resources.

## 2.4.3 Deriving Replacement Costs

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

### *User-Defined Cost and Cost Per Unit*

Based on costs provided by municipal staff which could include average costs from recent contracts; data from engineering reports and assessments; staff estimates based on knowledge and experience.

### *Cost Inflation / CPI Tables*

Historical costs of the assets are inflated based on Consumer Price Index or Non-Residential Building Construction Price Index.

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

## 2.4.4 Estimated Service Life & Service Life Remaining

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

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

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

## 2.4.5 Reinvestment Rate

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

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

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

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

#### 2.4.6 Deriving Asset Condition

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

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

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

Table 4 Standard Condition Rating Scale

The analysis in this AMP is based on assessed condition data only as available. In the absence of assessed condition data, asset age is used as a proxy to determine asset condition.

## 2.5 Ontario Regulation 588/17

As part of the Infrastructure for Jobs and Prosperity Act, 2015, the Ontario government introduced Regulation 588/17 - Asset Management Planning for Municipal Infrastructure (O. Reg 588/17)<sup>1</sup>. Along with creating better performing organizations, more livable and sustainable communities, the regulation is a key, mandated driver of asset management planning and reporting. It places substantial emphasis on current and proposed levels of service and the lifecycle costs incurred in delivering them.

Figure 6 below outlines key reporting requirements under O. Reg 588/17 and the associated timelines.

Requirement	2019	2022	2024	2025
Asset Management Policy	•		•	
Asset Management Plans		•	•	•
State of infrastructure for core assets		•		
State of infrastructure for all assets			•	•
Current levels of service for core assets		•		
Current levels of service for all assets			•	
Proposed levels of service for all assets				•
Lifecycle costs associated with current levels of service		•	•	
Lifecycle costs associated with proposed levels of service				•
Growth impacts		•	•	•
Financial strategy				•

Figure 6 O. Reg. 588/17 Requirements and Reporting Deadlines

<sup>1</sup> O. Reg. 588/17: Asset Management Planning for Municipal Infrastructure <https://www.ontario.ca/laws/regulation/170588>



## 2.5.1 O. Reg. 588/17 Compliance Review

Requirement	O. Reg. 588/17 Section	AMP Section Reference	Status
Summary of assets in each category	S.5(2), 3(i)	5.1 – 13.1	Complete
Replacement cost of assets in each category	S.5(2), 3(ii)	5.1 – 13.1	Complete
Average age of assets in each category	S.5(2), 3(iii)	5.3 – 13.3	Complete
Condition of core assets in each category	S.5(2), 3(iv)	5.2 – 13.2	Complete
<b>Description of municipality's approach</b> to assessing the condition of assets in each category	S.5(2), 3(v)	5.4 – 13.4	Complete
Current levels of service in each category	S.5(2), 1(i-ii)	5.7 – 13.7	Complete
Current performance measures in each category	S.5(2), 2	5.7 – 13.7	Complete
Lifecycle activities needed to maintain current levels of service for 10 years	S.5(2), 4	5.4 – 13.4	Complete
Costs of providing lifecycle activities for 10 years	S.5(2), 4	5.5 – 13.5	Complete
Growth considerations	S.6(1), 5	14.1 – 14.2	Complete
Proposed levels of service for each category for next 10 years	S.6(1), 1(i-ii)	5.8 – 13.8	Complete
Explanation of appropriateness of proposed levels of service	S.6(1), 2(i-iv)	4.2	Complete
Lifecycle management activities for proposed levels of service	S.6(1), 4(i)	4.2	Complete
10-year capital costs for proposed levels of service	S.6(1), 4(ii)	Appendix A	Complete
Annual funding availability projections	S.6(1), 4(iii)	4.2	Complete

Table 5 O. Reg. 588/17 Compliance Review

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# Portfolio Overview

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### 3. State of the Infrastructure

The state of the infrastructure (SOTI) summarizes the inventory, condition, age profiles, and other key performance indicators for the Township's infrastructure portfolio. These details are presented for all core and non-core asset categories.

#### 3.1 Asset Hierarchy & Data Classification

Asset hierarchy explains the relationship between individual assets and their components, and a wider, more expansive network and system. How assets are grouped in a hierarchy structure can impact how data is interpreted. Assets were structured to support meaningful, efficient reporting and analysis. Key category details are summarized at asset segment level.



Figure 7 Asset Hierarchy and Data Classification

## 3.2 Portfolio Overview

### 3.2.1 Total Replacement Cost of Asset Portfolio

The nine asset categories analyzed in this Asset Management Plan have a total current replacement cost of \$657 million. This estimate was calculated using user-defined costing, as well as inflation of historical or original costs to current date. This estimate reflects replacement of historical assets with similar, not necessarily identical, assets available for procurement today. Figure 8 illustrates the replacement cost of each asset category; at 35% of the total portfolio, the road network forms the largest share of the Township's asset portfolio, followed by the sanitary system at 18%.

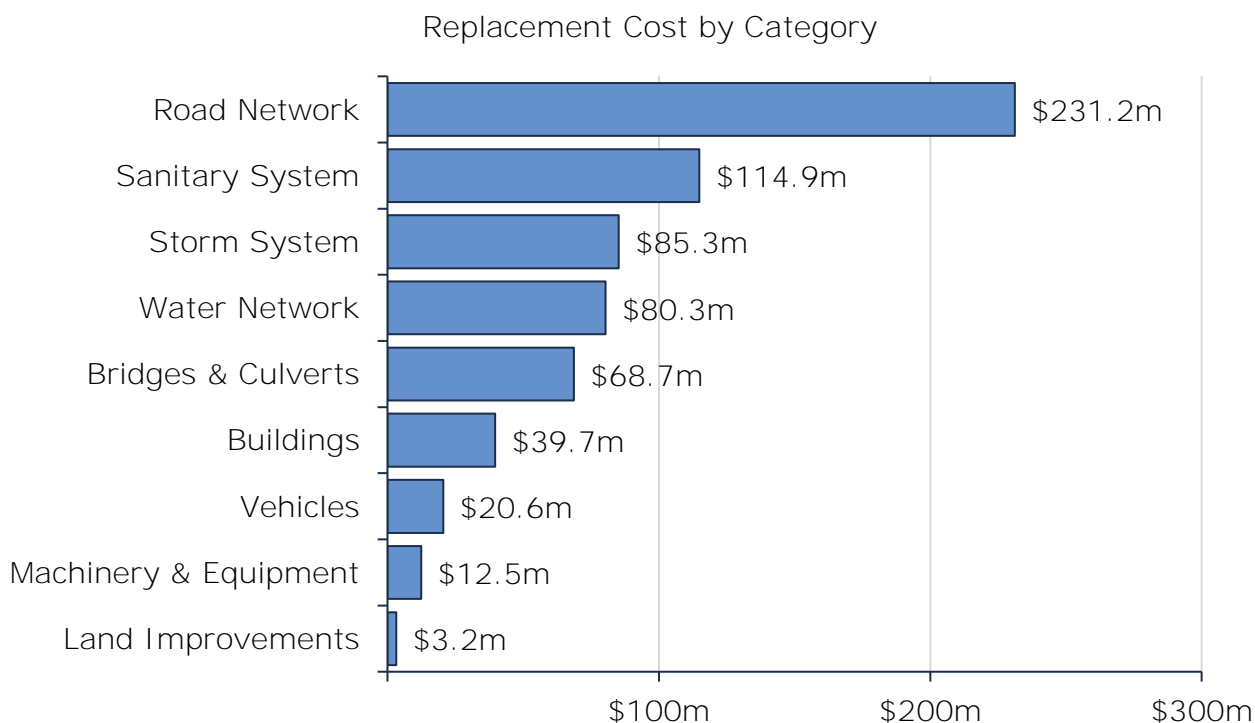


Figure 8 Current Replacement Cost by Asset Category

### 3.2.2 Target vs. Actual Reinvestment Rate

The graph below depicts funding gaps by comparing the target to the current reinvestment rate. To meet the existing long-term capital requirements, the Township requires an annual capital investment of \$24.5 million, for a target portfolio reinvestment rate of 3.73%. Currently, annual investment from sustainable revenue source is \$11.7 million, for a current portfolio reinvestment rate of 1.78%. Target and current re-investment rates by asset category are detailed below.

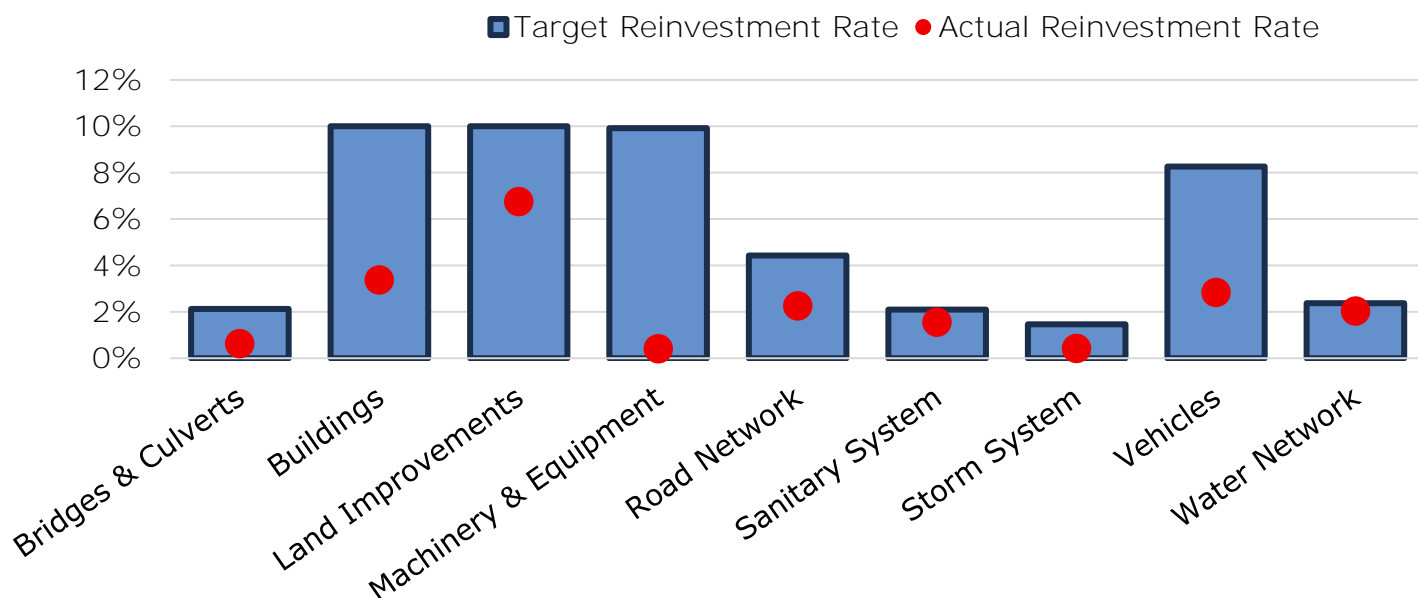


Figure 9 Current Vs. Target Reinvestment Rate

### 3.2.3 Condition of Asset Portfolio

Figure 10 and Figure 11 summarize asset condition at the portfolio and category levels, respectively. Based on both assessed condition and age-based analysis, 78% of the Township's infrastructure portfolio is in fair or better condition, with the remaining 22% in poor or worse condition. Typically, assets in poor or worse condition may require replacement or major rehabilitation in the immediate or short-term. Targeted condition assessments may help further refine the list of assets that may be candidates for immediate intervention, including potential replacement or reconstruction.

Similarly, assets in fair condition should be monitored for disrepair over the medium term. Keeping assets in fair or better condition is typically more cost-effective than addressing assets needs when they enter the latter stages of their lifecycle or decline to a lower condition rating, e.g., poor or worse.

Condition data was available for majority of the road network, all bridges & culverts, and most watermain. For all remaining assets, including major infrastructure such as storm mains and buildings, age was used as an approximation of condition for these assets. Age-based condition estimations can skew data and lead to potential under- or overstatement of asset needs.

Further, when past assessed condition data was available, it was projected to the current year-end (2024). **This 'projected condition' can generate lower condition ratings than those** established at the time of the original condition assessment. The rate of this deterioration will also depend on lifecycle curves used to project condition over time.

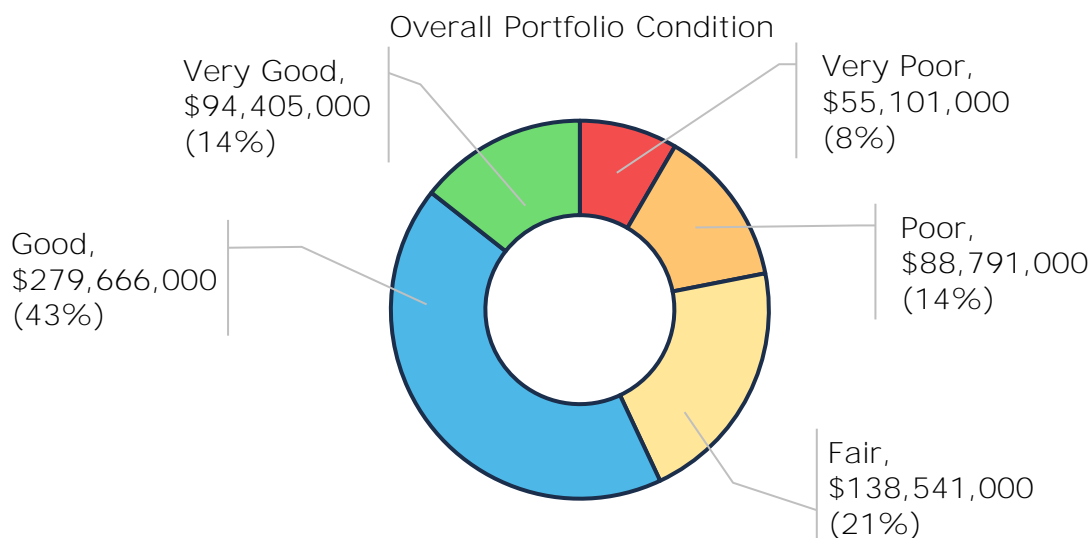
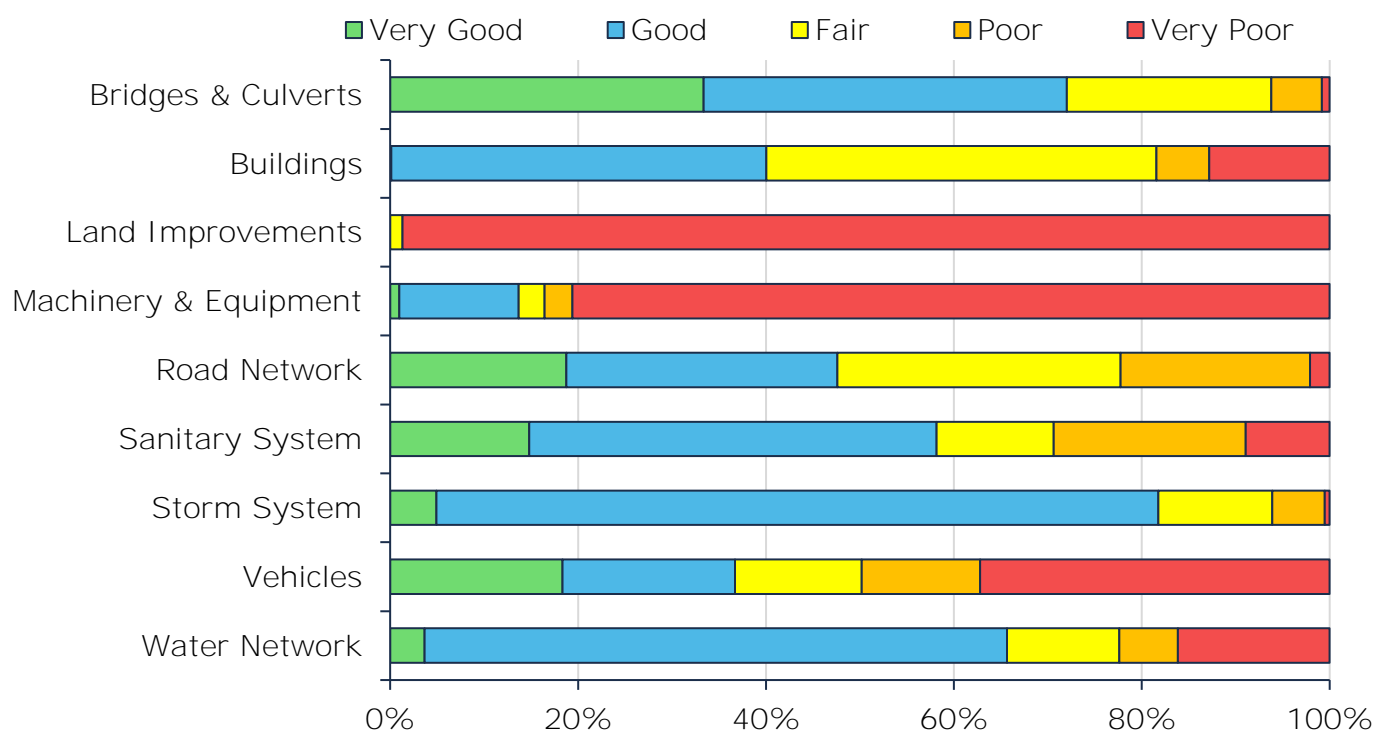


Figure 10 Asset Condition: Portfolio Overview

As further illustrated in Figure 11 at the category level, the majority of major, core infrastructure including roads, bridges, and culverts are in fair or better condition, based on in-field condition assessment data. Most of the sanitary system, water network, and storm system are also in fair or better condition, based on both age-based data and condition assessments. See Table 6 for details on how condition data was derived for each asset segment.



Value and Percentage of Asset Segments by Replacement Cost

Figure 11 Asset Condition by Asset Category

As outlined previously, buildings are currently relying on age-based conditions. This limits the validity of current condition estimates as they are presented based on age data only. A facility condition assessment would be beneficial to more accurately predict current building conditions.

### *Source of Condition Data*

This AMP relies on assessed condition for 51% of assets, based on and weighted by replacement cost. For the remaining assets, age is used as an approximation of condition. Assessed condition data is invaluable in asset management planning as it reflects the true condition of the asset and its ability to perform its functions. Table 6 below identifies the source of condition data used throughout this AMP.

Asset Category	Asset Segment(s)	% of Assets with Assessed Conditions	Source of Condition Data
Road Network	Rural Roads Urban Roads Sidewalks	100%	2023 Road Needs Study
	Streetlights Traffic Lights	0%	Age-Based
Bridges & Culverts	All	100%	2023 OSIM
Water Network	Watermains	91%	Staff Assessments
Sanitary System	All	0%	Age-Based
Storm System	All	0%	Age-Based
Buildings	All	0%	Age-Based
Land Improvements	All	0%	Age-Based
Vehicles	All	0%	Age-Based
Machinery & Equipment	All	0%	Age-Based

*Table 6 Source of Condition Data*

### 3.2.4 Service Life Remaining

Based on asset age, available assessed condition data and estimated useful life, 47% of the Township's assets will require replacement within the next 10 years. Refer to Appendix A – 10-Year Capital Requirements.

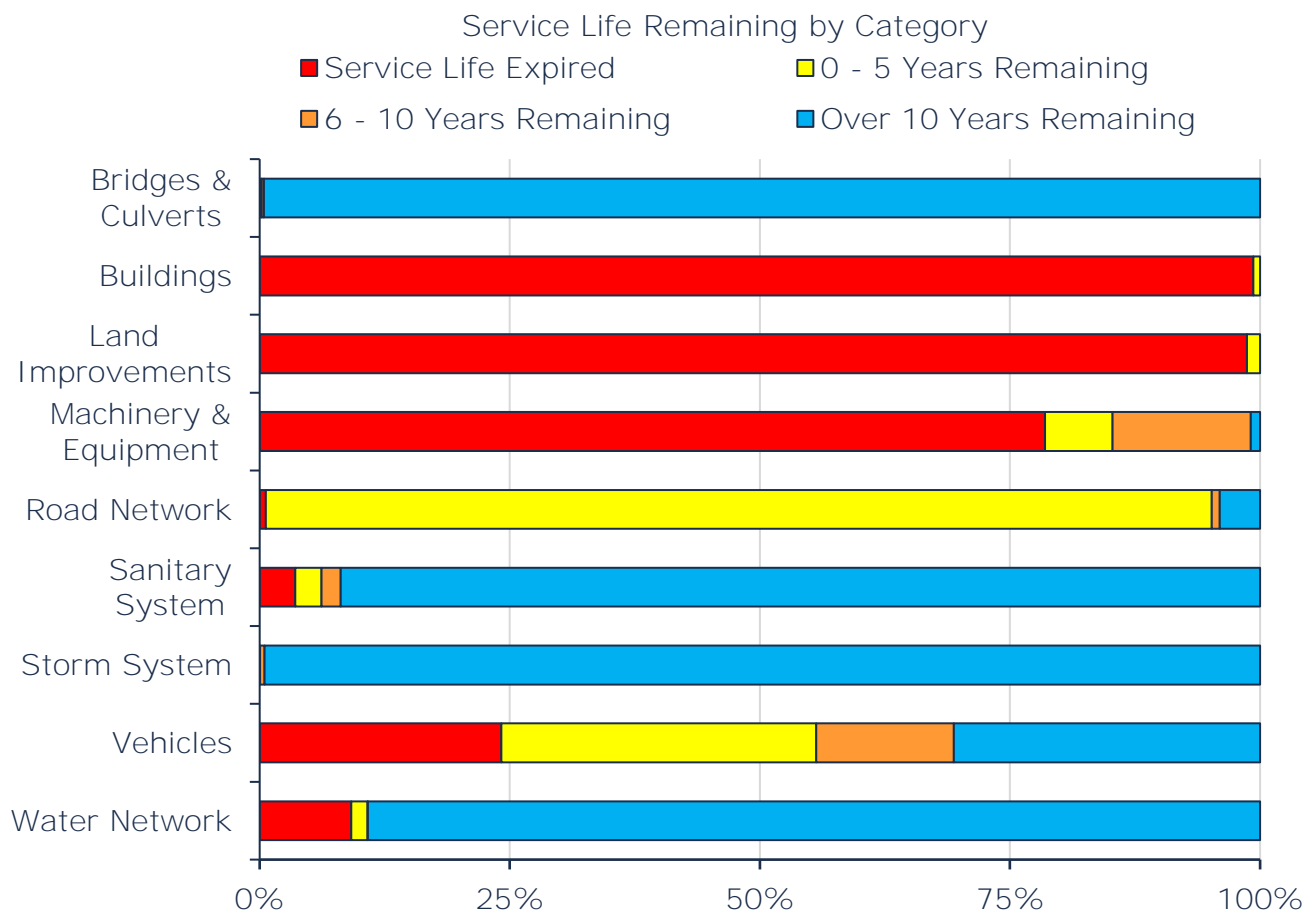


Figure 12 Service Life Remaining by Asset Category

### 3.2.5 Risk Matrix

Using the risk equation and preliminary risk models, Figure 13 shows how assets across the different asset categories are stratified within a risk matrix.



Figure 13 Risk Matrix: All Assets

The analysis shows that based on current risk models, approximately 22% of the Township's assets, with a current replacement cost of approximately \$143 million, carry a risk rating of 15 or higher (red) out of 25. Assets in this group may have a high probability of failure based on available condition data and age-based estimates and were considered to be most essential to the Township.



As new asset attribute information and condition assessment data are integrated with the asset register, asset risk ratings will evolve, resulting in a redistribution of assets within the risk matrix. Staff should also continue to calibrate risk models.

**We caution that since risk ratings rely on many factors beyond an asset's physical condition or age, assets in a state of disrepair can sometimes be classified as low-risk, despite their poor condition rating. In such cases, although the probability of failure for these assets may be high, their consequence of failure ratings were determined to be low based on the attributes used and the data available.**

Similarly, assets with very high condition ratings can receive a moderate to high-risk rating despite a low probability of failure. These assets may be deemed as highly critical to the Township based on their costs, economic importance, social significance, and other factors.

**Continued calibration of an asset's criticality and regular data updates are needed to ensure these models more accurately reflect an asset's actual risk profile.**

### 3.2.6 Forecasted Capital Requirements

Aging assets require maintenance, rehabilitation, and replacement. Figure 14 below illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for all asset categories analyzed in this AMP over a 70-year time horizon. On average, \$24.5 million is required each year to remain current with capital replacement needs for the Township's asset portfolio (red dotted line). Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise. This figure relies on age and available condition data.

The chart also illustrates a backlog of more than \$70.5 million, comprising assets that remain in service beyond their estimated useful life. It is unlikely that all such assets are in a state of disrepair, requiring immediate replacements. This makes continued and expanded targeted and consistent condition assessments integral. Risk frameworks, proactive lifecycle strategies, and levels of service targets can then be used to prioritize projects, continuously refine estimates for both backlogs and ongoing capital needs, and help select the right treatment for each asset. In addition, more effective componentization of buildings will improve these projections, including backlog estimates.

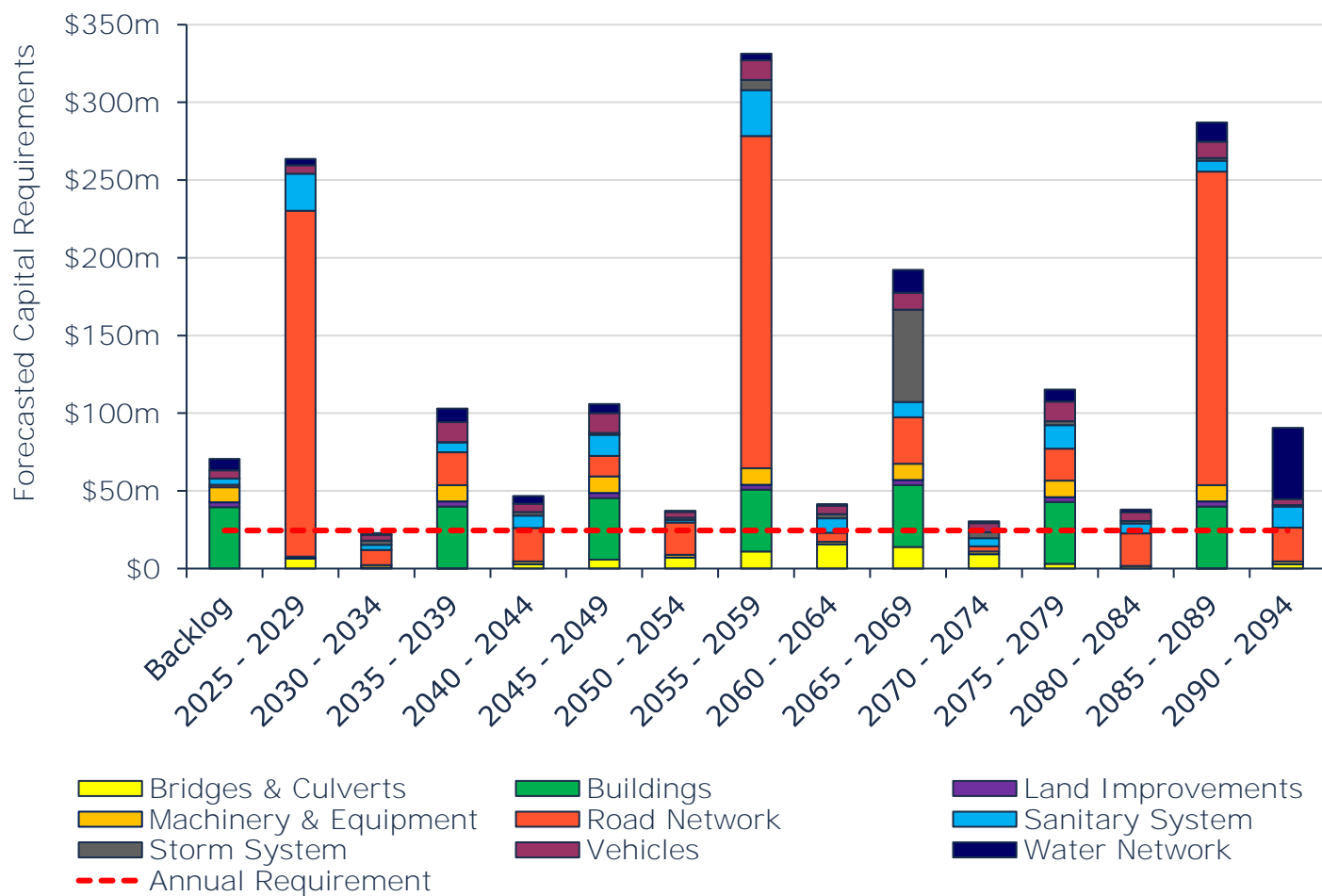


Figure 14 Capital Replacement Needs: Portfolio Overview 2025-2094

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# Proposed Levels of Service

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## 4. Proposed Levels of Service Analysis

### 4.1 Overview

#### 4.1.1 O. Reg. 588/17 Proposed Levels of Service Requirements

The third iteration of municipal Asset Management Plans required under O. Reg. 588/17 requires the evaluation of levels of service (LOS) that includes:

- ◆ Proposed LOS options (i.e. increase, decrease, or maintain current LOS) and the risks associated with these options.
- ◆ How the proposed LOS may differ from current LOS.
- ◆ Whether the proposed LOS are achievable; and
- ◆ **The municipality's ability to afford proposed LOS.**

Additionally, a lifecycle management and financial strategy to support the proposed LOS must be identified for a period of 10 years with specific reporting on:

- ◆ Identification of lifecycle activities needed to provide the proposed LOS.
- ◆ Annual costs over the next 10 years to achieve the proposed LOS; and
- ◆ Identification of proposed funding projected to be available.

#### 4.1.2 Considerations

Proposed LOS for the Township have been developed through comprehensive engagement with Township staff. In order to achieve any target LOS goal, careful consideration of the following should be given to the following:

##### *Financial Impact Assessments*

- ◆ Assess historical expenditures/budget patterns to gauge feasibility of increasing budgets to achieve increased service levels
- ◆ Consider implications of LOS adjustments on other services and other infrastructure programs (i.e. trade-offs)

##### *Infrastructure Condition Assessments*

- ◆ Regularly assess the condition of critical infrastructure components
- ◆ Use standardized condition assessment protocols (where possible) to quantify the state of the infrastructure
- ◆ Identify non-critical components where maintenance could potentially be deferred without causing severe degradation
- ◆ Use current condition metrics as benchmarks to gauge feasibility of large adjustments to LOS

##### *Service Metrics*

- ◆ Measure user satisfaction, response times, and other relevant indicators for specific services

### *Service Impact Assessments*

- ◆ Evaluate potential impacts on user satisfaction and service delivery due to changes in infrastructure condition

### *Key Lifecycle Activities*

- ◆ Implement routine maintenance and inspections to ensure infrastructure reaches its optimal useful life
- ◆ Monitor and optimize operational processes for efficiency
- ◆ Regularly review and update preventive maintenance schedules
- ◆ Prioritize critical infrastructure components for maintenance
- ◆ Implement cost-saving measures without compromising safety or compliance
- ◆ Develop strategies for managing and communicating service impacts to stakeholders
- ◆ Invest in technology and process improvements to enhance maintenance efficiency
- ◆ Upgrade critical infrastructure components to improve overall reliability
- ◆ Explore opportunities for innovation and efficiency gains

### *Risk Management*

- ◆ Identify potential risks to infrastructure and service quality resulting from adjusted service levels
- ◆ Develop contingency plans to address unforeseen challenges without compromising service quality
- ◆ Monitor performance closely to ensure that the target investment translates to the desired infrastructure condition

### *Infrastructure Condition Enhancements*

- ◆ Identify areas for improvement and increased maintenance to enhance overall infrastructure condition

### *Timelines*

- ◆ Although O. Reg. 588/17 requires evaluation of expenditures for a 10-year period in pursuit of proposed LOS, it does not require municipalities to achieve the LOS within this 10-year timeframe (ex. a municipality may have a goal to reach X% condition by 2050, the AMP is required to review the first 10 years of the strategy to reach this goal)
- ◆ Careful consideration should be given to setting realistic targets for when proposed service levels can be achieved.

### *Stakeholder Engagement*

- ◆ It is recommended to ensure adjustments to LOS are not made in isolation and without consultation of various stakeholders. This could include, but is not limited to:
  - ◆ Department Heads/Infrastructure Managers
  - ◆ Residents
  - ◆ Service Users
  - ◆ Council
- ◆ Efforts should be made to communicate changes to LOS transparently to all affected stakeholders



## Flexibility

- ◆ Priorities may change over time due to a variety of factors, such as:
  - ◆ Financial state of the municipality
  - ◆ Availability of grants
  - ◆ Significant increases or decreases in population
  - ◆ Changes in political priorities
  - ◆ Changes in resident priorities
  - ◆ New technologies
  - ◆ Changes in legislation
- ◆ Any proposed changes to LOS should be flexible and able to adapt to changes listed above, and other unforeseen circumstances

## 4.2 Proposed Levels of Service Scenarios

The three scenarios outlined in the following section were analyzed as options for proposed service levels for all categories included in this Asset Management Plan.

While all three scenarios were reviewed, *the Township of Wellington North selected Scenario 2 for water and wastewater rate funded assets, and Scenario 3 for funded assets, as their preferred paths forward for regarding proposed levels of service, which is reflected in the financial strategy and 10-year capital replacement forecasts.*

### 4.2.1 Scenario 1: Maintain Existing Funding

This scenario assumes no increases to taxes or rates for the purpose of increasing capital funding.

- ◆ Annual capital allocation for tax-funded assets: \$8.2m
- ◆ Annual capital allocation for water rate-funded assets: \$1.6m
- ◆ Annual capital allocation for sanitary rate-funded assets: \$1.8m

#### *Lifecycle Changes Required for Scenario 1*

For all asset classes, no changes to lifecycle strategies are required in order to achieve Scenario 1. With the lack of funding, although existing lifecycle strategies are modelled within the Township's asset management system, **a significant number of lifecycle events will not have sufficient funds and will move from projected events into the infrastructure backlog.**

#### *Affordability/Achievability of Scenario 1*

Of the three scenarios analyzed, Scenario 1 is the least expensive option. Maintaining existing funding levels would require no tax or rate increases. The available capital funding over the next 10 years for Scenario 1 would remain consistent as indicated in the table below:

Categories	Available Capital Funding									
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Tax-Funded	\$8.2m	\$8.2m	\$8.2m	\$8.2m	\$8.2m	\$8.2m	\$8.2m	\$8.2m	\$8.2m	\$8.2m
Rate-Funded (Water)	\$1.6m	\$1.6m	\$1.6m	\$1.6m	\$1.6m	\$1.6m	\$1.6m	\$1.6m	\$1.6m	\$1.6m
Rate-Funded (Sanitary)	\$1.8m	\$1.8m	\$1.8m	\$1.8m	\$1.8m	\$1.8m	\$1.8m	\$1.8m	\$1.8m	\$1.8m

*Table 7 Scenario 1 Available Capital Funding Over Next 10 Years*

It is important to note that an AMP is a dynamic document which should be reviewed regularly to ensure up-to-date information is incorporated including accurate replacement costs, changes in inventory, changes in available funding sources, and reflection on progress made on previous recommendations.

### *Risks Associated with Scenario 1*

There are pros and cons associated with each scenario analyzed, and each benefit is counter-balanced with consequences. For Scenario 1, the following risks have been identified:

- ◆ Increased infrastructure backlog
  - ◆ While modelling no financial increases on residents and businesses, knowingly continuing with insufficient infrastructure funding the Township is committing to sub-optimal lifecycle management of its assets. Being unable to complete strategic lifecycle interventions and replacements may result in increased asset failures, reduced reliability, and the potential for costly unbudgeted repairs to maintain services.
  - ◆ The risks of maintaining a funding level of 48% of the recommendation, Scenario 1 increases the risk of services being impacted by deteriorating asset conditions.
- ◆ Reliance on Grants
  - ◆ As Scenario 1 maintains a position of 48% of recommended funding levels, the Township will be more reliant on conditional grants, as they become available. While these are beneficial to all municipalities to secure to reduce their tax/rate burden on residents, they are considered an unsustainable revenue source. The Township will be more vulnerable to changes in provincial and federal policy and funding programs.
- ◆ Missed opportunities for efficiencies
  - ◆ While analyzing Scenario 1, no alternative lifecycle strategies were proposed. Mid-lifecycle interventions, such as asphalt overlays and sewer lining, can result in extended lifespans of assets and reduced costs over the lifetime of the assets. By relying on existing lifecycle strategies, the Township risks paying more than necessary to maintain their asset inventory.

### 4.2.2 Scenario 2: Achieving 100% Funding in 20 Years

This scenario assumes gradual tax and rate increases, stabilizing at 100% funding in 20 years.

- ◆ Annual Tax Increase ~3.9%
- ◆ Annual Water Rate Increase ~0.6%
- ◆ Annual Wastewater Rate Increase ~1.0%

#### *Lifecycle Changes Required for Scenario 2*

For all asset classes, no changes to lifecycle strategies are required in order to achieve Scenario 2. In future iterations of the AMP, it is recommended to more closely analyze changes to lifecycle management strategies to find long-term cost savings and efficiencies.

#### *Affordability/Achievability of Scenario 2*

Of the three scenarios analyzed, Scenario 2 is the most expensive option in terms of tax/rate increases. Reaching 100% of the recommended funding immediately would require an increase of 112% in tax revenue. This is not reasonable or realistic to achieve in a short period of time. With the recommended implementation timeframe of 20 years, tax revenue would be increased gradually from \$10.7 million to \$23.0 million, water revenue from \$2.3 million to \$2.7 million, and wastewater revenue from \$2.8 million to \$3.4 million. Based on these gradual proposed increases, while maintaining existing sustainable grant funding, the available capital funding over the next 10 years for Scenario 2 is indicated in the table below:

Categories	Available Capital Funding									
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Tax-Funded	\$8.7m	\$9.1m	\$9.5m	\$10.0m	\$10.5m	\$10.9m	\$11.5m	\$12.1m	\$12.6m	\$13.2m
Rate-Funded (Water)	\$1.69m	\$1.7m	\$1.71m	\$1.73m	\$1.74m	\$1.76m	\$1.77m	\$1.79m	\$1.80m	\$1.82m
Rate-Funded (Sanitary)	\$1.83m	\$1.85m	\$1.88m	\$1.91m	\$1.94m	\$1.96m	\$2.0m	\$2.03m	\$2.05m	\$2.09m

*Table 8 Scenario 2 Available Capital Funding Over Next 10 Years*

It is important to note that an AMP is a dynamic document which should be reviewed regularly to ensure up-to-date information is incorporated including accurate replacement costs, changes in inventory, changes in available funding sources, and reflection on progress made on previous recommendations.

#### *Risks Associated with Scenario 2*

There are pros and cons associated with each scenario analyzed, and each benefit is counter-balanced with consequences. For Scenario 2, the following risks have been identified:

- ◆ Increased infrastructure backlog
  - ◆ While mitigating the impact of financial increases on residents and businesses, taking 20 years to reach the targeted funding levels means 20 years of sub-optimal

lifecycle management of assets. Being unable to complete strategic lifecycle interventions and replacements may result in increased asset failures, reduced reliability, and the potential for costly unbudgeted repairs to maintain services.

- ♦ Missed opportunities for efficiencies
  - ♦ While analyzing Scenario 2, no alternative lifecycle strategies were proposed. Mid-lifecycle interventions, such as asphalt overlays and sewer lining, can result in extended lifespans of assets and reduced costs over the lifetime of the assets. By relying on existing lifecycle strategies, the Township risks paying more than necessary to maintain their asset inventory.

### *Appropriateness of Scenario 2 to Meet the Township's Needs*

Township staff emphasized a need to balance financial impacts on residents with the reality of the current state of infrastructure within the municipality. Upon review of all three scenarios, Scenario 2 was selected as the most appropriate option for the water and wastewater rate funded assets as an annual water rate increase of 0.6%, and wastewater rate increase of 1.0% was determined to be subjectively manageable to implement, while creating a sustainable future for the Township's infrastructure. **The risks associated with relying on conditional grants from higher levels of government were deemed to be too great considering the country-wide trend of downloading responsibilities (and costs) to municipal governments and reducing funding opportunities.**

#### 4.2.3 Scenario 3: Achieving 75% Funding in 20 Years

This scenario assumes gradual tax and rate increases, stabilizing at 75% funding in 20 years.

- ♦ Annual Tax Increase ~2.6%
- ♦ Annual Wastewater Rate Increase ~0.1%

Annual water rates would see no increase in this scenario, as the water network is currently funded at 85% of the targeted funding.

#### *Lifecycle Changes Required for Scenario 3*

For all asset classes, no changes to lifecycle strategies were required in order to achieve Scenario 3 the PLOS target, relying solely on the increase in funding to transition from the norm of routine rehabilitation/replacements being deferred to having sufficient **funding for the assets'** lifecycle interventions.

In future iterations of the AMP, it is recommended to more closely analyze changes to lifecycle management strategies to find long-term cost savings and efficiencies.

#### *Affordability/Achievability of Scenario 3*

Of the three scenarios analyzed, Scenario 3 is the middle ground in regards to cost. Reaching 75% funding immediately would require an increase of 54% in tax revenue. This is not reasonable or realistic to achieve in a short period of time. With the recommended implementation timeframe of 20 years, tax revenue would be increased gradually from \$10.7 million to \$17.9 million, wastewater revenue from \$2.78 million to \$2.84 million, and water revenue would remain at \$2.3 million. Based on these gradual proposed increases, while

maintaining existing sustainable grant funding, the available capital funding over the next 10 years for Scenario 3 is indicated in the table below:

Categories	Available Capital Funding									
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Tax-Funded	\$8.51m	\$8.79m	\$9.09m	\$9.39m	\$9.70m	\$10.0m	\$10.3m	\$10.7m	\$11.0m	\$11.4m
Rate-Funded (Water)	\$1.6m	\$1.6m	\$1.6m	\$1.6m	\$1.6m	\$1.6m	\$1.6m	\$1.6m	\$1.6m	\$1.6m
Rate-Funded (Sanitary)	\$1.801m	\$1.803m	\$1.806m	\$1.809m	\$1.812m	\$1.815m	\$1.817m	\$1.820m	\$1.823m	\$1.826m

*Table 9 Scenario 3 Available Capital Funding Over Next 10 Years*

The above table accounts for both current and future expenditures in order to achieve and maintain the proposed levels of service. This requires a combination of capital spending and saving (i.e. reserves) to ensure future large expenditures can be financed.

It is important to note that an AMP is a dynamic document which should be reviewed regularly to ensure up-to-date information is incorporated including accurate replacement costs, changes in inventory, changes in available funding sources, and reflection on progress made on previous recommendations.

### *Risks Associated with Scenario 3*

There are pros and cons associated with each scenario analyzed, and each benefit is counter-balanced with consequences. For Scenario 3, the following risks have been identified:

- ◆ Increased infrastructure backlog
  - ◆ While mitigating the impact of financial increases on residents and businesses, taking 20 years to reach the targeted funding levels means 20 years of sub-optimal lifecycle management of assets. Being unable to complete strategic lifecycle interventions and replacements may result in increased asset failures, reduced reliability, and the potential for costly unbudgeted repairs to maintain services.
- ◆ Missed opportunities for efficiencies
  - ◆ While analyzing Scenario 3, no alternative lifecycle strategies were proposed. Mid-lifecycle interventions, such as asphalt overlays and sewer lining, can result in extended lifespans of assets and reduced costs over the lifetime of the assets. By relying on existing lifecycle strategies, the Township risks paying more than necessary to maintain their asset inventory.

### *Appropriateness of Scenario 3 to Meet the Township's Needs*

Township staff emphasized a need to balance financial impacts on residents with the reality of the current state of infrastructure within the municipality. Upon review of all three scenarios, Scenario 3 was selected as the most appropriate option for tax funded assets as an annual tax increase of 2.6% was determined to be subjectively manageable to implement, while creating a



sustainable future for the Township's infrastructure. The risks associated with relying on conditional grants from higher levels of government were deemed to be too great considering the country-wide trend of downloading responsibilities (and costs) to municipal governments and reducing funding opportunities.

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# Category Analysis: Core Assets

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## 5. Road Network

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

### 5.1 Inventory & Valuation

Table 10 summarizes the quantity and current replacement cost of the Township's **various** road network assets as managed in its primary asset management register, Citywide.

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method
Rural Roads	107,922	m	\$129,908,000	Cost/Unit
Sidewalks	55,101	m <sup>2</sup>	\$9,477,000	Cost/Unit
Streetlights	898	Quantity	\$18,405,000	Cost/Unit
Traffic Lights	22	Quantity	\$4,512,000	Cost/Unit
Urban Roads	49,828	m	\$68,910,000	Cost/Unit
TOTAL			\$231,212,000	

Table 10 Detailed Asset Inventory: Road Network

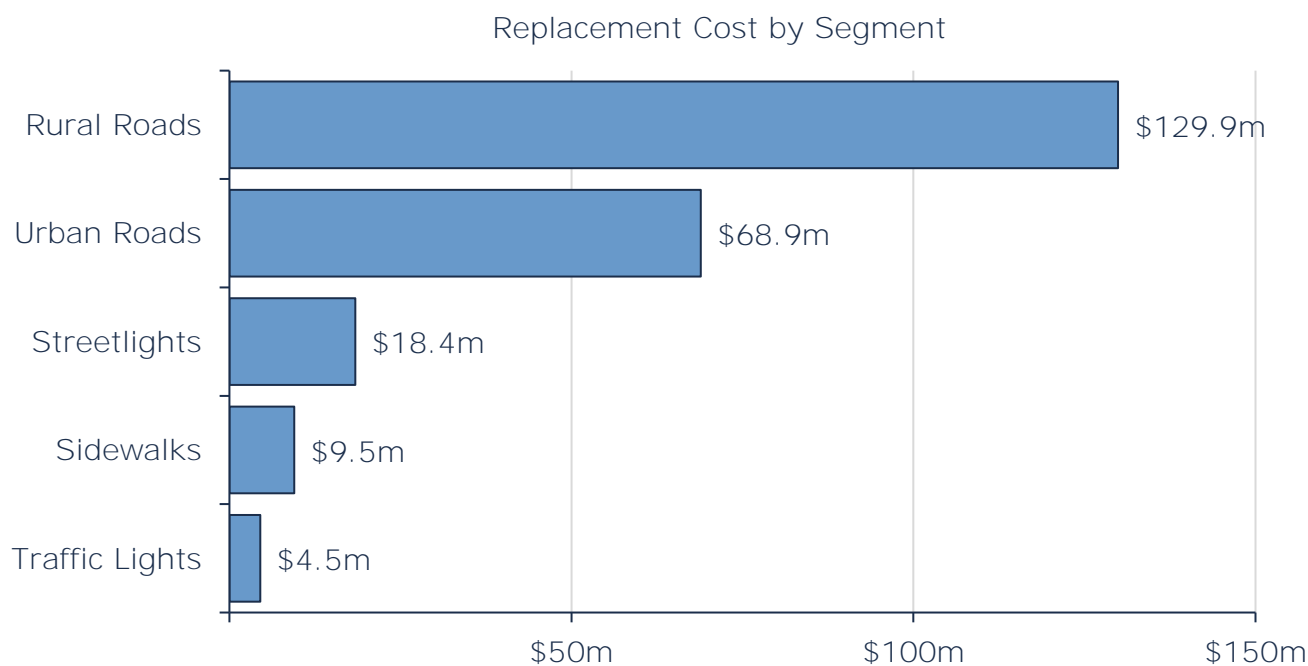


Figure 15 Portfolio Valuation: Road Network

## 5.2 Asset Condition

Figure 16 summarizes the replacement cost-weighted condition of the Township's road network. Based on a combination of field inspection data and age, 78% of assets are in fair or better condition; the remaining 22% of assets are in poor to very poor condition. Condition assessments were available for 100% of paved roads and sidewalks, based on replacement cost. This condition data was projected from inspection date to current year to estimate their condition today. No condition data was available for the remaining asset types.

Assets in poor or worse condition may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition. As illustrated in Figure 16, the majority of the Township's road network assets are in fair or better condition.

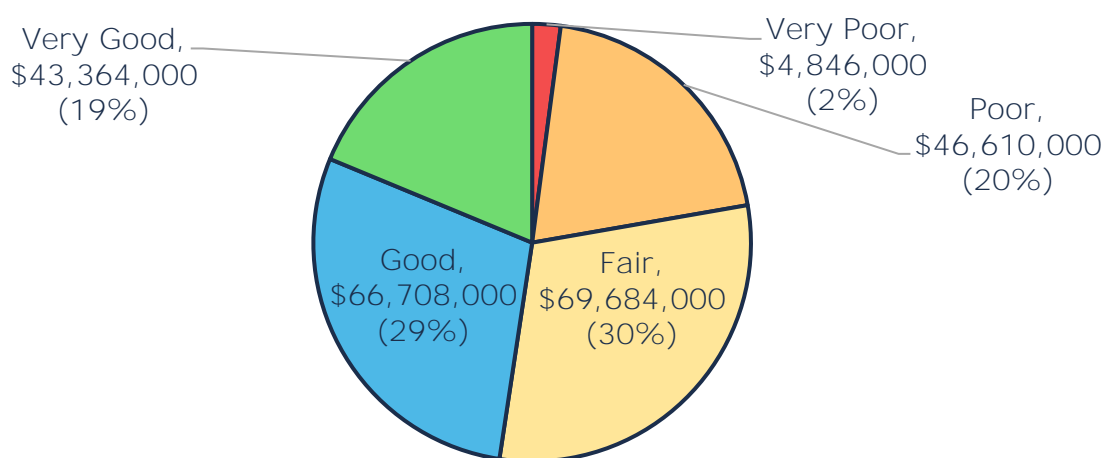


Figure 16 Asset Condition: Road Network Overall

As illustrated in Figure 17, based on condition assessments, the majority of the Township's road network assets are fair or better condition; however, 33% of rural roads are in poor or worse condition.

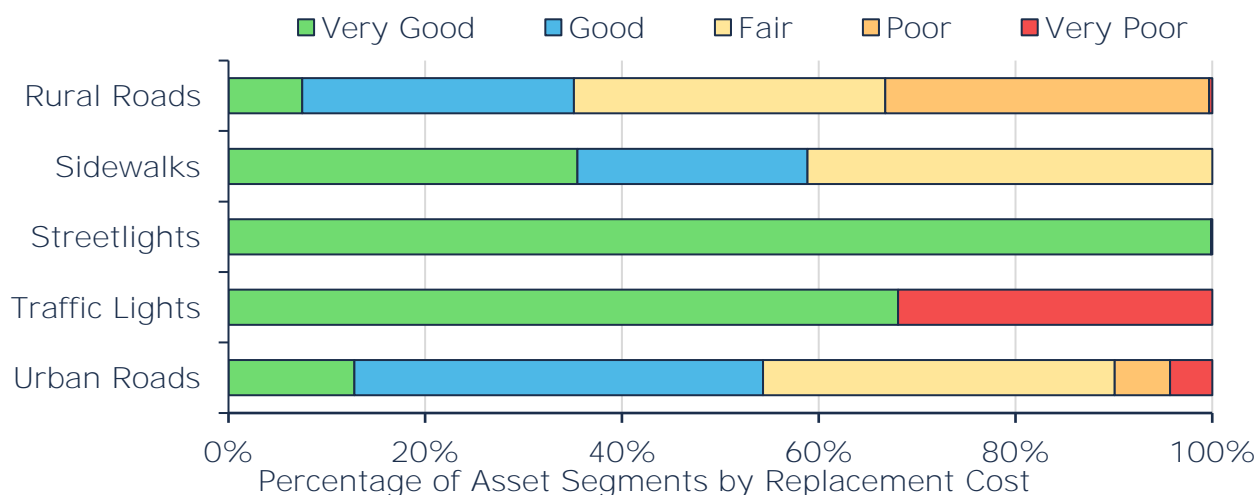


Figure 17 Asset Condition: Road Network by Segment

## 5.3 Age Profile

An asset's age profile comprises two key values: **estimated useful life (EUL), or design life**; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset's age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential long-term replacement spikes.

Figure 18 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

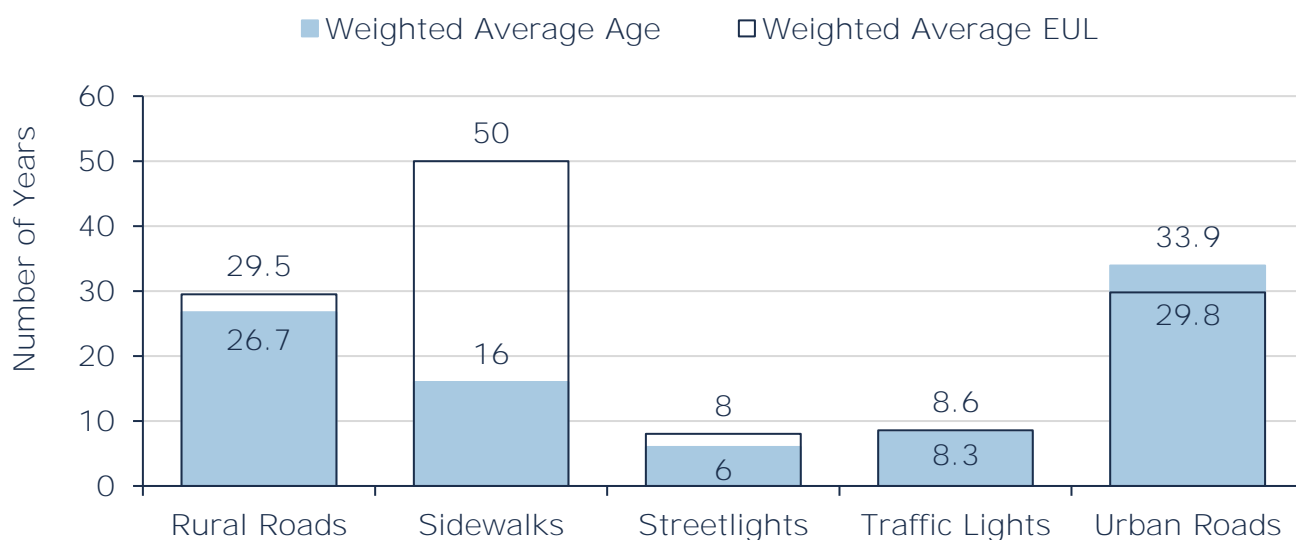


Figure 18 Estimated Useful Life vs. Asset Age: Road Network

Although asset age is an important measurement for long-term planning, condition assessments provide a more accurate indication of actual asset needs. Further, useful life estimates established as part of the PSAB 3150 implementation may not be accurate and may not reflect in-field asset performance.

## 5.4 Current Approach to Lifecycle Management

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

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

Activity Type	Description of Current Strategy
Operations & Maintenance	Maintenance activities include inspections, cleaning, minor repairs and vegetation management
	Inspections are conducted monthly, while cleaning and minor repairs are performed bi-annually.
	Maintenance is triggered by visual inspections identifying issues such as cracks, potholes, or safety hazards.
Rehabilitation	Rehabilitation activities include resurfacing, structural repairs, and upgrading outdated systems.
	Rehabilitation is triggered by a pavement condition index (PCI) below 5, or structural assessment indicating deterioration. Urban area rehabilitation is also coordinated with other infrastructure replacement (sewers and watermains).
Replacement	<b>Replacement is considered when an asset's condition has deteriorated significantly, and rehabilitation is no longer cost-effective.</b>
Inspection	Internal assessments are performed on road assets annually to ensure timely identification of maintenance needs.
	Road Needs Studies are completed every 5 years by external contractors. The latest Road Needs Study was completed in December 2023.

*Table 11 Lifecycle Management Strategy: Road Network*

## 5.5 Forecasted Long-Term Replacement Needs

Figure 19 illustrates the cyclical short-, medium- and long-term infrastructure rehabilitation and replacement requirements for the Township's road network. This analysis was run until 2069 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Township's **primary asset management system and asset register**. The Township's **average** annual requirements (red dotted line) total \$10.3 million for all assets in the road network. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

The chart illustrates substantial capital needs through the forecast period. It also shows a backlog of \$1.4 million, dominated by traffic lights. However, as traffic lights are pooled and no condition data was available, this estimate may not be accurate. These projections are based on asset replacement costs, age analysis, and condition data when available, as well as lifecycle modeling (roads only). They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.



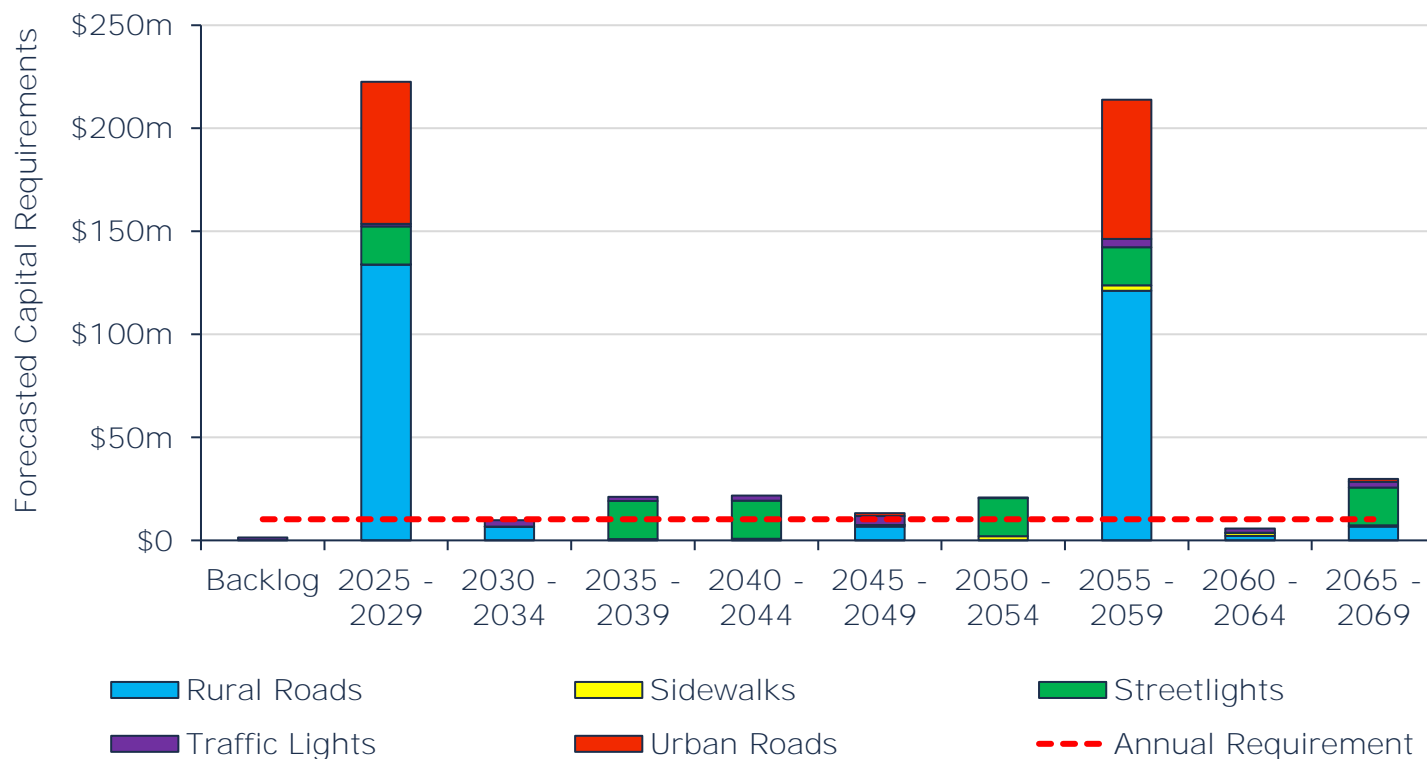


Figure 19 Forecasted Capital Replacement Needs: Road Network 2025-2069

Often, the magnitude of replacement needs is substantially higher than most municipalities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves. Regular pavement condition assessments and a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements.

A summary of the 10-year replacement forecast can be found in Appendix A – 10-Year Capital Requirements.

## 5.6 Risk Analysis

The risk matrix below is generated using available asset data, including condition and replacement costs.

The matrix stratifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Township may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

These risk models have been built into the Township's **Asset Management Database (Citywide Assets)**. See *Risk & Criticality* section for further details on approach used to determine asset risk ratings and classifications.

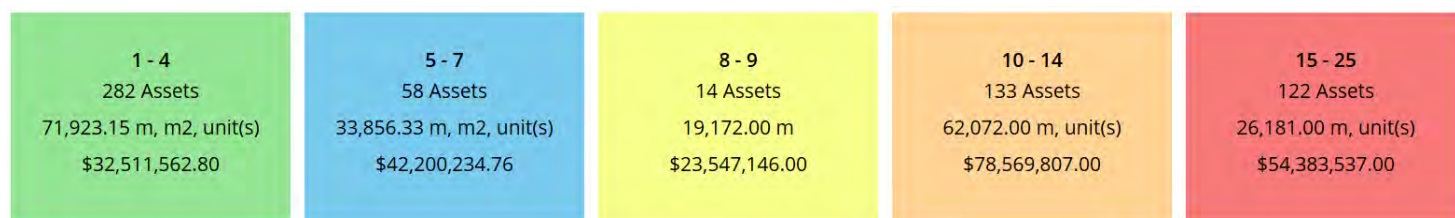


Figure 20 Risk Matrix: Road Network

### 5.6.1 Risks to Current Asset Management Strategies

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



#### Organizational Capacity

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



#### Capital Funding Strategies

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

## 5.7 Levels of Service

The tables that follow summarize the Township's **current levels of service with respect to** prescribed KPIs under Ontario Regulation 588/17, as well as any additional performance measures that the Township selected for this AMP.

### 5.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2024)
Scope	Description, which may include maps, of the road network in the municipality and its level of connectivity	See Appendix B – Level of Service Maps & Photos

Service Attribute	Qualitative Description	Current LOS (2024)
Quality	Description or images that illustrate the different levels of road class pavement condition	<p>The Township completed a Road Management Study in December 2023 in coordination with Triton Engineering Services Limited. Every road section received a surface condition rating (1-10).</p> <p>10 = New  9 = No distress  8 = Minor distress/joints opening  7 = Moderate distress/majority of centerline opening/misc. random cracking  6 = Moderate-severe distress/open joints/some wheel track issues  5 = Severe distress/wheel track failure/no area without distress  0 to 4 = Significant distress/deformation/edge damage</p>

Table 12 O. Reg. 588/17 Community Levels of Service: Road Network

## 5.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2024)
Scope	Lane-km of arterial roads (MMS classes 1 and 2) per land area (km/km <sup>2</sup> )	0.027
	Lane-km of collector roads (MMS classes 3 and 4) per land area (km/km <sup>2</sup> )	0.019
	Lane-km of local roads (MMS classes 5 and 6) per land area (km/km <sup>2</sup> )	1.43
Quality	Average pavement condition index for paved roads in the Township	73%
	Average surface condition for unpaved roads in the Township (e.g. excellent, good, fair, poor)	Poor
Performance	Capital reinvestment rate	2.26%

Table 13 O. Reg. 588/17 Technical Levels of Service: Road Network

## 5.8 Proposed Levels of Service

As per O. Reg. 588/17, by July 1, 2025, municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Township's **ability to afford the PLOS**.

The below tables and graphs explain the proposed levels of service scenarios that were analyzed for the road network. Further PLOS analysis at the portfolio level can be found in Section 4. *Proposed Levels of Service Analysis*.

### 5.8.1 PLOS Scenarios Analyzed

Scenario	Description
Scenario 1: Maintain Current Funding Level	This scenario maintains existing capital funding levels for those categories that are underfunded. ♦ Road Network capital funding maintained at \$5.23m/year
Scenario 2: Achieving 100% Target Funding in 20 Years	This scenario assumes gradual tax increases of ~3.9%/year, stabilizing at 100% funding across all asset categories in 20 years. ♦ Road Network capital funding gradually increases from \$5.23m/year to \$10.3m/year over a span of 20 years
Scenario 3: Achieving 75% Target Funding in 20 Years	This scenario assumes gradual tax increases of ~2.6%/year, stabilizing at 75% funding across all asset categories in 20 years. ♦ Road Network capital funding gradually increases from \$5.23m/year to \$7.7m/year over a span of 20 years

*Table 14 Road Network PLOS Scenario Descriptions*

## 5.8.2 PLOS Analysis Results

Scenario	Technical LOS Outcomes	Initial Value (2025)	15 Year Projection (2039)	30 Year Projection (2054)	Comments
Scenario 1	Average Condition	56%	29%	31%	
	Average Asset Risk	12.3	16.7	14.7	
	Annual Investment Required		\$5,234,00		This is the maintained parameter in this scenario
	Capital Reinvestment Rate		2.3%		
Scenario 2	Average Condition	56%	30%	53%	
	Average Asset Risk	12.3	16.7	12.4	
	Annual Investment Required		\$10,256,000		This parameter is increased from \$5.2M incrementally to reach a target portfolio investment of \$10.3M over 20 years
	Capital Reinvestment Rate		4.4%		
Scenario 3	Average Condition	56%	30%	44%	
	Average Asset Risk	12.3	16.7	13.4	
	Annual Investment Required		\$7,692,000		This parameter is increased from \$5.2M incrementally to reach a target portfolio investment of \$7.7M over 20 years
	Capital Reinvestment Rate		3.3%		

Table 15 Road Network PLOS Scenario Analysis

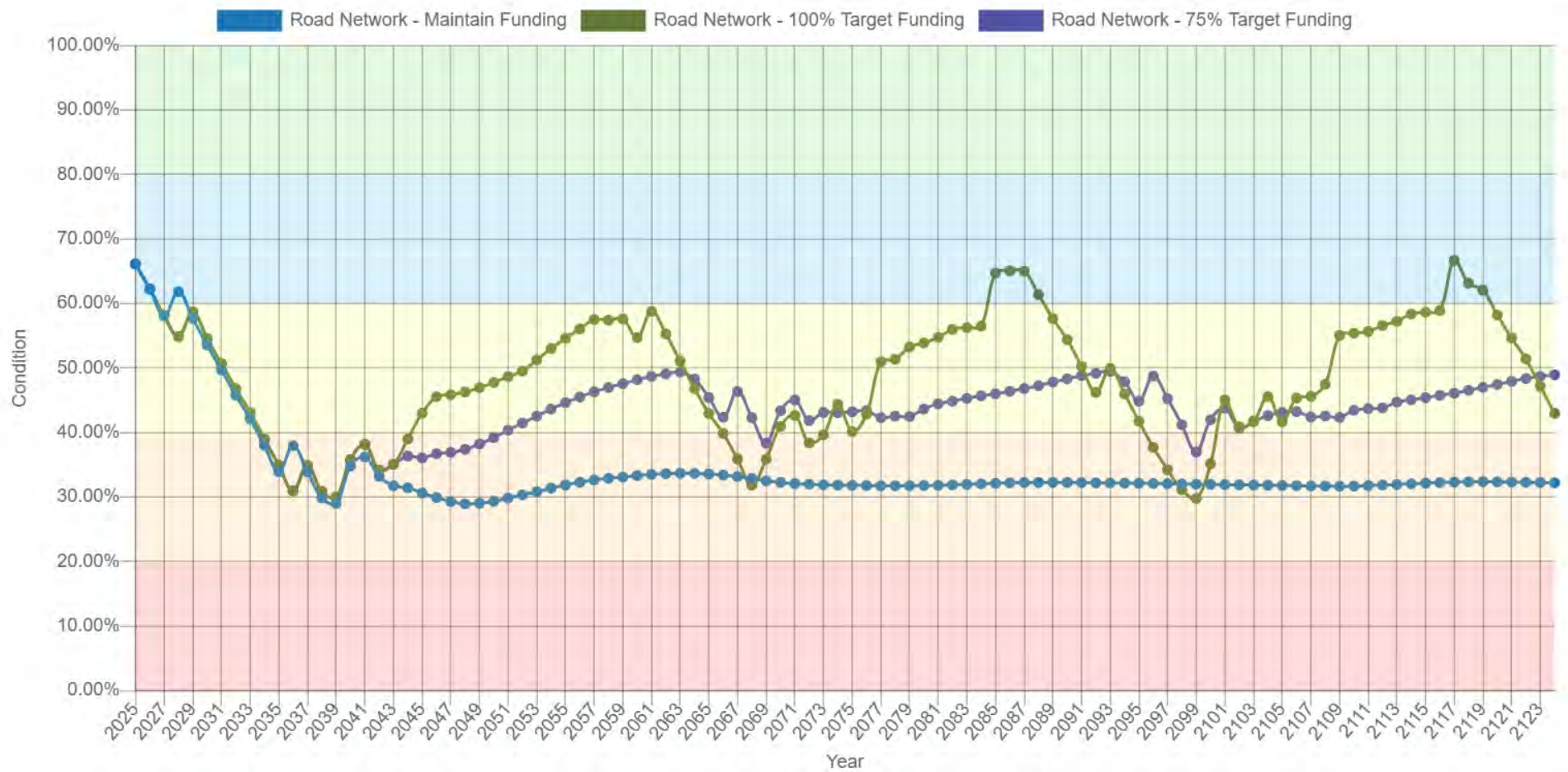


Figure 21 Road Network PLOS Scenario Condition Results



## 6. Bridges & Culverts

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

### 6.1 Inventory & Valuation

Table 16 summarizes the quantity and current replacement cost of bridges and culverts.

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method
Bridges	28	Quantity	\$41,327,000	User-Defined
Culverts	75	Quantity	\$25,109,000	User-Defined
Pedestrian Crossings	1	Quantity	\$2,309,000	User-Defined
TOTAL			\$68,745,000	

Table 16 Detailed Asset Inventory: Bridges & Culverts

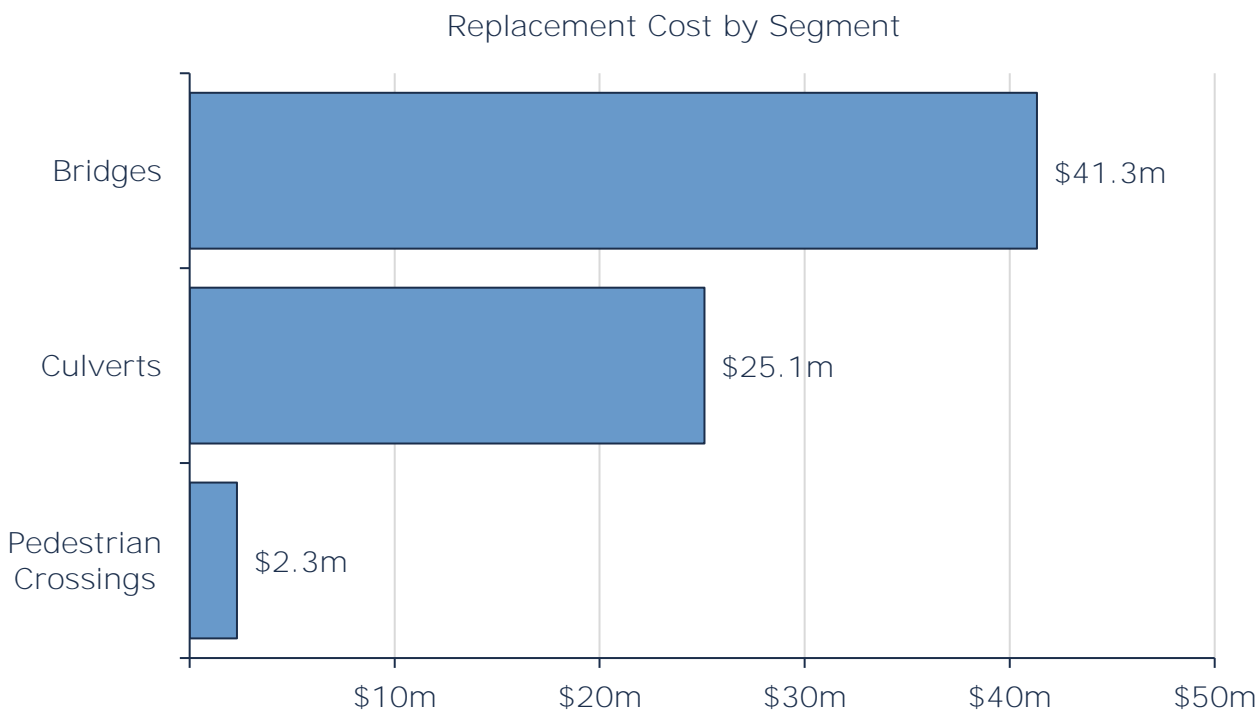


Figure 22 Portfolio Valuation: Bridges & Culverts

## 6.2 Asset Condition

Figure 23 summarizes the replacement cost-weighted condition of the Township's bridges and culverts. Based on the Township's recent **Ontario Structures Inspection Manual (OSIM)** assessments, 94% of bridges and culverts are in fair or better condition. Some elements or components of these structures may be candidates for replacement or rehabilitation in the medium term and should be monitored for further degradation in condition. At 6% of the total bridges and culverts portfolio, assets in poor or worse condition may require replacement in the immediate or short term.

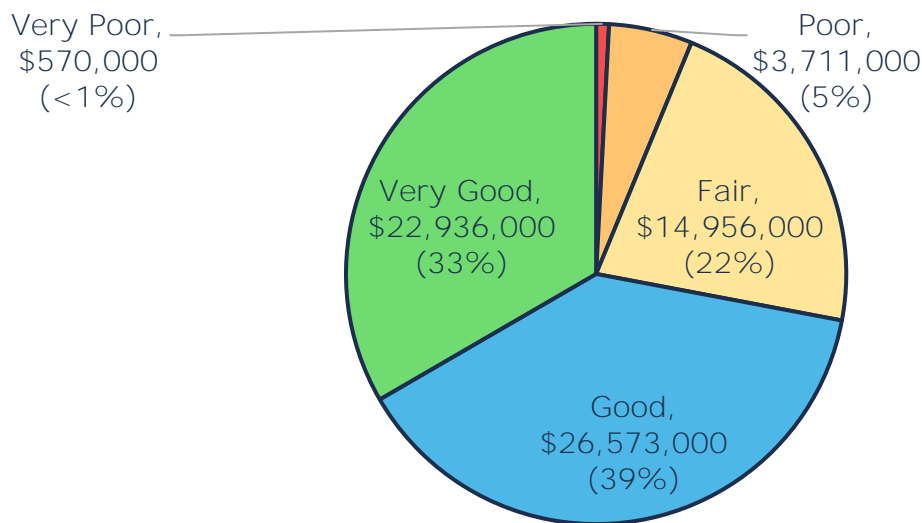


Figure 23 Asset Condition: Bridges & Culverts Overall

As further detailed in Figure 24, based on in-field condition assessments, \$2.2 million of bridge assets were assessed as being in poor condition. Similarly, 8% of culverts, with a current replacement cost of \$2.1 million were identified as poor or worse. Bridges and structures with a poor or worse rating are not necessarily unsafe for regular use. The OSIM ratings are designed to identify repairs needed to elevate condition ratings to a fair or higher.

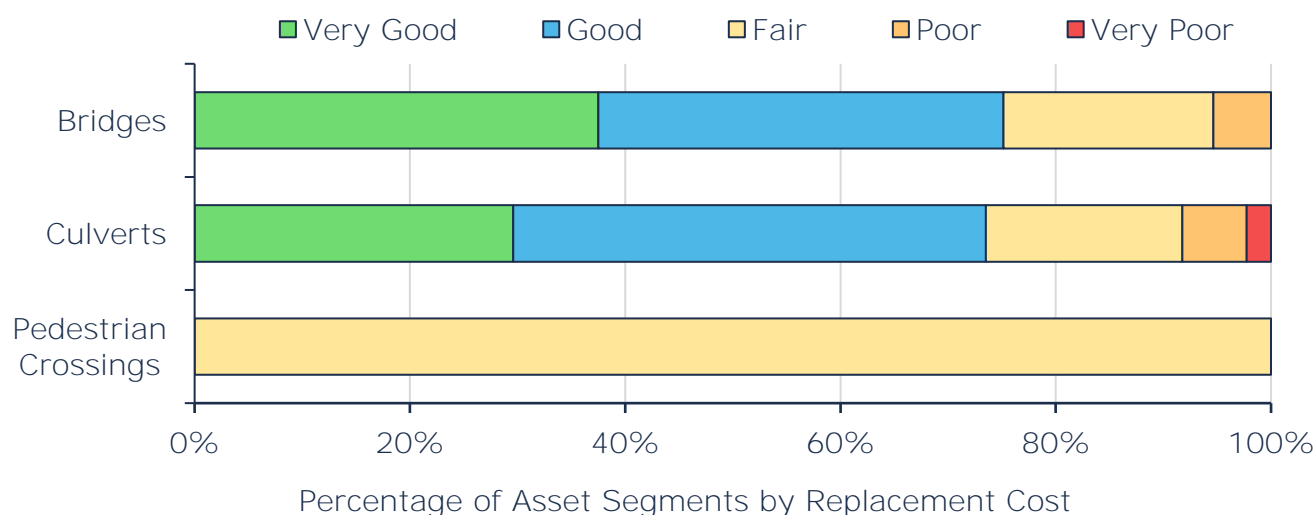


Figure 24 Asset Condition: Bridges & Culverts by Segment

## 6.3 Age Profile

An asset's age profile comprises two key values: **estimated useful life (EUL), or design life**; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset's age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential replacement spikes.

Figure 25 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

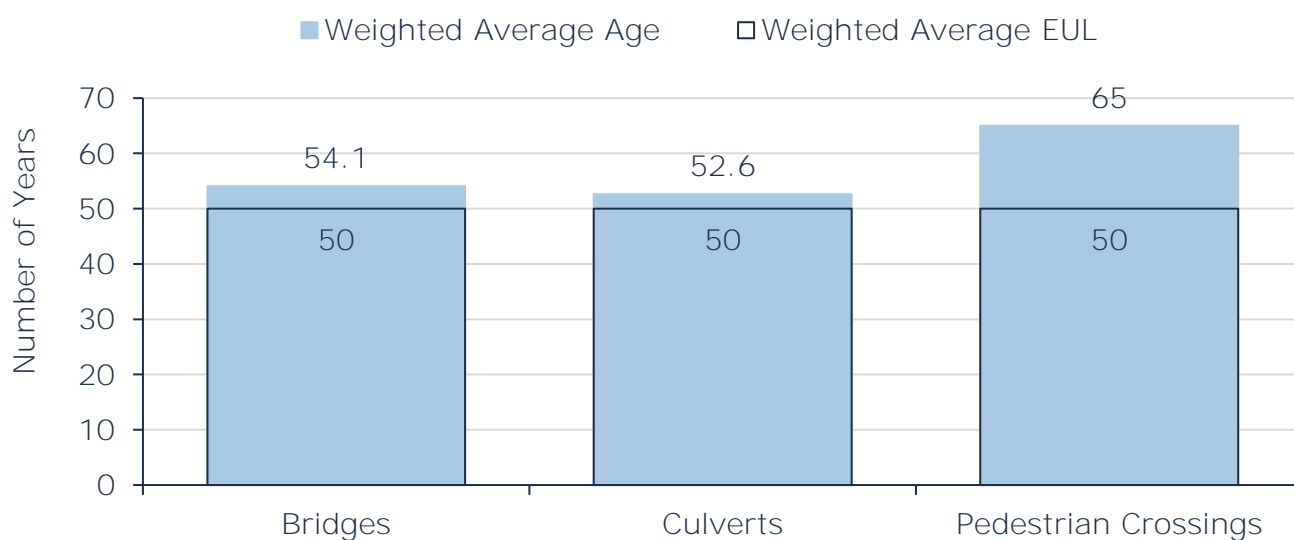


Figure 25 Estimated Useful Life vs. Asset Age: Bridges & Culverts

## 6.4 Current Approach to Lifecycle Management

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

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

Activity Type	Description of Current Strategy
Maintenance, Rehabilitation and Replacement	All lifecycle activities are driven by the results of mandated structural inspections completed according to the Ontario Structure Inspection Manual (OSIM).

Activity Type	Description of Current Strategy
Inspection	Condition assessments of all bridges and culverts are reviewed every 2 years, with a new report completed every 5 in accordance with the Ontario Structure Inspection Manual (OSIM).
	The most recent OSIM inspection report was completed in 2023 by BM Ross.

Table 17 Lifecycle Management Strategy: Bridges &amp; Culverts

## 6.5 Forecasted Long-Term Replacement Needs

Figure 26 illustrates the cyclical short-, medium- and long-term infrastructure rehabilitation and replacement requirements for the Township's bridges and culverts. This analysis was run until 2074 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Township's primary asset management system and asset register. The Township's average annual requirements (red dotted line) for bridges and culverts total \$1.5 million. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

These projections and estimates are based on asset replacement costs, age analysis, and condition data. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

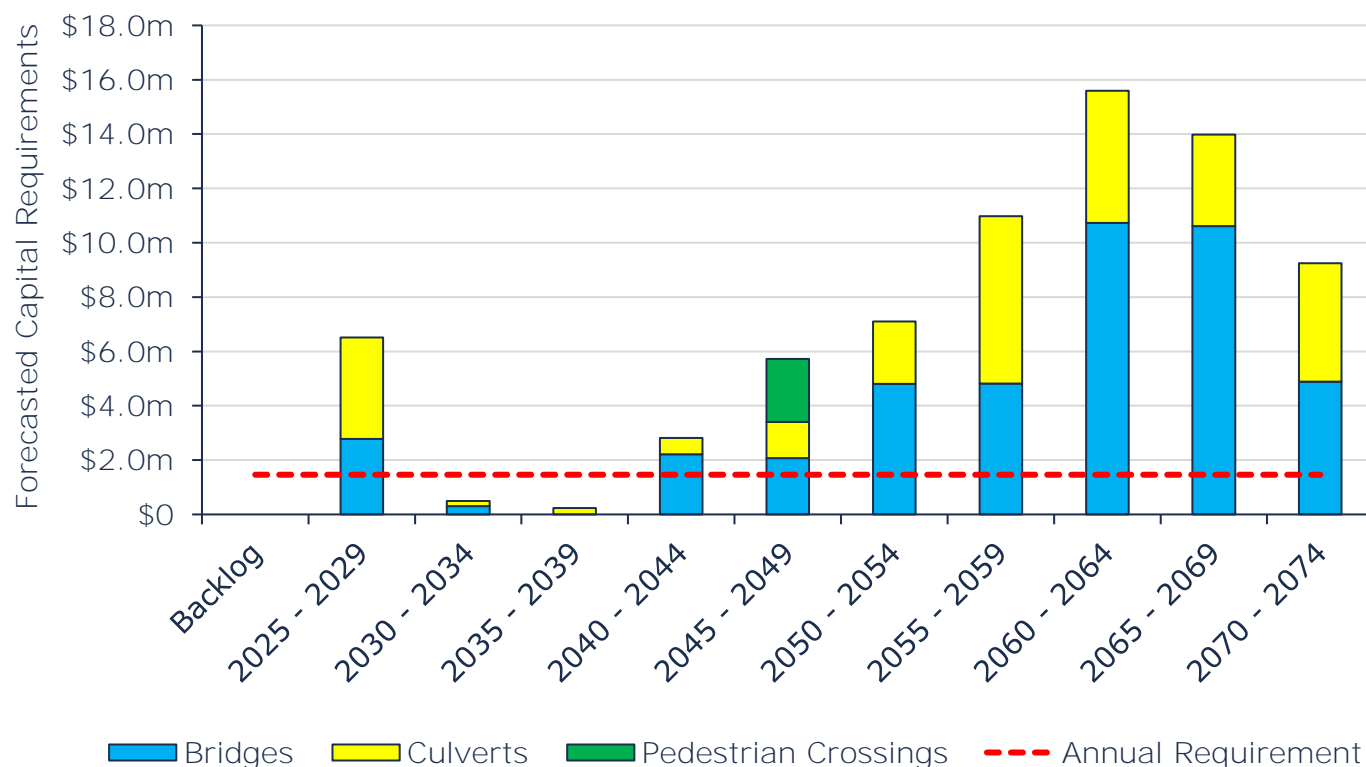


Figure 26 Forecasted Capital Replacement Needs: Bridges &amp; Culverts 2025-2074

Often, the magnitude of replacement needs is substantially higher than most municipalities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves. OSIM condition assessments and a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements.

A summary of the 10-year replacement forecast can be found in Appendix A – 10-Year Capital Requirements.

## 6.6 Risk Analysis

The risk matrix below is generated using available asset data, including condition and replacement cost.

The matrix stratifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Township may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

These risk models have been built into the Township's **Asset Management Database (Citywide Assets)**. See *Risk & Criticality* section for further details on approach used to determine asset risk ratings and classifications.

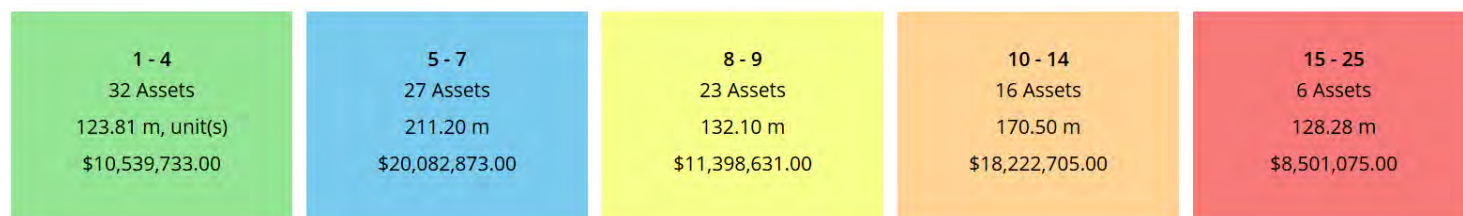


Figure 27 Risk Matrix: Bridges & Culverts

### 6.6.1 Risks to Current Asset Management Strategies

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



#### Climate Change & Extreme Events

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



#### Capital Funding Strategies

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

## 6.7 Levels of Service

The tables that follow summarize the Township's **current levels** of service with respect to prescribed KPIs under Ontario Regulation 588/17 as well as any additional performance measures that the Township has selected for this AMP.

### 6.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2024)
Scope	Description of the traffic that is supported by municipal bridges (e.g., heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists)	<p><b>The Township's bridges and culverts</b> support motor vehicles, including heavy vehicles and emergency vehicles, apart from the following 3 structures which have load limits:</p> <ul style="list-style-type: none"> <li>• Structure 9 (Sideroad 3 East)</li> <li>• Structure 21 (Sideroad 8 East)</li> <li>• Structure 38 (Sideroad 3)</li> </ul> <p>The Township has plans to replace structure 9 in 2024.</p> <p>Two bridges in Mount Forest have sidewalks integrated into their decks to accommodate pedestrians.</p>
Quality	Description or images of the condition of bridges & culverts and how this would affect use of the bridges & culverts	<p>See Appendix B – Level of Service Maps &amp; Photos for a breakdown of the Bridge Condition Index (BCI) <b>range for the Township's bridges</b>. The BCI value breakdown is as follows:</p> <p>90-100: Excellent 75-89: Good 40-74: Fair 0-39: Poor</p>

Table 18 O. Reg. 588/17 Community Levels of Service: Bridges & Culverts

### 6.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2024)
Scope	% of bridges in the Township with loading or dimensional restrictions	3%
	% of single-lane bridges	13%



Service Attribute	Technical Metric	Current LOS (2024)
Quality	Average bridge condition index value for bridges in the Township	72%
	Average bridge condition index value for structural culverts in the Township	70%
Performance	% of bridges and culvert assets in state of good repair (fair or better)	94%

Table 19 O. Reg. 588/17 Technical Levels of Service: Bridges & Culverts

## 6.8 Proposed Levels of Service

As per O. Reg. 588/17, by July 1, 2025, municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Township's **ability to afford the PLOS**.

The below tables and graphs explain the proposed levels of service scenarios that were analyzed for bridges and culverts. Further PLOS analysis at the portfolio level can be found in section 4. *Proposed Levels of Service Analysis*.

### 6.8.1 PLOS Scenarios Analyzed

Scenario	Description
Scenario 1: Maintain Current Funding Level	This scenario maintains existing capital funding levels for those categories that are underfunded. ♦ Bridges & Culverts capital funding maintained at \$432k/year
Scenario 2: Achieving 100% Target Funding in 20 Years	This scenario assumes gradual tax increases of ~3.9%/year, stabilizing at 100% funding across all asset categories in 20 years. ♦ Bridges & Culverts capital funding gradually increases from \$432k/year to \$1.5m/year over a span of 20 years
Scenario 3: Achieving 75% Target Funding in 20 Years	This scenario assumes gradual tax increases of ~2.6%/year, stabilizing at 75% funding across all asset categories in 20 years. ♦ Bridges & Culverts capital funding gradually increases from \$432k/year to \$1.1m/year over a span of 20 years

Table 20 Bridges & Culverts PLOS Scenario Descriptions

## 6.8.2 PLOS Analysis Results

Scenario	Technical LOS Outcomes	Initial Value (2025)	15 Year Projection (2039)	30 Year Projection (2054)	Comments
Scenario 1	Average Condition	68%	41%	29%	
	Average Asset Risk	8.4	14.2	17.0	
	Annual Investment Required		\$432,000		This is the maintained parameter in this scenario
	Capital Reinvestment Rate		0.6%		
Scenario 2	Average Condition	68%	41%	38%	
	Average Asset Risk	8.4	14.2	15.4	
	Annual Investment Required		\$1,462,000		This parameter is increased from \$432,000 incrementally to reach a target portfolio investment of \$1,462,000 over 20 years
	Capital Reinvestment Rate		2.1%		
Scenario 3	Average Condition	68%	41%	38%	
	Average Asset Risk	8.4	14.2	15.4	
	Annual Investment Required		\$1,096,500		This parameter is increased from \$432,000 incrementally to reach a target portfolio investment of \$1,096,500 over 20 years
	Capital Reinvestment Rate		1.6%		

Table 21 Bridges &amp; Culverts PLOS Scenario Analysis

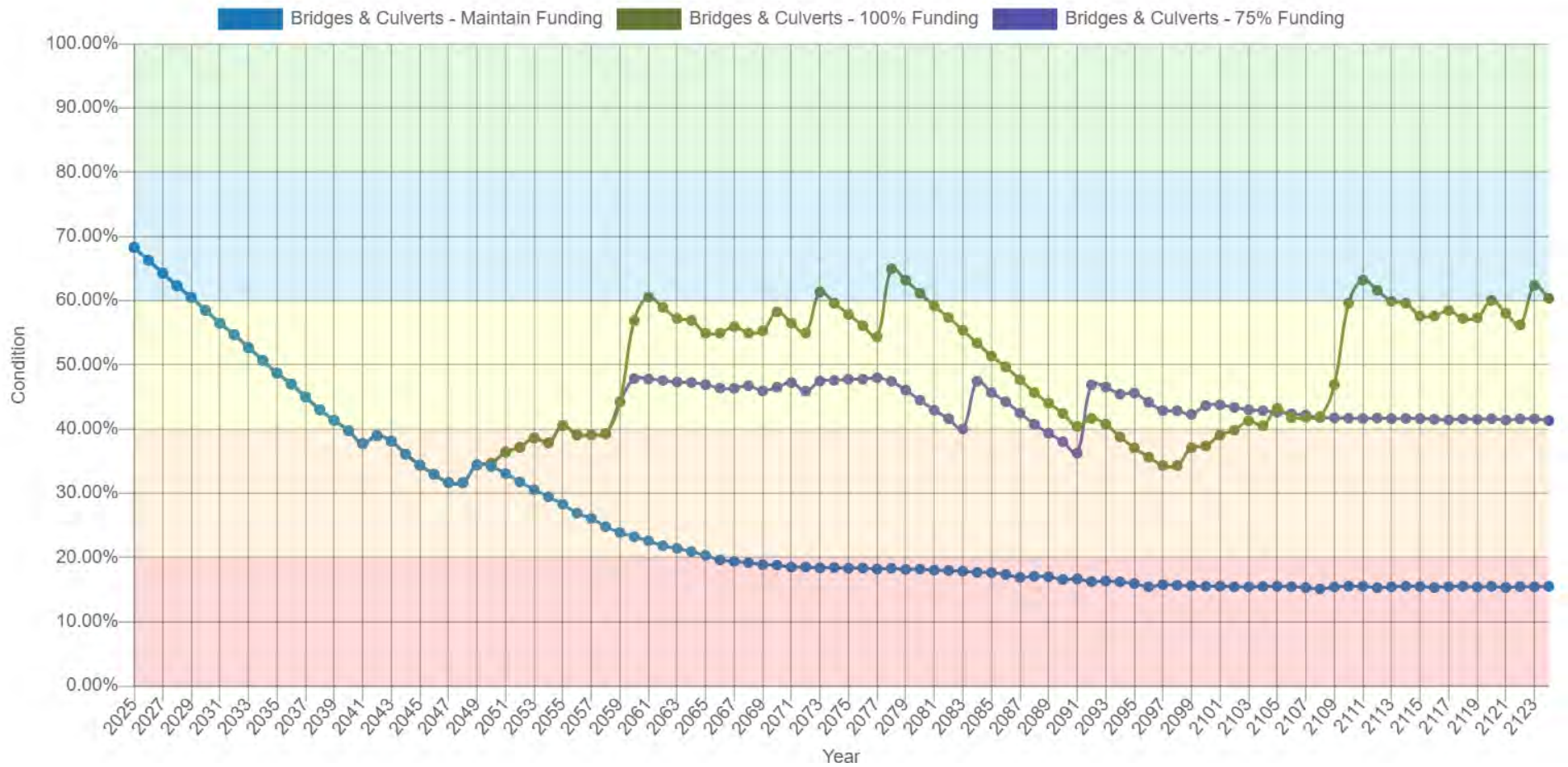


Figure 28 Bridges &amp; Culverts PLOS Scenario Condition Results

## 7. Water Network

The water services provided by the Township includes assets such as the following:

- Water Distribution System
- Hydrants, valves, and other various water system equipment

### 7.1 Inventory & Valuation

Table 22 summarizes the quantity and current replacement cost of the Township's **various** water network assets as managed in its primary asset management register, Citywide Assets.

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method
Hydrants	334	Quantity	\$3,522,000	Cost/Unit
Valves	585	Quantity	\$2,933,000	Cost/Unit
Water Equipment	26	Quantity	\$13,189,000	CPI
Watermains	57,910	m	\$60,699,000	Cost/Unit
TOTAL			\$80,342,000	

Table 22 Detailed Asset Inventory: Water Network

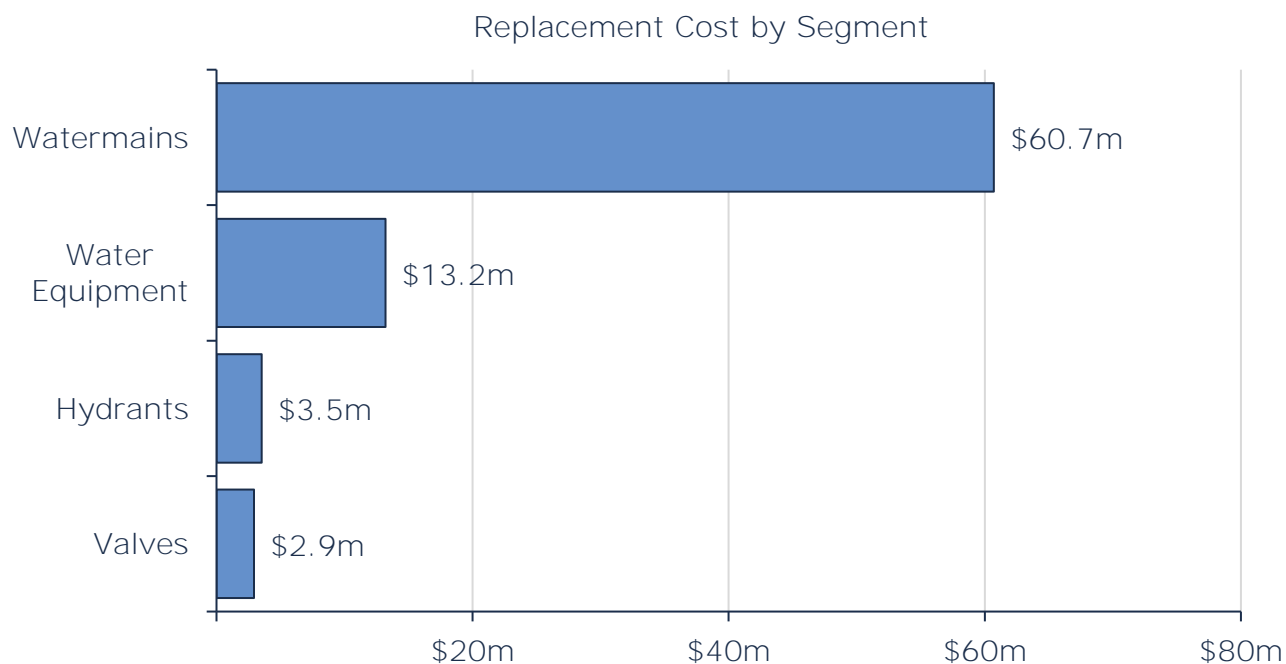


Figure 29 Portfolio Valuation: Water Network

## 7.2 Asset Condition

Figure 30 summarizes the replacement cost-weighted condition of the Township's water network. Based on a combination of field inspection data and age, 78% of assets are in fair or better condition; the remaining 22% of assets are in poor to very poor condition. Condition assessments were available for 91% of watermains, based on replacement cost. This condition data was projected from inspection date to current year to estimate their condition today. No condition data was available for hydrants, valves or water equipment.

Assets in poor or worse condition may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition. As illustrated in Figure 30, the majority of the Township's water network assets are in fair or better condition.

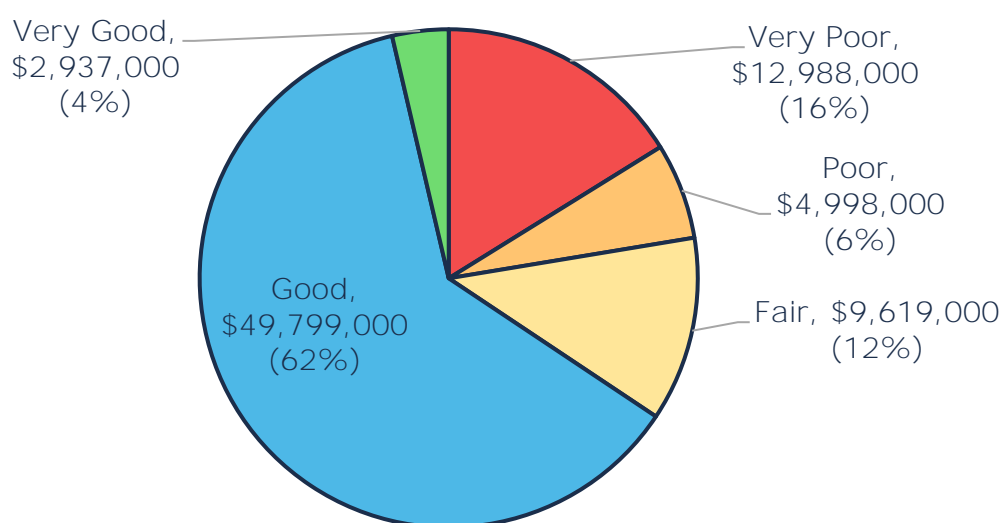


Figure 30 Asset Condition: Water Network Overall

As illustrated in Figure 31, based on condition assessments and age-based conditions, the majority of the Township's water mains are in good condition; however, 99% of water equipment is in poor or worse condition.

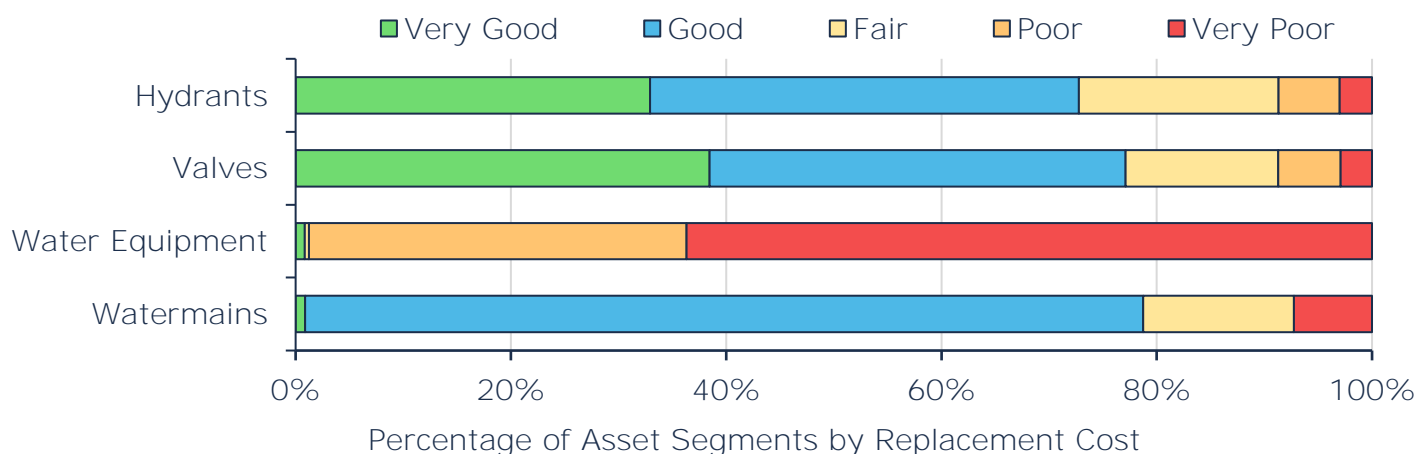


Figure 31 Asset Condition: Water Network by Segment

## 7.3 Age Profile

An asset's age profile comprises two key values: **estimated useful life (EUL), or design life**; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset's age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential long-term replacement spikes.

Figure 32 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

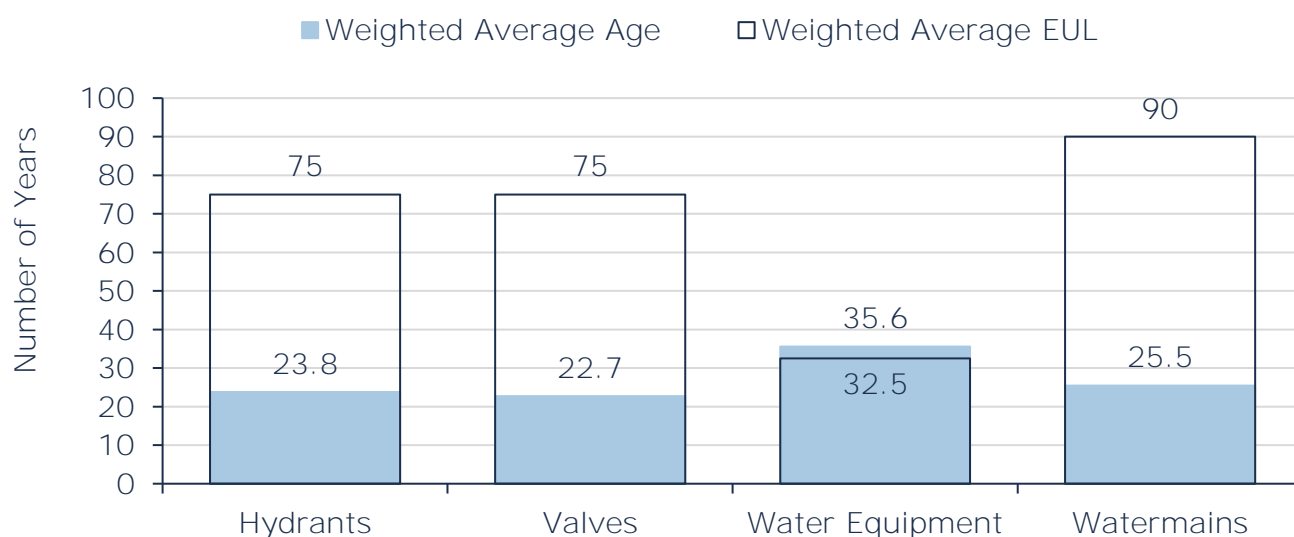


Figure 32 Estimated Useful Life vs. Asset Age: Water Network

## 7.4 Current Approach to Lifecycle Management

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

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



Activity Type	Description of Current Strategy
Maintenance	Hydrant inspections are completed annually, and water tower inspections are completed every 3 years.
	Main valve turning and leak detection is completed every 3 years.
Rehabilitation	Trenchless re-lining of water mains presents significant challenges and is not always a viable option.
Replacement	In the absence of mid-lifecycle rehabilitative events, most mains are simply maintained with the goal of full replacement once it reaches its end-of-life.
	<b>Replacement activities are considered when an asset's condition has deteriorated significantly, and rehabilitation is no longer cost-effective.</b>
Inspection	Staff primarily rely on the age, material, size and failure history of water mains to determine the projected condition of water mains. Watermain condition is assessed whenever uncovered.
	Leak detection is completed annually by external contractors, with each area surveyed every 3 years.

*Table 23 Lifecycle Management Strategy: Water Network*

## 7.5 Forecasted Long-Term Replacement Needs

Figure 33 illustrates the cyclical short-, medium- and long-term infrastructure rehabilitation and replacement requirements for the Township's water network. This analysis was run until 2104 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Township's **primary asset management system and asset register**. The Township's **average** annual requirements (red dotted line) total \$1.9 million for all assets in the water network. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

The chart illustrates substantial capital needs throughout the forecast period. It also shows a backlog \$7.4 million, dominated by water equipment. These projections are based on asset replacement costs, age analysis, and condition data when available. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

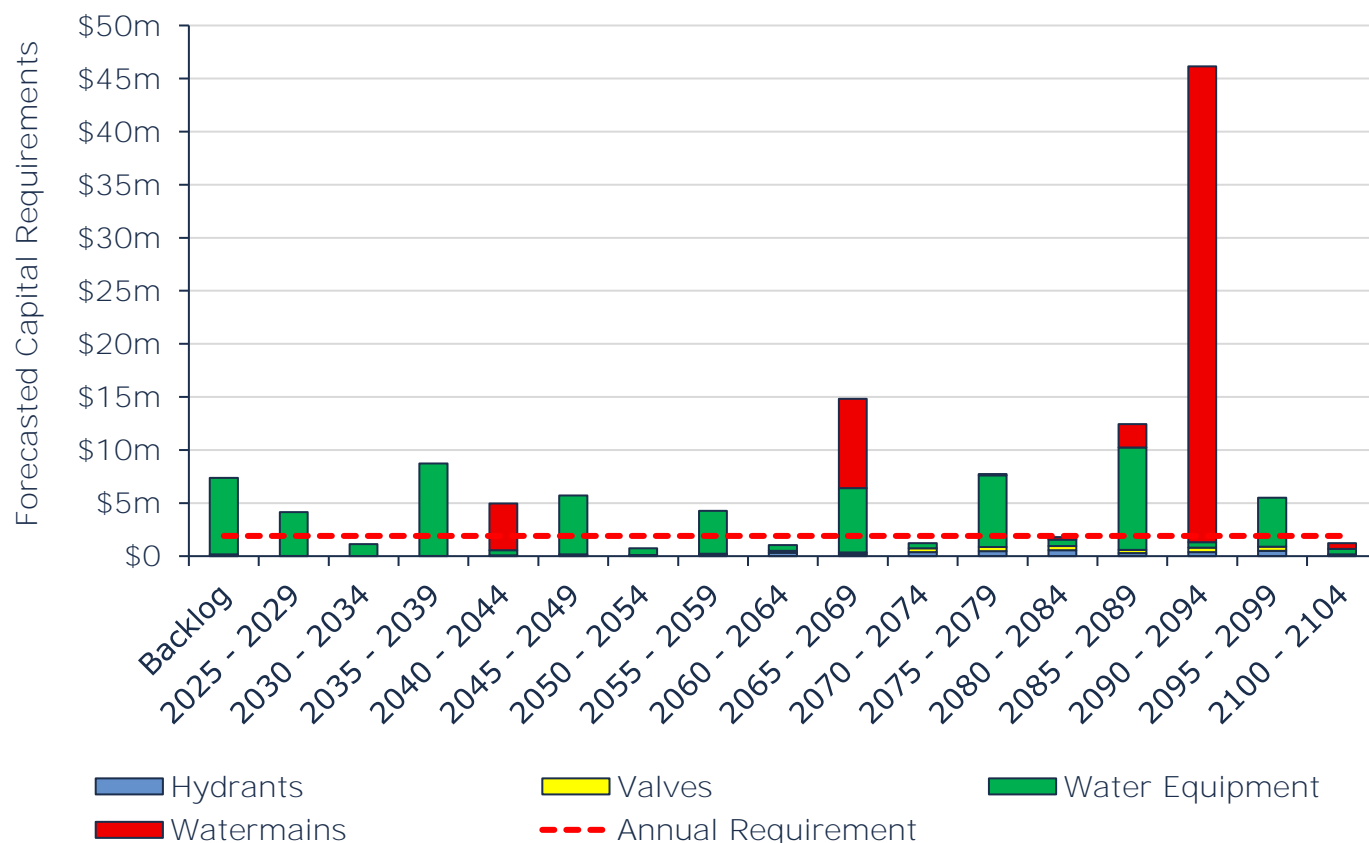


Figure 33 Forecasted Capital Replacement Needs: Water Network 2025-2104

Often, the magnitude of replacement needs is substantially higher than most municipalities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves. Regular condition assessments and a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements.

A summary of the 10-year replacement forecast can be found in Appendix A – 10-Year Capital Requirements.

## 7.6 Risk Analysis

The risk matrix below is generated using available asset data, including condition, pipe material, replacement cost, and pipe diameter. The risk ratings for assets without useful attribute data were calculated using only condition and their replacement costs.

The matrix stratifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Township may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

These risk models have been built into the Township's **Asset Management Database (Citywide Assets)**. See *Risk & Criticality* section for further details on approach used to determine asset risk ratings and classifications.

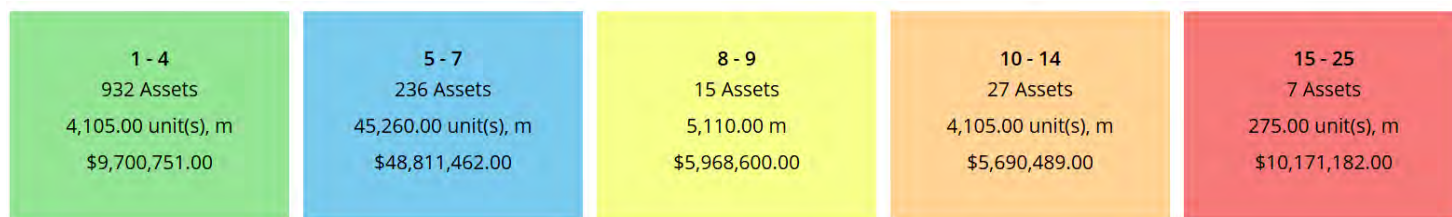


Figure 34 Risk Matrix: Water Network

### 7.6.1 Risks to Current Asset Management Strategies

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



#### Climate Change & Extreme Events

Heat waves, dry conditions and lack of precipitation can cause an increase in water usage which can impact the life expectancy of infrastructure. Extreme cold events can negatively impact water assets such as watermains and services by way of watermain breaks and frozen services as a result of deep frost. The Township may also become more reliant on generator power if extreme storms and winds cause power outages.



#### Capital Funding Strategies

The Township has a Water and Sewer Financial Plan which is completed every 5 years, however, the rapid current and projected growth in the community will expedite the need for upgraded and new infrastructure. This will cause the Township to rely on grants or other sources of funding for completion.

#### Growth



The water System cannot accommodate the projected growth in the community. To support the anticipated growth, the water storage and supply will have to increase. The Township is in the process of completing an Environmental Assessment for water supply and storage in Arthur.

## 7.7 Levels of Service

The tables that follow summarize the Township's **current** levels of service with respect to prescribed KPIs under Ontario Regulation 588/17 as well as any additional performance measures that the Township has selected for this AMP.

### 7.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2024)
Scope	Description, which may include maps of the user groups or areas of the municipality that are connected to the municipal water system	See Appendix B – Level of Service Maps & Photos
	Description, which may include maps of the user groups or areas of the municipality that have fire flow	See Appendix B – Level of Service Maps & Photos
Reliability	Description of boil water advisories and service interruptions	No instances of boil water advisories were issued in 2024.
	Description of unplanned service interruptions due to watermain breaks	A total of 5 watermain breaks occurred in Arthur and Mount Forest in 2024. 4/5 of these breaks were due to reconstruction activities, and all were repaired within the same day. A very brief service interruption of no more than one hour occurred due to each these breaks.

Table 24 O. Reg. 588/17 Community Levels of Service: Water Network

### 7.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2024)
Scope	% of properties connected to the municipal water system	66%
	% of properties where fire flow is available	66%
Reliability	# of connection-days per year where a boil water advisory notice is in place compared to the total number of properties connected to the municipal water system	0
	# of connection-days per year where water is not available due to water main breaks compared to the total number of properties connected to the municipal water system	0



Service Attribute	Technical Metric	Current LOS (2024)
Performance	% of the water system that is in good or very good condition	65%
	% of the water system that is in poor or very poor condition	22%

Table 25 O. Reg. 588/17 Technical Levels of Service: Water Network

## 7.8 Proposed Levels of Service

As per O. Reg. 588/17, by July 1, 2025, municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Township's **ability to afford the PLOS**.

The below tables and graphs explain the proposed levels of service scenarios that were analyzed for the water network. Further PLOS analysis at the portfolio level can be found in section 4. *Proposed Levels of Service Analysis*.

### 7.8.1 PLOS Scenarios Analyzed

Scenario	Description
Scenario 1: Maintain Current Funding Level	This scenario maintains existing capital funding levels for those categories that are underfunded. ♦ Water Network capital funding maintained at \$1.6m/year
Scenario 2: Achieving 100% Target Funding in 20 Years	This scenario assumes gradual water rate increases of ~0.6%/year, stabilizing at 100% funding across all asset categories in 20 years. ♦ Water Network capital funding gradually increases from \$1.6m/year to \$1.9m/year over a span of 20 years
Scenario 3: Achieving 75% Target Funding in 20 Years	This scenario maintains existing capital funding levels are the water network is currently funded at 85% of the targeted funding. ♦ Water Network capital funding maintained at \$1.6m/year

Table 26 Water Network PLOS Scenario Descriptions

## 7.8.2 PLOS Analysis Results

Scenario	Technical LOS Outcomes	Initial Value (2025)	15 Year Projection (2039)	30 Year Projection (2054)	Comments
Scenario 1	Average Condition	58%	54%	41%	
	Average Asset Risk	8.0	8.0	8.8	
	Annual Investment Required		\$1,641,000		This is the maintained parameter in this scenario
	Capital Reinvestment Rate		2.0%		
Scenario 2	Average Condition	58%	54%	41%	
	Average Asset Risk	8.0	8.0	8.8	
	Annual Investment Required		\$1,903,000		This parameter is based on water rates increasing 0.6% annually for 20 years
	Capital Reinvestment Rate		2.3%		
Scenario 3	Average Condition	58%	54%	41%	
	Average Asset Risk	8.0	8.0	8.8	
	Annual Investment Required		\$1,641,000		This is the maintained parameter in this scenario
	Capital Reinvestment Rate		2.0%		

Table 27 Water Network PLOS Scenario Analysis

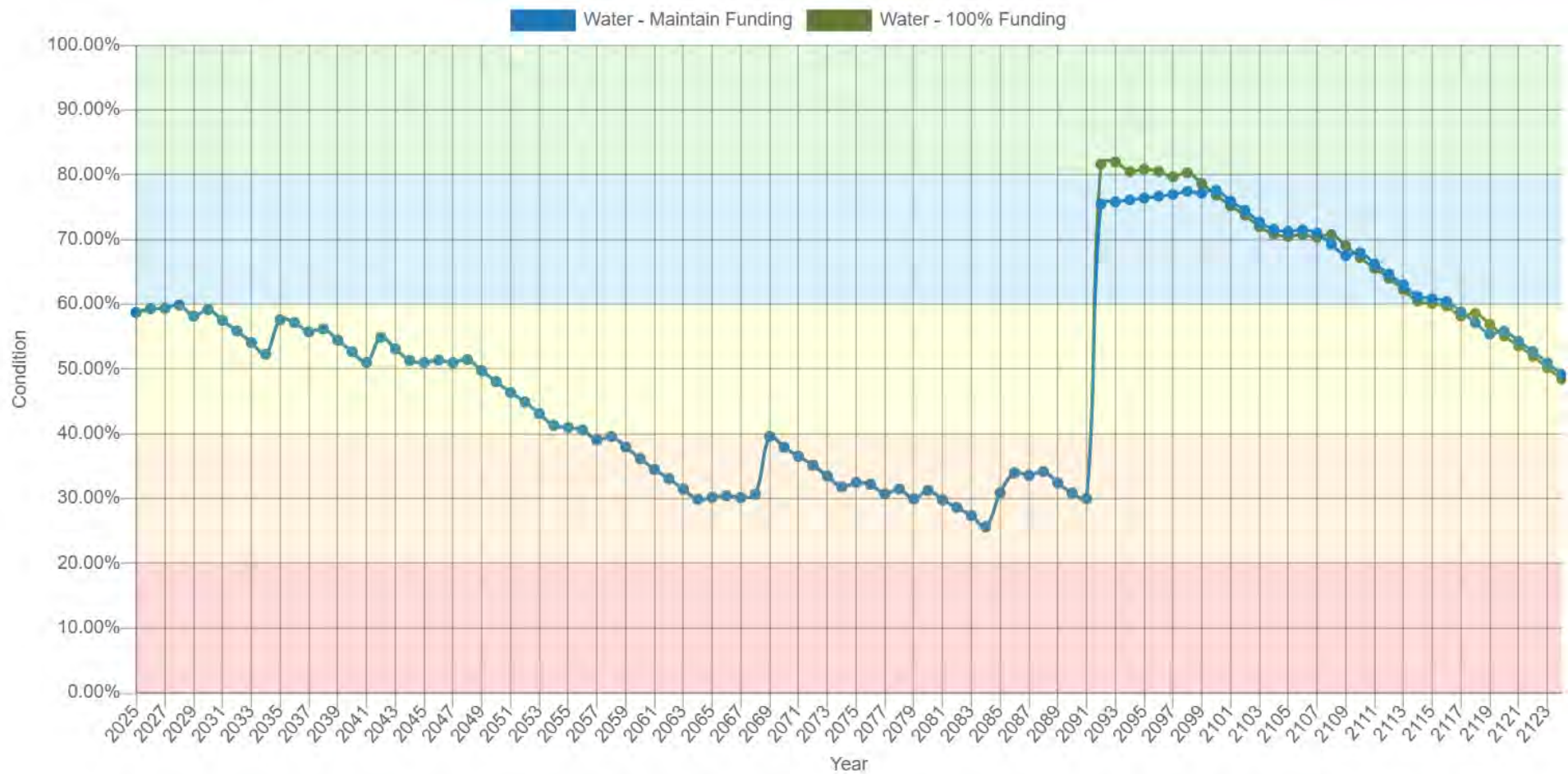


Figure 35 Water Network PLOS Scenario Condition Results

## 8. Sanitary System

The sanitary system owned and operated by the town includes assets such as:

- The Arthur Wastewater Treatment Plant and Pumping Station
- The Mount Forest Wastewater Treatment Plant
- The sanitary collection system
- Manholes and various sanitary equipment

### 8.1 Inventory & Valuation

Table 28 summarizes the quantity and current replacement cost of the Township's various sanitary system assets as managed in its primary asset management register, Citywide Assets.

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method
Manholes	668	Quantity	\$7,299,000	Cost/Unit
Sanitary Collection	22	Quantity	\$20,024,000	Cost/Unit
Sanitary Equipment	13	Quantity	\$22,832,000	CPI
Sanitary Force mains	6,838	m	\$7,828,000	Cost/Unit
Sanitary Mains	50,307	m	\$56,965,000	Cost/Unit
TOTAL			\$114,948,000	

Table 28 Detailed Asset Inventory: Sanitary System

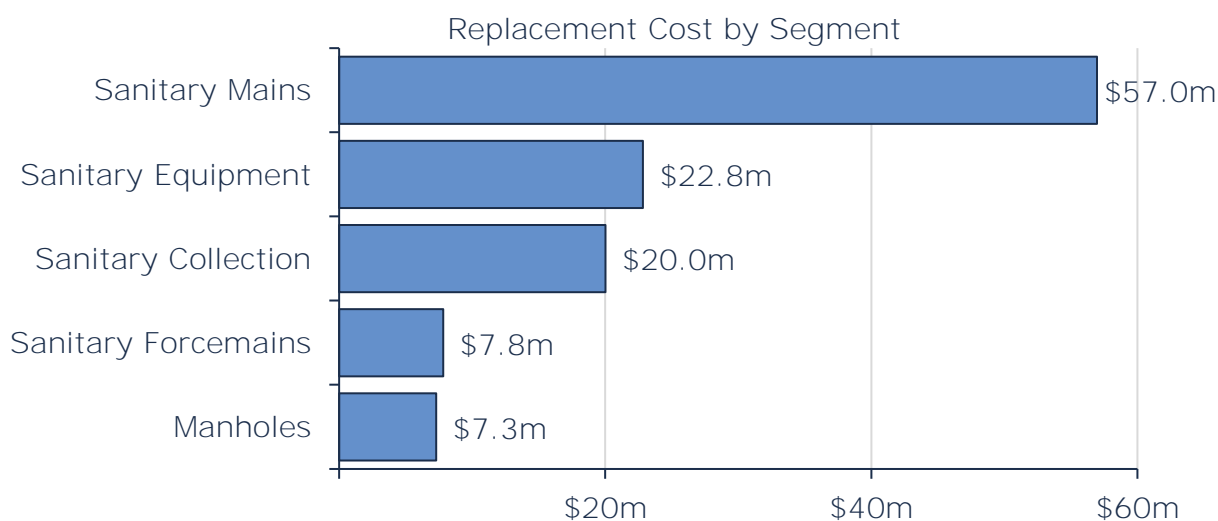


Figure 36 Portfolio Valuation: Sanitary System

## 8.2 Asset Condition

Figure 37 summarizes the replacement cost-weighted condition of the Township's sanitary system. Based solely on age data, 71% of assets are in fair or better condition; the remaining 29% of assets are in poor to very poor condition.

Assets in poor or worse condition may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition. As illustrated in Figure 37 the majority of the Township's sanitary system assets are in fair or better condition.

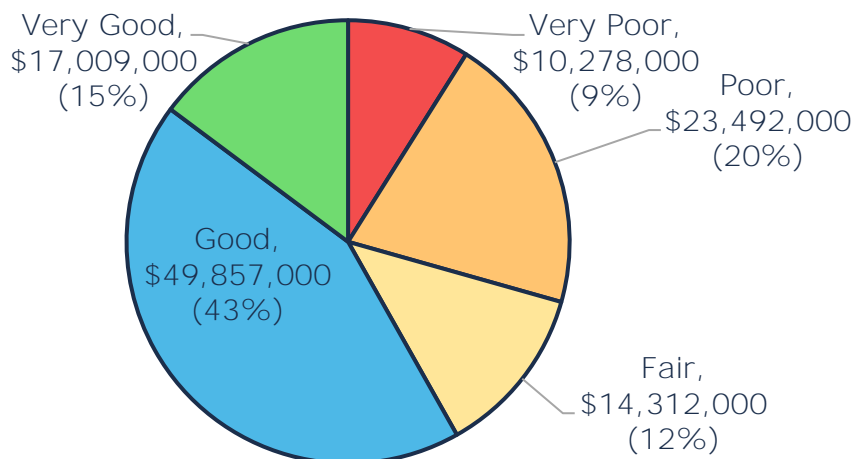


Figure 37 Asset Condition: Sanitary System Overall

As illustrated in Figure 38, based on condition assessments and age-based conditions, the majority of the Township's sanitary mains are in fair or better condition however, 63% of sanitary collection assets are in poor or worse condition.

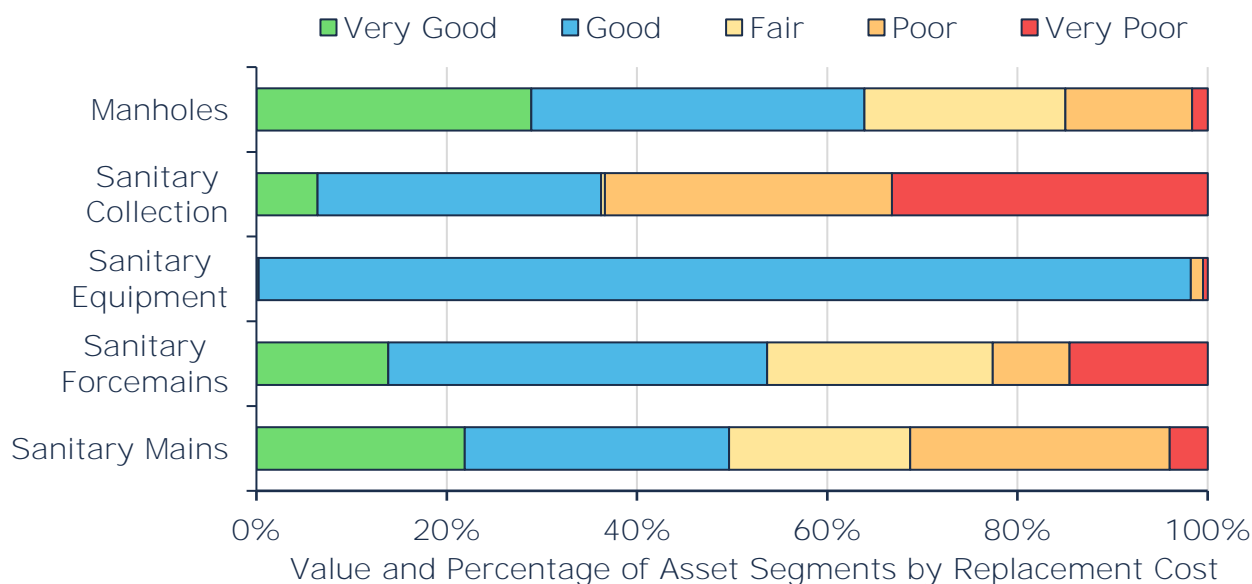


Figure 38 Asset Condition: Sanitary System by Segment



## 8.3 Age Profile

An asset's age profile comprises two key values: **estimated useful life (EUL), or design life;** and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset's age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential long-term replacement spikes.

Figure 39 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

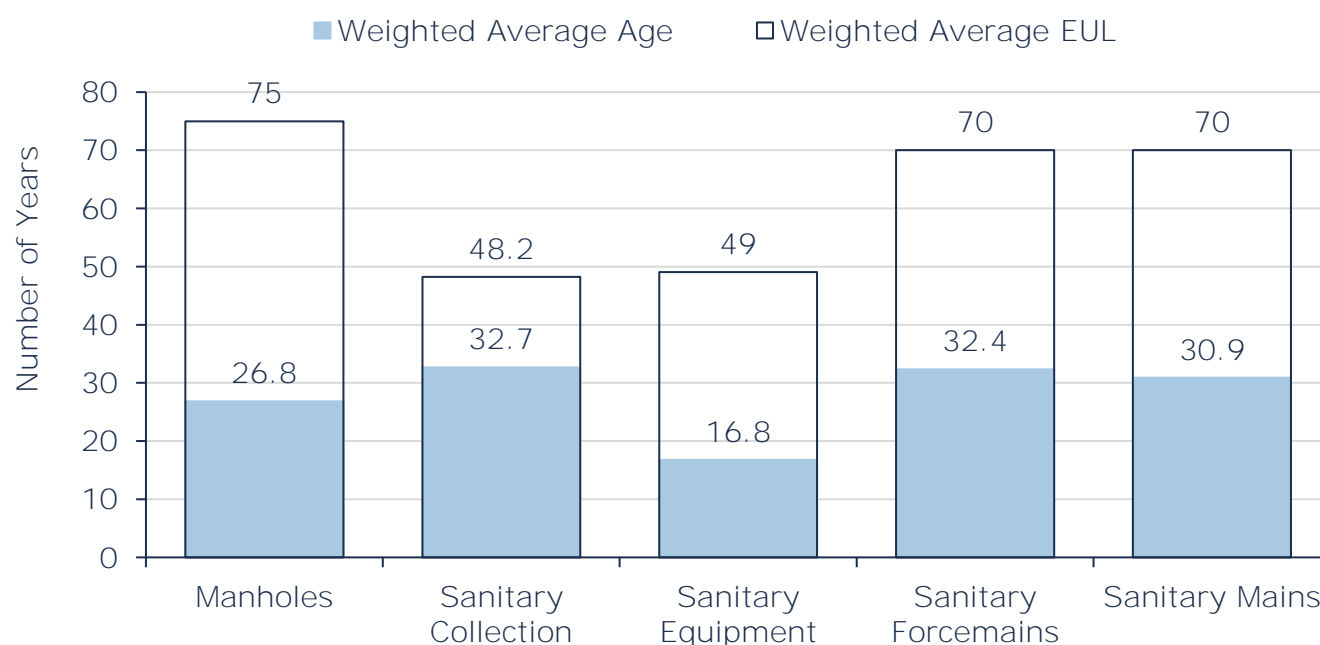


Figure 39 Estimated Useful Life vs. Asset Age: Sanitary System

## 8.4 Current Approach to Lifecycle Management

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

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

Activity Type	Description of Current Strategy
Maintenance	Main flushing is completed annually with 100% of the network flushed every 3 years.
	Manholes are inspected annually with 100% of the manholes being inspected every 3 years.
Rehabilitation	Rehabilitation programs are initiated as required when defects are observed during inspections.
Replacement	<b>Replacement is considered when an asset's condition has deteriorated significantly, and rehabilitation is no longer cost-effective, or in coordination with full road reconstruction projects.</b>
	Assets nearing the end of their service life and those incurring frequent and costly repairs are prioritized for replacement.
Inspection	CCTV inspections are completed for sanitary mains on an as needed basis.
	Sanitary sewer manhole inspections take place annually, with each manhole being assessed every 3 years.

*Table 29 Lifecycle Management Strategy: Sanitary System*

## 8.5 Forecasted Long-Term Replacement Needs

Figure 40 illustrates the cyclical short-, medium- and long-term infrastructure rehabilitation and replacement requirements for the Township's sanitary system. This analysis was run until 2099 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Township's **primary asset management system and asset register**. The Township's average annual requirements (red dotted line) total \$2.4 million for all assets in the sanitary sewer network. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

The chart illustrates substantial capital needs throughout the forecast period. It also shows a backlog of \$4.1 million split between sanitary collection sanitary equipment. These projections are based on asset replacement costs, age analysis, and condition data when available. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

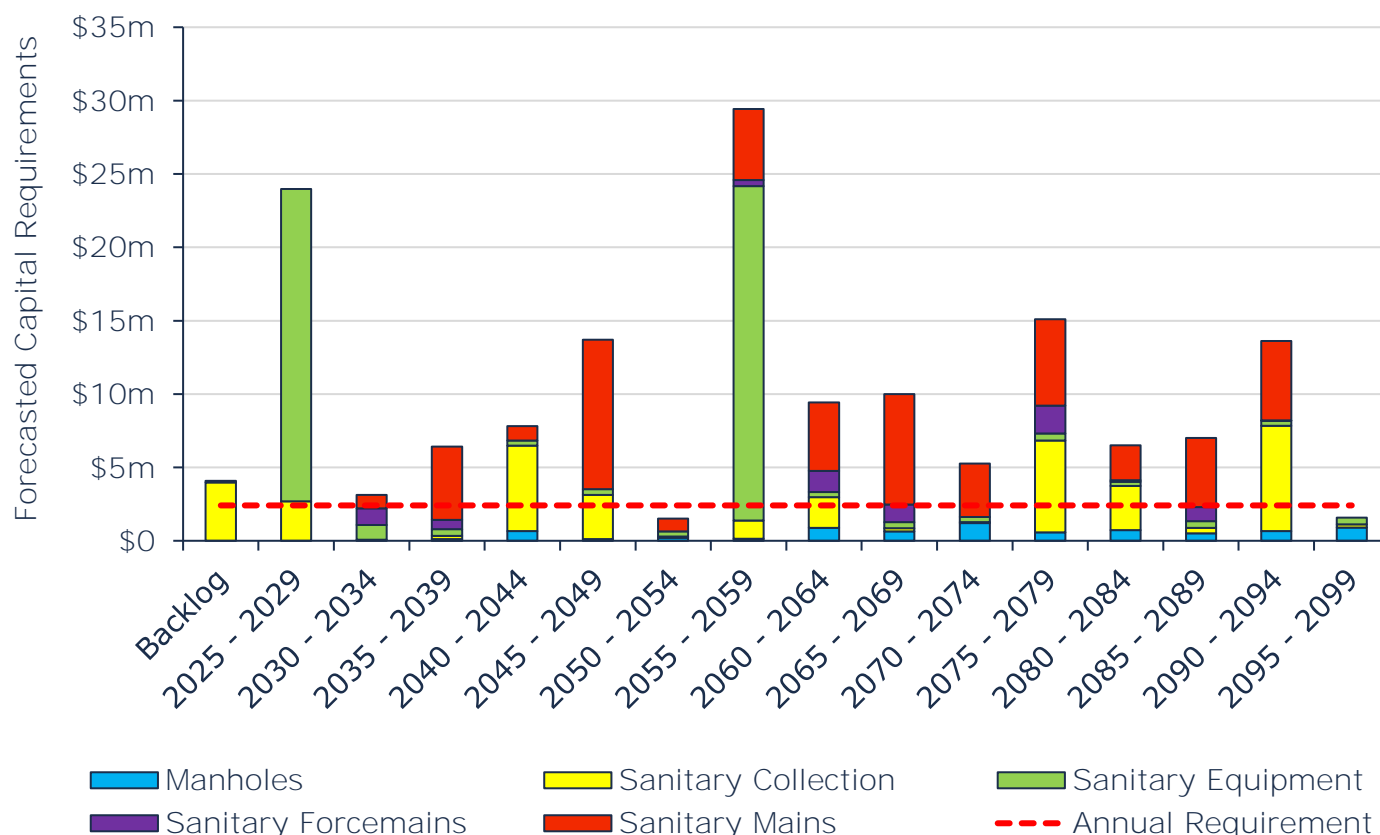


Figure 40 Forecasted Capital Replacement Needs: Sanitary System 2025-2099

Often, the magnitude of replacement needs is substantially higher than most municipalities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves. Regular condition assessments and a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements.

A summary of the 10-year replacement forecast can be found in Appendix A – 10-Year Capital Requirements.

## 8.6 Risk Analysis

The risk matrix below is generated using available asset data, including condition, pipe material, replacement cost and pipe diameter. The risk ratings for assets without useful attribute data were calculated using only condition and their replacement costs.

The matrix stratifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Township may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

These risk models have been built into the Township's **Asset Management Database (Citywide Assets)**. See *Risk & Criticality* section for further details on approach used to determine asset risk ratings and classifications.



Figure 41 Risk Matrix: Sanitary System

## 8.6.1 Risks to Current Asset Management Strategies

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



### Climate Change & Extreme Events

Extreme rainfall and flooding can result in storm water entering the sanitary sewer system by way of inflow and infiltration. This puts excess stress on equipment such as pumps and treatment equipment in the Sanitary System.

### Growth



The Sanitary system is not designed to withstand the expected growth in the community. Wastewater capacity will need to increase in order to support projected growth. The Township has designed phase two of the expansion of the Arthur Wastewater Treatment Plant to increase system capacity.

### Capital Funding Strategies



The Township has a Water and Sewer Financial Plan that is completed every 5 years however, the rapid current and projected growth will expedite the need for upgraded and new infrastructure and will rely on grants and other sources of funding for completion.

## 8.7 Levels of Service

The tables that follow summarize the Township's **current levels of service with respect to** prescribed KPIs under Ontario Regulation 588/17 as well as any additional performance measures that the Township has selected for this AMP.

## 8.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2024)
Scope	Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal wastewater system	See Appendix B – Level of Service Maps & Photos
Reliability	Description of how combined sewers in the municipal wastewater system are designed with overflow structures in place which allow overflow during storm events to prevent backups into homes	The Township does not own any combined sewers
	Description of the frequency and volume of overflows in combined sewers in the municipal wastewater system that occur in habitable areas or beaches	The Township does not own any combined sewers
	Description of how stormwater can get into sanitary sewers in the municipal wastewater system, causing sewage to overflow into streets or backup into homes	Stormwater can enter into sanitary sewers due to inflow through manhole covers, and infiltration through sanitary pipe joints and crack permitting ground water into the system.
	Description of how sanitary sewers in the municipal wastewater system are designed to be resilient to stormwater infiltration	The Township has new sanitary sewer services designed and engineered according to the Municipal Servicing Standard.
	Description of the effluent that is discharged from sewage treatment plants in the municipal wastewater system	The Mount Forest and Arthur Wastewater Treatment Plants (WWTP) both use sand filtration, UV treatment, chemical phosphorous removal, and extended aeration. Treated effluent from the Arthur WWTP discharges to the Conestogo River, and Mount Forest WWTP discharges to the Saugeen River.

Table 30 O. Reg. 588/17 Community Levels of Service: Sanitary System



## 8.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2024)
Scope	% of properties connected to the municipal wastewater system	64%
Reliability	# of events per year where combined sewer flow in the municipal wastewater system exceeds system capacity compared to the total number of properties connected to the municipal wastewater system	N/A
	# of connection-days per year having wastewater backups compared to the total number of properties connected to the municipal wastewater system	0
	# of effluent violations per year due to wastewater discharge compared to the total number of properties connected to the municipal wastewater system	0
Performance	% of the wastewater system that is in good or very good condition	58%
	% of the wastewater system that is in poor or very poor condition	29%

Table 31 O. Reg. 588/17 Technical Levels of Service: Sanitary System

## 8.8 Proposed Levels of Service

As per O. Reg. 588/17, by July 1, 2025, municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Township's **ability to afford the PLOS**.

The below tables and graphs explain the proposed levels of service scenarios that were analyzed for the sanitary system. Further PLOS analysis at the portfolio level can be found in Section 4.

*Proposed Levels of Service Analysis.*

## 8.8.1 PLOS Scenarios Analyzed

Scenario	Description
Scenario 1: Maintain Current Funding Level	<p>This scenario maintains existing capital funding levels for those categories that are underfunded.</p> <ul style="list-style-type: none"> <li>♦ Sanitary System capital funding maintained at \$1.8m/year</li> </ul>

Scenario	Description
Scenario 2: Achieving 100% Target Funding in 20 Years	<p>This scenario assumes gradual sanitary rate increases of ~1.0%/year, stabilizing at 100% funding across all asset categories in 20 years.</p> <p>♦ Sanitary System capital funding gradually increases from \$1.8m/year to \$2.4m/year over a span of 20 years</p>
Scenario 3: Achieving 75% Target Funding in 20 Years	<p>This scenario assumes gradual sanitary rate increases of ~0.1%/year, stabilizing at 75% funding across all asset categories in 20 years.</p> <p>Sanitary System capital funding gradually increases from \$1.80m/year to \$1.81m/year over a span of 20 years</p>

*Table 32 Sanitary System PLOS Scenario Descriptions*

## 8.8.2 PLOS Analysis Results

Scenario	Technical LOS Outcomes	Initial Value (2025)	15 Year Projection (2039)	30 Year Projection (2054)	Comments
Scenario 1	Average Condition	54%	43%	37%	
	Average Asset Risk	9.0	11.8	12.3	
	Annual Investment Required		\$1,798,000		This is the maintained parameter in this scenario
	Capital Reinvestment Rate		1.6%		
Scenario 2	Average Condition	54%	43%	37%	
	Average Asset Risk	9.0	11.8	12.3	
	Annual Investment Required		\$2,409,000		This parameter is based on sanitary rates increasing 1.0% annually for 20 years
	Capital Reinvestment Rate		2.1%		
Scenario 2	Average Condition	54%	43%	37%	
	Average Asset Risk	9.0	11.8	12.3	
	Annual Investment Required		\$1,807,000		This parameter is based on sanitary rates increasing 0.1% annually for 20 years
	Capital Reinvestment Rate		1.6%		

Table 33 Sanitary System PLOS Scenario Analysis

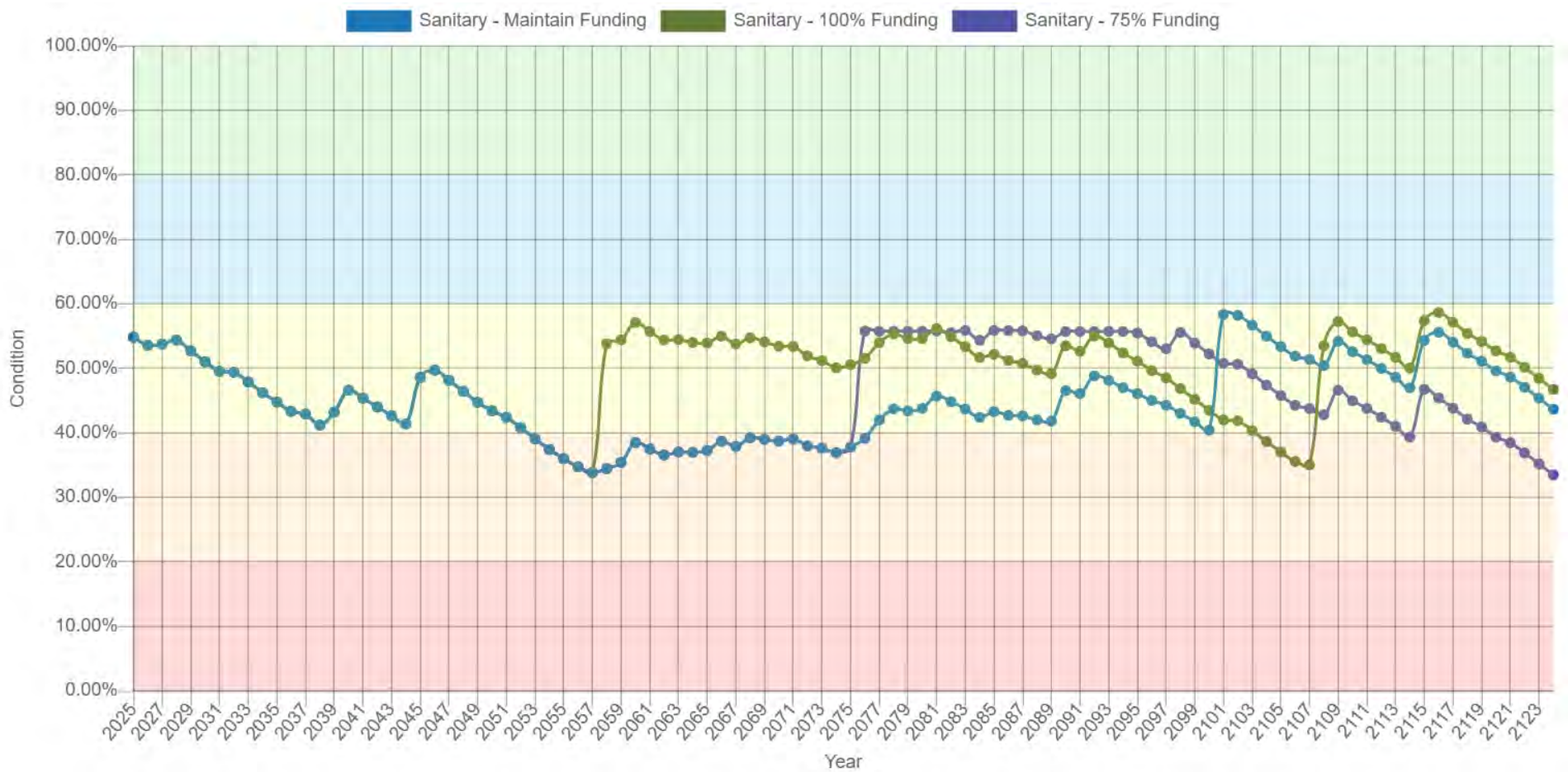


Figure 42 Sanitary System PLOS Scenario Condition Results

## 9. Storm System

The Township is responsible for owning and maintaining a storm system of storm sewer mains, catch basins and manholes. The Township also owns five Stormwater Management Facilities in Mount Forest, and one Stormwater Management Facility in Arthur, which are not presently in the Citywide system.

Staff are working towards improving the accuracy and reliability of their storm system inventory to assist with long-term asset management planning.

### 9.1 Inventory & Valuation

Table 34 summarizes the quantity and current replacement cost of all storm system assets available in the Township's **asset register**.

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method
Catch Basins	1,686	Quantity	\$9,197,000	Cost/Unit
Manholes	679	Quantity	\$8,293,000	Cost/Unit
Storm Mains	54,532	m	\$67,761,000	Cost/Unit
TOTAL			\$85,251,000	

Table 34 Detailed Asset Inventory: Storm System

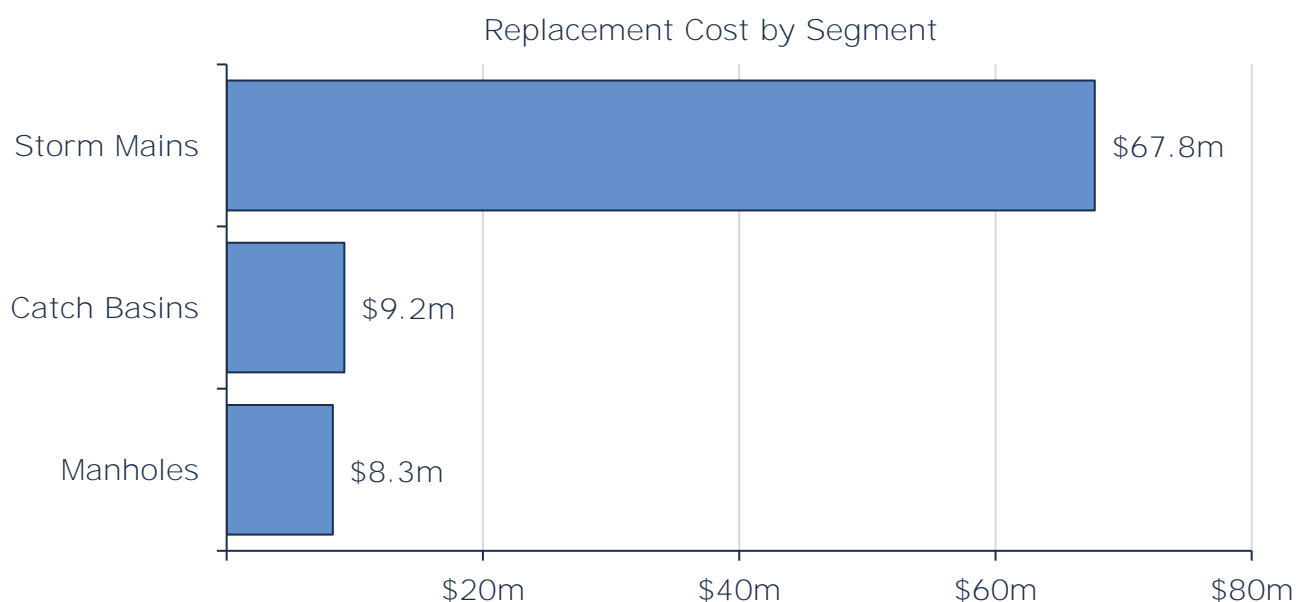


Figure 43 Portfolio Valuation: Storm System



## 9.2 Asset Condition

Figure 44 summarizes the replacement cost-weighted condition of the Township's storm system assets. Based on age data only, approximately 94% of assets are in fair or better condition, with the remaining 6% in poor or worse condition. These assets may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition.

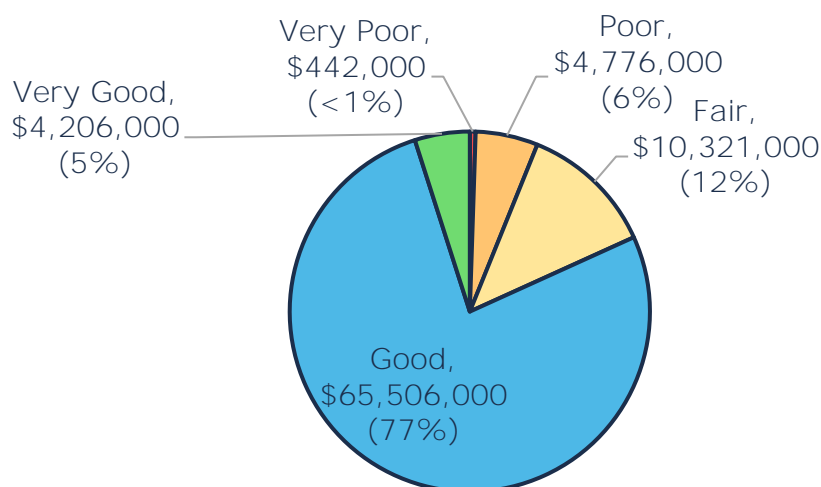


Figure 44 Asset Condition: Storm System Overall

Figure 45 summarizes the age-based condition of storm system assets. The analysis illustrates that the majority of stormwater mains are in fair or better condition.

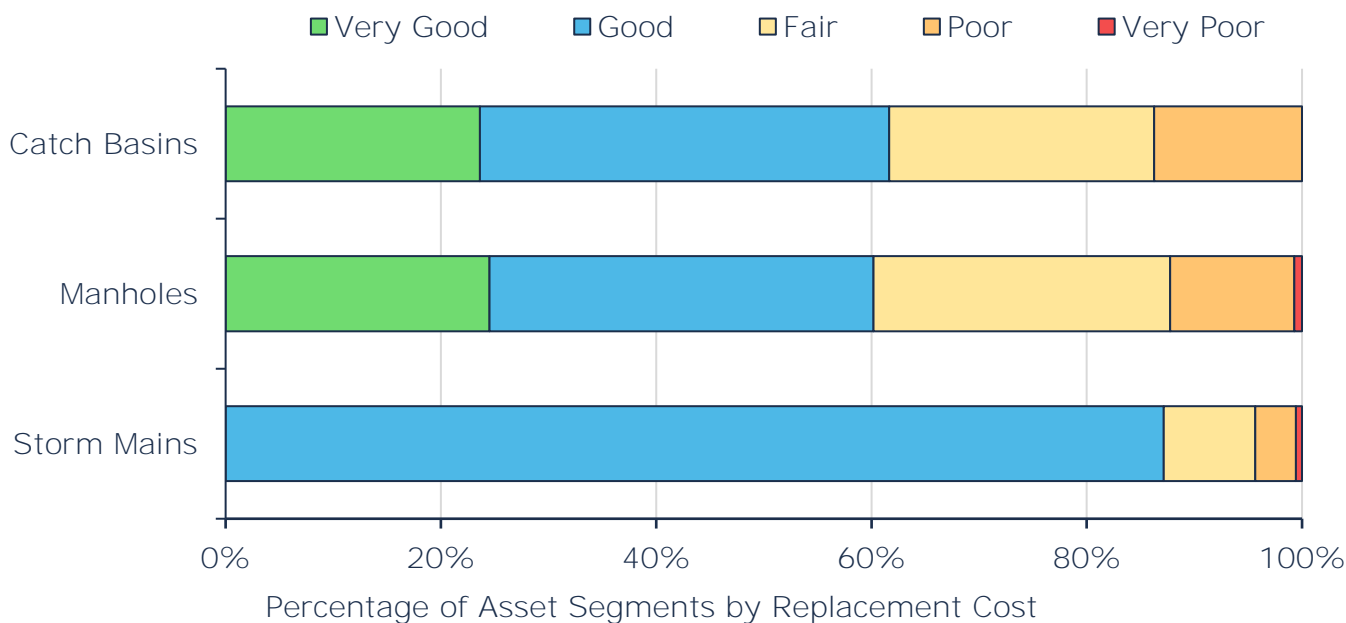


Figure 45 Asset Condition: Storm System by Segment

## 9.3 Age Profile

An asset's age profile comprises two key values: **estimated useful life (EUL), or design life;** and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset's age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential replacement spikes.

Figure 46 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

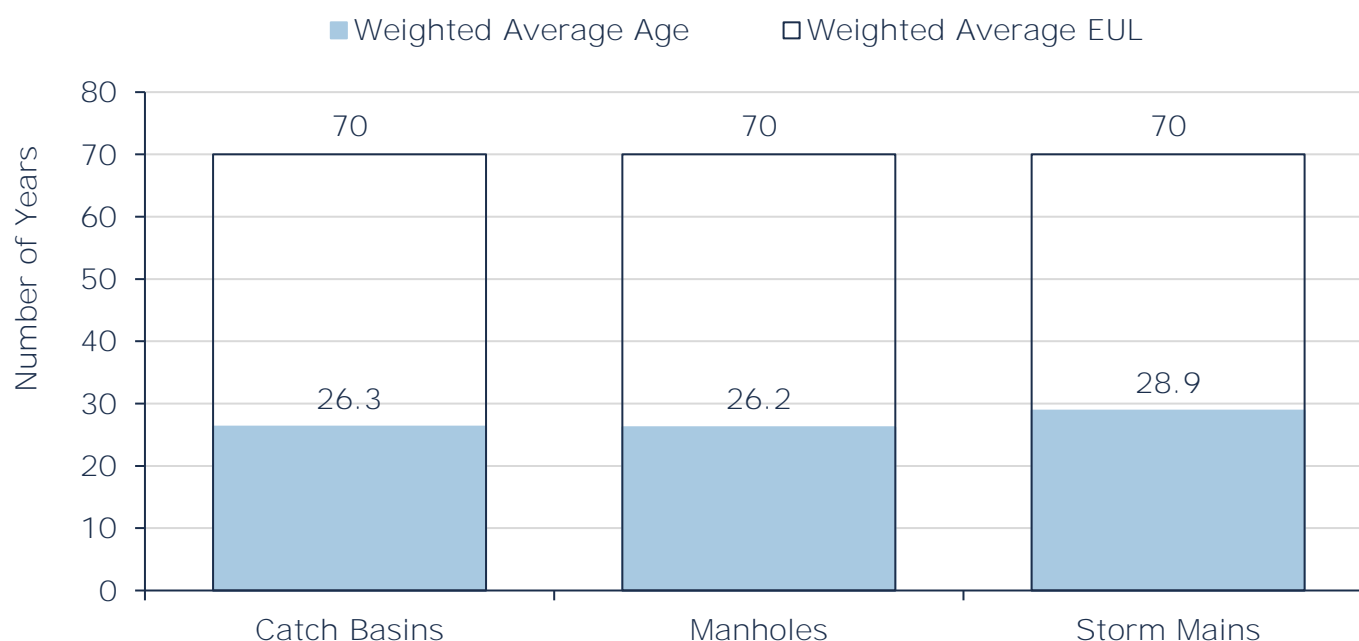


Figure 46 Estimated Useful Life vs. Asset Age: Storm System

## 9.4 Current Approach to Lifecycle Management

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

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

Activity Type	Description of Current Strategy
Maintenance	Maintenance includes inspections, cleaning, minor repairs, and vegetation management.
	Storm structures are cleaned annually in the spring.
	Storm Water Management ponds are inspected twice a year.
Rehabilitation	Rehabilitation activities include trenchless re-lining, structural repairs, and upgrading outdated systems.
	Rehabilitation programs are initiated when defects are observed by structural assessments, or during full reconstruction projects.
Replacement	<b>Replacement is considered when an asset's condition has deteriorated</b> significantly, or the asset has failed. Assets nearing their end of life, or incurring frequent and costly repairs are prioritized for replacement.
Inspection	Stormwater mains are assessed by external contractors when investigation work is being completed for a reconstruction project.
	Stormwater management ponds are inspected twice a year. For the remainder of the storm system assets, there is no formal inspection process or condition rating in place.

*Table 35 Lifecycle Management Strategy: Storm System*

## 9.5 Forecasted Long-Term Replacement Needs

Figure 47 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Township's storm system assets. This analysis was run until 2094 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Township's **primary asset management system and asset register**. The Township's **average** annual requirements (red dotted line) total \$1.3 million for all assets in the storm system. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

The chart illustrates an age-based backlog of \$38,000, dominated by storm mains. These projections and estimates are based on asset replacement costs and age analysis. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

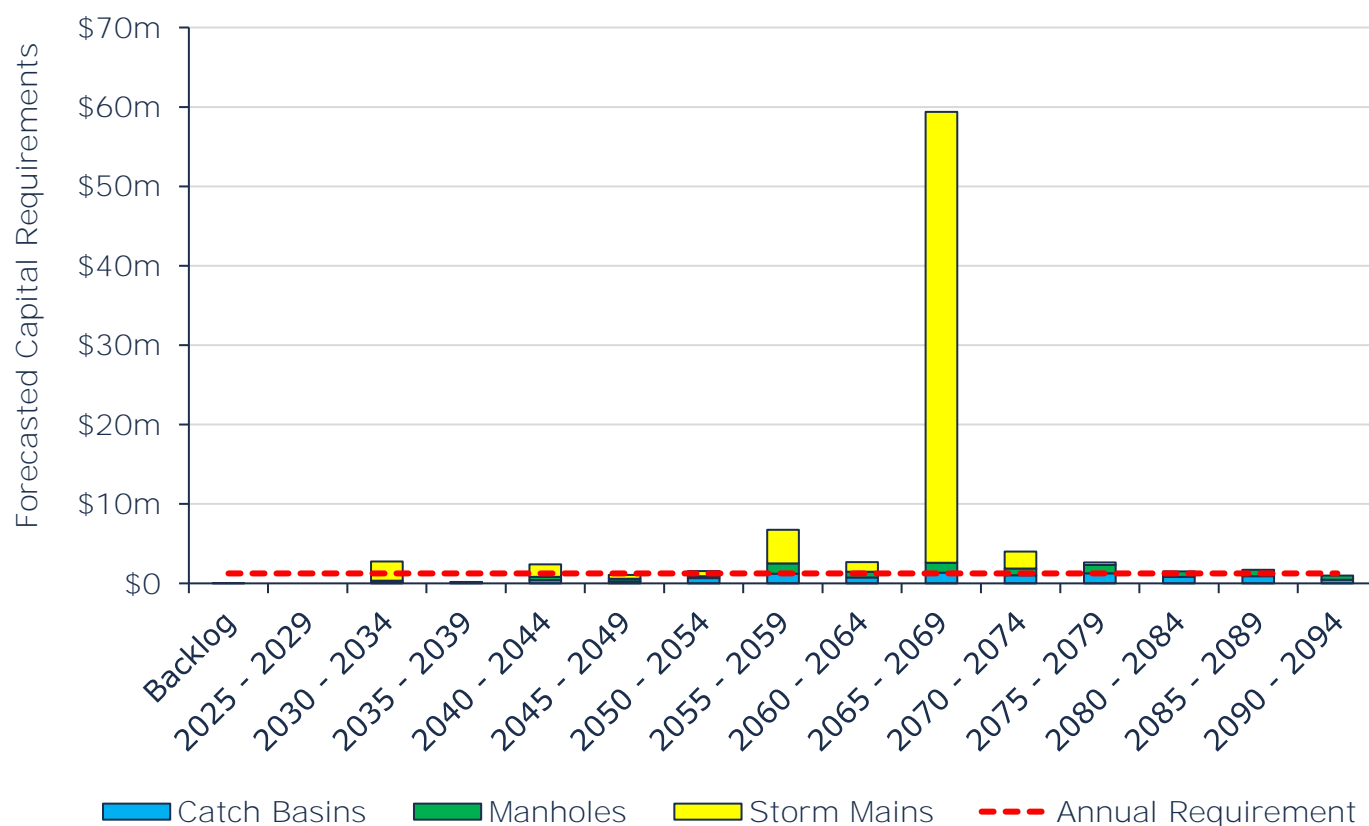


Figure 47 Forecasted Capital Replacement Needs Storm System 2025-2094

Often, the magnitude of replacement needs is substantially higher than most municipalities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves. In addition, a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements.

A summary of the 10-year replacement forecast can be found in Appendix A – 10-Year Capital Requirements.

## 9.6 Risk Analysis

The risk matrix below is generated using available asset data, including condition, pipe material, replacement cost and pipe diameter. For asset with no available asset data, the risk ratings for assets were calculated using only condition and their replacement costs.

The matrix stratifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Township may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

These risk models have been built into the Township's **Asset Management Database (Citywide Assets)**. See *Risk & Criticality* section for further details on approach used to determine asset risk ratings and classifications.

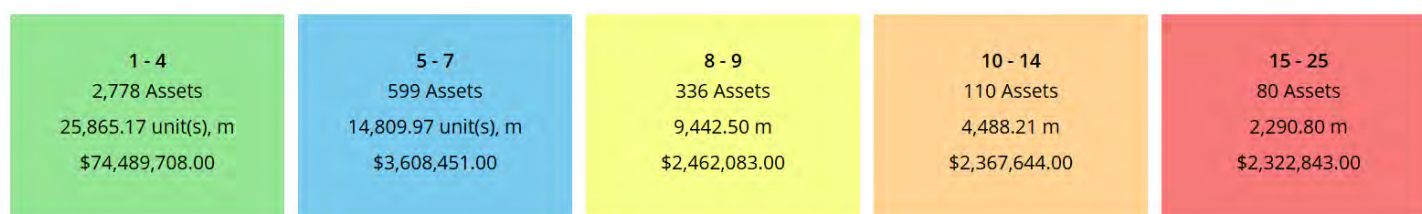


Figure 48 Risk Matrix: Storm System

### 9.6.1 Risks to Current Asset Management Strategies

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



#### Aging Infrastructure

A significant portion of the storm system has reached the end of its useful life or is exceeding its useful life. As assets age, they will not perform as efficiently and may lead to increased maintenance costs.



#### Capital Funding Strategies

Major capital rehabilitation and replacement projects are often entirely dependent on the availability of grant funding opportunities as municipal funding is limited. When grants are not available, rehabilitation and replacement projects may be deferred. The cost of construction has also increased significantly, causing further strain to capital funding strategies.



#### Climate Change & Extreme Events

Climate change and extreme weather events have resulted in a change in 100-year storm data, requiring different design thresholds for storm systems. Some of the older portions of the storm system are not designed to meet these new thresholds.

## 9.7 Levels of Service

The tables that follow summarize the Township's **current levels of service with respect to** prescribed KPIs under Ontario Regulation 588/17 as well as any additional performance measures that the Township has selected for this AMP.



### 9.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2024)
Scope	Description, which may include map, of the user groups or areas of the Township that are protected from flooding, including the extent of protection provided by the municipal storm water network	See Appendix B – Level of Service Maps & Photos

Table 36 O. Reg. 588/17 Community Levels of Service: Storm System

### 9.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2024)
Scope	% of properties in municipality designed to be resilient to a 100-year storm	TBD <sup>2</sup>
	% of the municipal stormwater management system designed to be resilient to a 5-year storm	TBD <sup>2</sup>
Performance	% of the storm system that is in good or very good condition	82%
	% of the storm system that is in poor or very poor condition	6%

Table 37 O. Reg. 588/17 Technical Levels of Service: Storm System

## 9.8 Proposed Levels of Service

As per O. Reg. 588/17, by July 1, 2025, municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Township's **ability to afford the PLOS**.

The below tables and graphs explain the proposed levels of service scenarios that were analyzed for the storm system. Further PLOS analysis at the portfolio level can be found in Section 4.

*Proposed Levels of Service Analysis.*

<sup>2</sup> The Township does not currently have data available to determine this technical metric.

## 9.8.1 PLOS Scenarios Analyzed

Scenario	Description
Scenario 1: Maintain Current Funding Level	<p>This scenario maintains existing capital funding levels for those categories that are underfunded.</p> <ul style="list-style-type: none"> <li>◆ Storm system capital funding maintained at \$370k/year</li> </ul>
Scenario 2: Achieving 100% Target Funding in 20 Years	<p>This scenario assumes gradual tax increases of ~3.9%/year, stabilizing at 100% funding across all asset categories in 20 years.</p> <ul style="list-style-type: none"> <li>◆ Storm system capital funding gradually increases from \$370k/year to \$1.3m/year over a span of 20 years</li> </ul>
Scenario 3: Achieving 75% Target Funding in 20 Years	<p>This scenario assumes gradual tax increases of ~2.6%/year, stabilizing at 75% funding across all asset categories in 20 years.</p> <ul style="list-style-type: none"> <li>◆ Storm system capital funding gradually increases from \$370k/year to \$939/year over a span of 20 years</li> </ul>

*Table 38 Storm System PLOS Scenario Descriptions*

## 9.8.2 PLOS Analysis Results

Scenario	Technical LOS Outcomes	Initial Value (2025)	15 Year Projection (2039)	30 Year Projection (2054)	Comments
Scenario 1	Average Condition	58%	39%	23%	
	Average Asset Risk	3.2	4.4	5.8	
	Annual Investment Required		\$370,000		This is the maintained parameter in this scenario
	Capital Reinvestment Rate		0.4%		
Scenario 2	Average Condition	58%	39%	23%	
	Average Asset Risk	3.2	4.4	5.8	
	Annual Investment Required		\$1,252,000		This parameter was increased from \$370k/year to \$1.3m/year gradually over 20 years.
	Capital Reinvestment Rate		1.5%		
Scenario 2	Average Condition	58%	39%	23%	
	Average Asset Risk	3.2	4.4	5.8	
	Annual Investment Required		\$939,000		This parameter was increased from \$370k/year to \$939k/year gradually over 20 years.
	Capital Reinvestment Rate		1.1%		

Table 39 Storm System PLOS Scenario Analysis

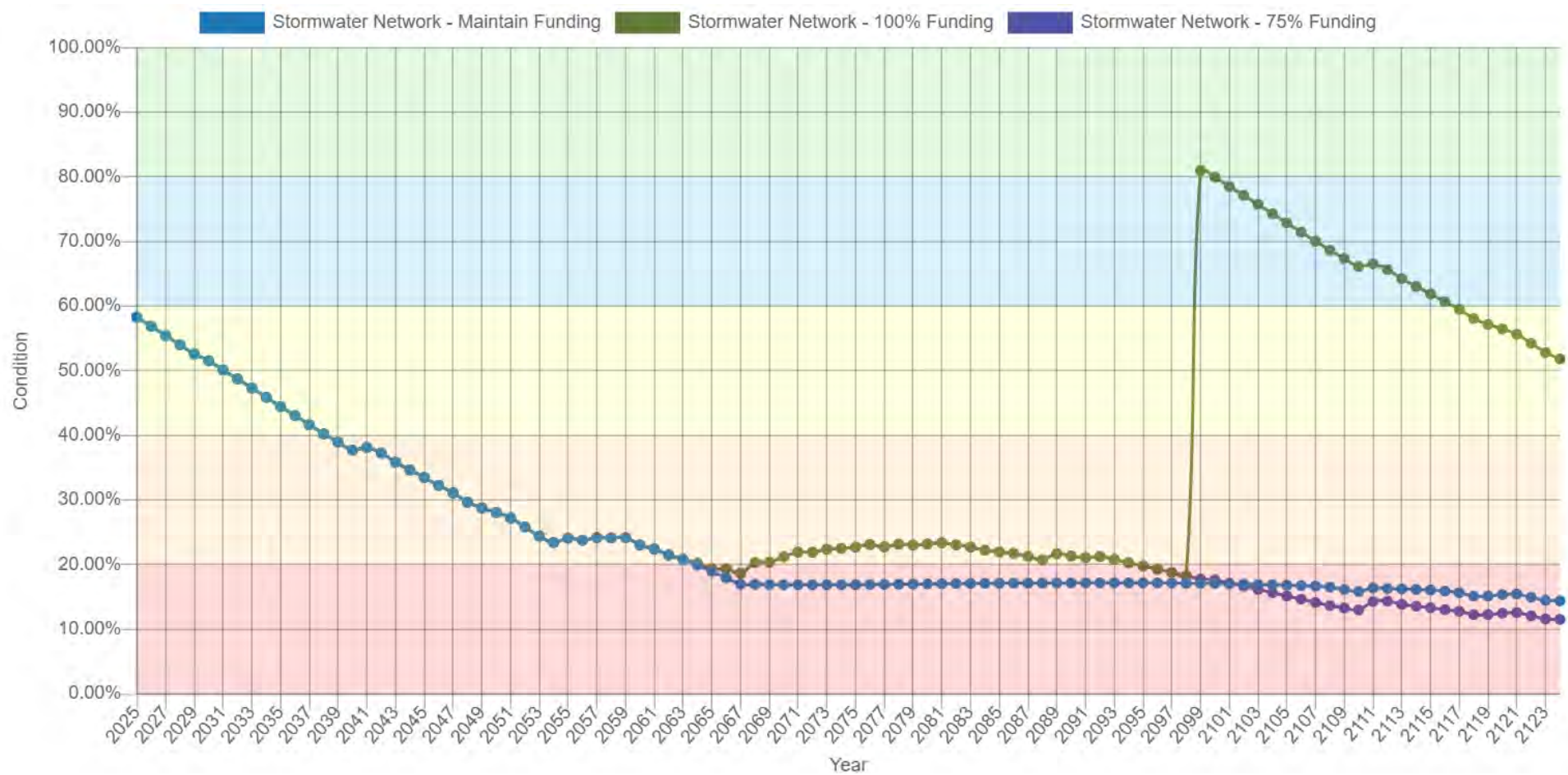


Figure 49 Storm System PLOS Scenario Condition Results

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## Category Analysis: Non-Core Assets

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## 10. Buildings

The Township of Wellington North owns and maintains several facilities and recreation centers that provide key services to the community. These include:

- Fire halls
- Pools and aquatics centers
- Public works garages and storage sheds
- Arenas and community centers

### 10.1 Inventory & Valuation

Table 40 summarizes the quantity and current replacement cost of all buildings assets available in the Township's **asset register**.

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method
Cemetery	2	Quantity	\$253,000	CPI
Fire	2	Quantity	\$2,714,000	CPI
General Government	9	Quantity	\$2,331,000	CPI
Recreation & Culture	20	Quantity	\$33,077,000	CPI
Transportation Services	4	Quantity	\$1,340,000	CPI
TOTAL			\$39,716,000	

Table 40 Detailed Asset Inventory: Buildings

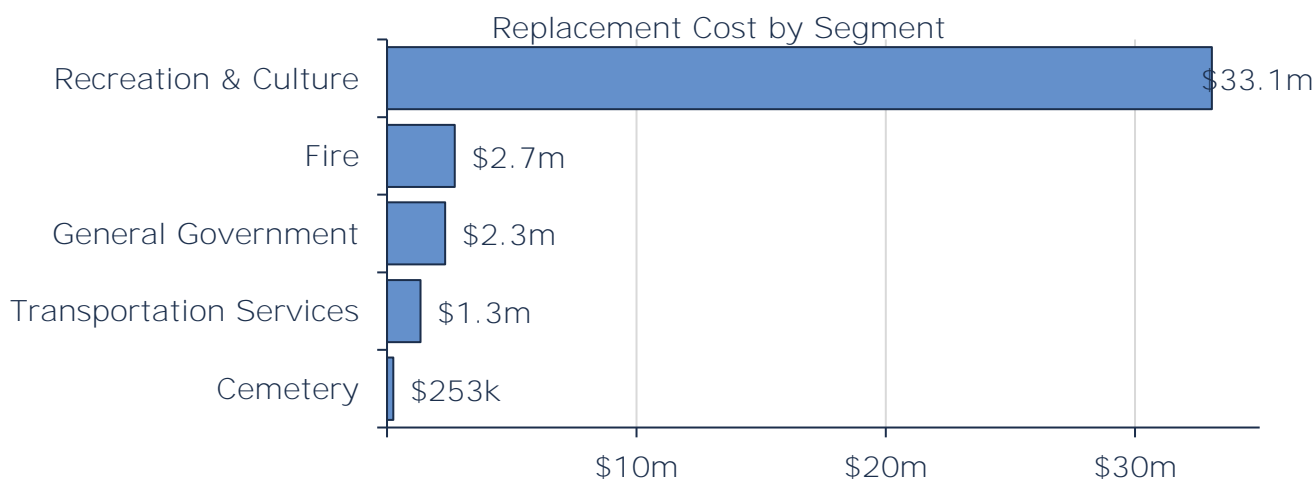


Figure 50 Portfolio Valuation: Buildings

## 10.2 Asset Condition

Figure 57 summarizes the replacement cost-weighted condition of the Township's buildings portfolio. Based only on age data, 82% of buildings assets are in fair or better condition; however, 18%, with a current replacement cost of more than \$7 million are in poor or worse condition. These assets may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition. There is a lack of assessed condition data, requiring the use of age-based estimates only. A facility condition assessment would assist in building confidence in the asset condition data.

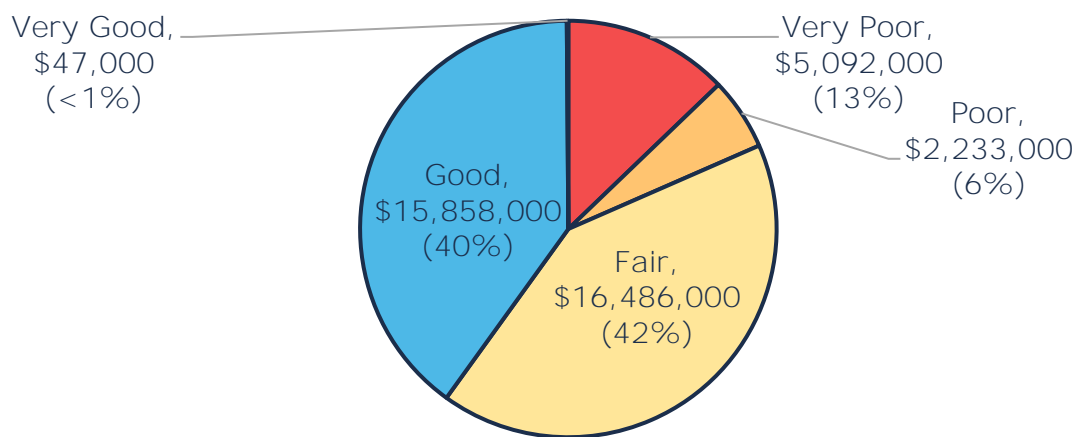


Figure 51 Asset Condition: Buildings Overall

Figure 52 summarizes the age-based condition of buildings by each segment. The majority of building assets are in fair or better condition. However, in the absence of assessed conditions, this data has limited value. Integration of condition assessments will provide a more accurate and reliable estimation of the condition of various facilities.

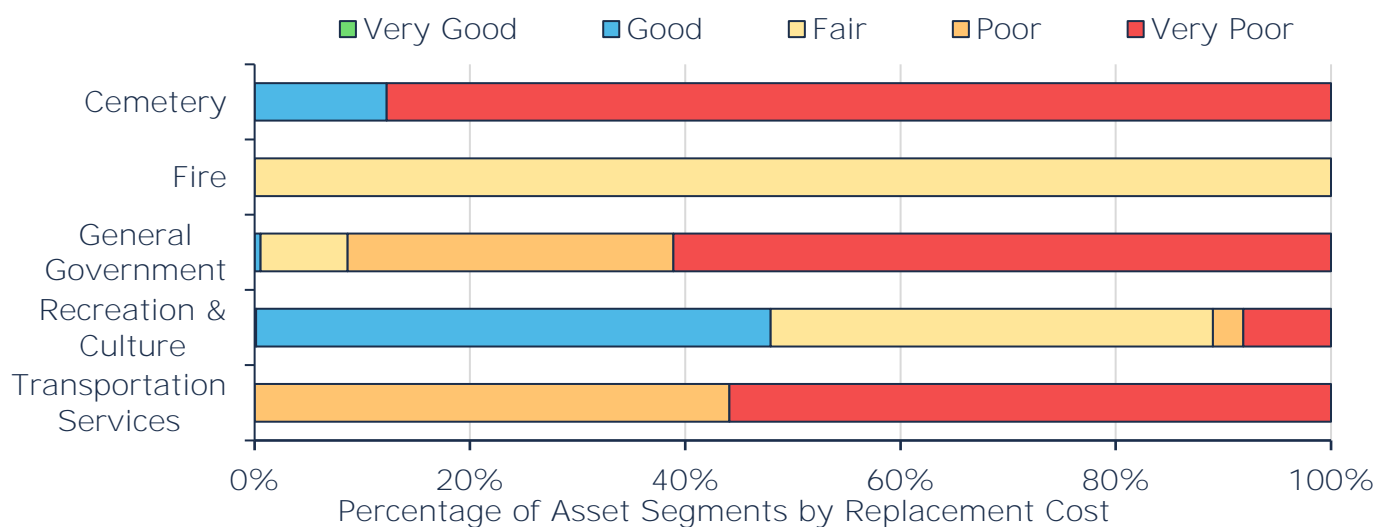


Figure 52 Asset Condition: Buildings by Segment

## 10.3 Age Profile

An asset's age profile comprises two key values: **estimated useful life (EUL), or design life;** and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset's age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential replacement spikes.

Figure 53 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

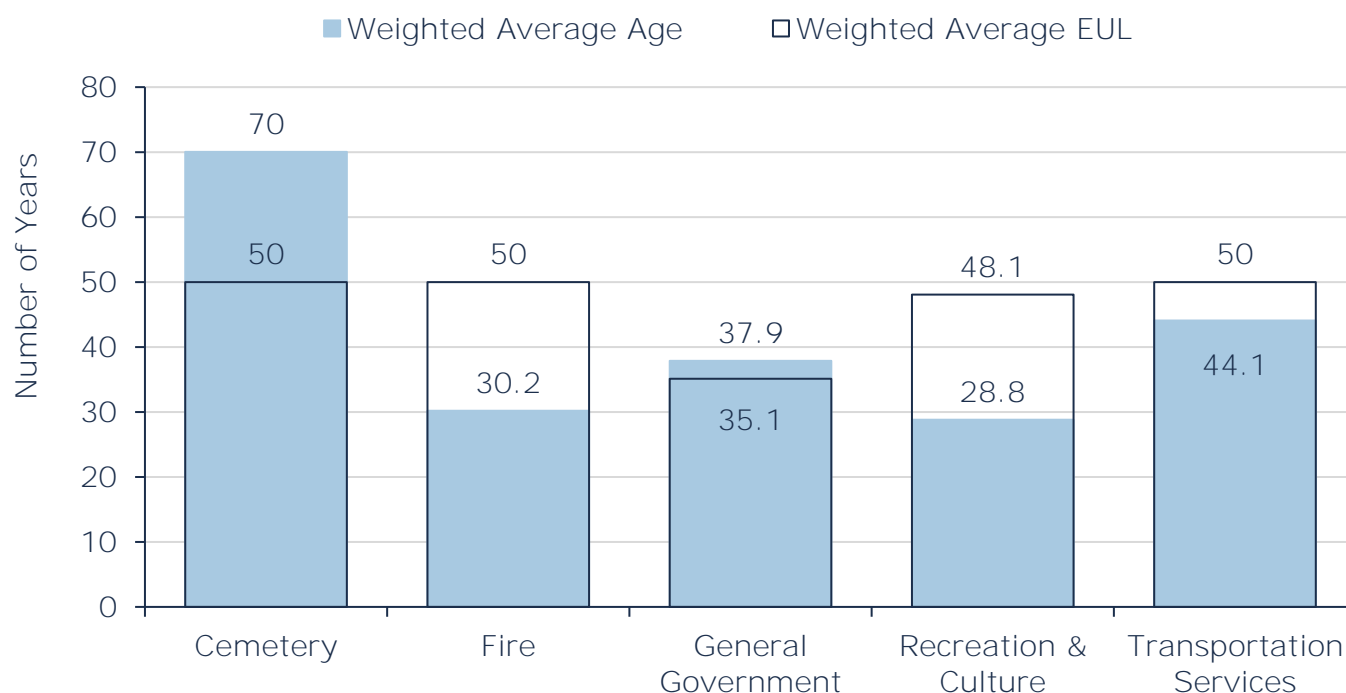


Figure 53 Estimated Useful Life vs. Asset Age: Buildings

## 10.4 Current Approach to Lifecycle Management

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

Table 41 outlines the Township's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance/ Rehabilitation	Municipal buildings are subject to regular inspections to identify health & safety requirements as well as structural deficiencies that require additional attention.
Replacement	<p>As a supplement to the knowledge and expertise of municipal staff the Township regularly works with contractors to complete Facility Needs <b>Assessment Studies on the Township's Arena's.</b></p> <p>Assessments and maintenance costs are used to determine whether replacement or rehabilitation is appropriate.</p>
Inspections	Detailed structural assessments are completed every 5 years on the <b>Township's Arenas by external contractors. This includes an assessment of each facility's general condition, required repairs and recommended upgrades.</b>

*Table 41 Lifecycle Management Strategy: Buildings*

## 10.5 Forecasted Long-Term Replacement Needs

Figure 54 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Township's buildings portfolio. This analysis was run until 2044 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Township's **primary asset management system and asset register. The Township's average** annual requirements (red dotted line) total \$4.0 million for all buildings. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

The chart also illustrates a backlog of more than \$39.4 million, dominated by recreation facilities, and comprising assets that have reached the end of their useful life but still remain in operation. These projections and estimates are based on current asset records, their replacement costs, and age analysis. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

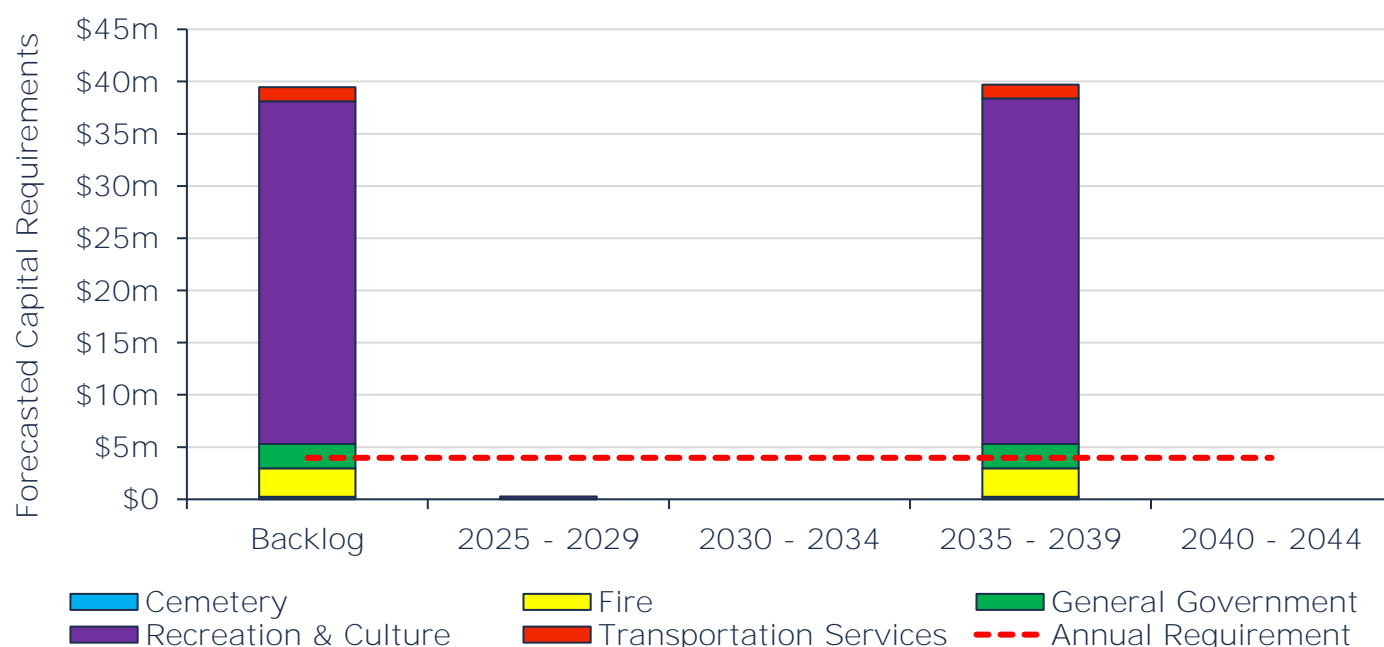


Figure 54 Forecasted Capital Replacement Needs Buildings 2025-2044

Often, the magnitude of replacement needs is substantially higher than most municipalities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves. In addition, a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements. In the case of buildings and facilities, detailed componentization is necessary to develop more reliable lifecycle forecasts that reflect the needs of individual elements and components.

A summary of the 10-year replacement forecast can be found in Appendix A – 10-Year Capital Requirements.

## 10.6 Risk Analysis

The risk matrix below is generated using available asset data, including condition and replacement cost.

The matrix classifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Township may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

These risk models have been built into the Township's **Asset Management Database (Citywide Assets)**. See *Risk & Criticality* section for further details on approach used to determine asset risk ratings and classifications.





Figure 55 Risk Matrix: Buildings

### 10.6.1 Risks to Current Asset Management Strategies

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



#### Climate Change & Extreme Events

Asset deterioration is accelerated due to extreme temperature changes, which in some cases can cause unexpected failures. These events make long-term planning difficult and can result in a lower level of service



#### Capital Funding Strategies

Major capital rehabilitation and replacement projects are often entirely dependent on the availability of grant funding opportunities. When grants are not available, rehabilitation and replacement projects may be deferred. An annual capital funding strategy could reduce dependency on grant funding and help prevent deferral of capital works.

## 10.7 Levels of Service

The tables that follow summarize the Township's **current levels of service**. There are no specifically prescribed KPIs under Ontario Regulation 588/17 for non-core assets, therefore the KPIs below represent performance measures that the Township has selected for this AMP.

### 10.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2024)
Accessibility & Reliability	List of facilities that meet accessibilities standards and any work that has been undertaken to achieve alignment	<b>100% of Wellington North's buildings</b> and facilities meet accessibility standards.
Performance	Description of monthly and annual facilities inspection process	Facility assets are inspected for public health and safety monthly. Fire and Pest Control Inspections are completed in a regular monthly cycle.

Table 42 Community Levels of Service: Buildings

## 10.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2024)
Scope	Annual operations & maintenance cost / # of municipal facilities	\$5,357
	Annual capital reinvestment rate	3.37%
Performance	% of facilities that are in good or very good condition	40%
	% of facilities that are in poor or very poor condition	18%

Table 43 Technical Levels of Service: Buildings

## 10.8 Proposed Levels of Service

As per O. Reg. 588/17, by July 1, 2025, municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Township's **ability to afford the PLOS**.

The below tables and graphs explain the proposed levels of service scenarios that were analyzed for buildings. Further PLOS analysis at the portfolio level can be found in Section 4. *Proposed Levels of Service Analysis*.

## 10.8.1 PLOS Scenarios Analyzed

Scenario	Description
Scenario 1: Maintain Current Funding Level	This scenario maintains existing capital funding levels for those categories that are underfunded. ♦ Buildings capital funding maintained at \$1.3m/year
Scenario 2: Achieving 100% Target Funding in 20 years	This scenario assumes gradual tax increases of ~3.9%/year, stabilizing at 100% funding across all asset categories in 20 years. ♦ <b>Buildings' capital funding gradually increases from \$1.3m/year to \$4.0m/year over a span of 20 years</b>
Scenario 3: Achieving 75% Target Funding in 20 Years	This scenario assumes gradual tax increases of ~2.6%/year, stabilizing at 75% funding across all asset categories in 20 years. ♦ <b>Buildings' capital funding gradually increases from \$1.3m/year to \$3.0m/year over a span of 20 years</b>

Table 44 Buildings PLOS Scenario Descriptions

## 10.8.2 PLOS Analysis Results

Scenario	Technical LOS Outcomes	Initial Value (2025)	15 Year Projection (2039)	30 Year Projection (2054)	Comments
Scenario 1	Average Condition	46%	13%	14%	
	Average Asset Risk	14.5	21.3	20.7	
	Annual Investment Required		\$1,340,000		This is the maintained parameter in this scenario
	Capital Reinvestment Rate		3.4%		
Scenario 2	Average Condition	46%	41%	25%	
	Average Asset Risk	14.5	14.7	18.4	
	Annual Investment Required		\$3,972,000		This parameter is increased from \$1.3m/year incrementally to reach a target portfolio investment of \$4.0m/year over 20 years
	Capital Reinvestment Rate		10.0%		
Scenario 3	Average Condition	46%	15%	26%	
	Average Asset Risk	14.5	21.3	18.0	
	Annual Investment Required		\$2,979,000		This parameter is increased from \$1.3m/year incrementally to reach a target portfolio investment of \$3.0m/year over 20 years
	Capital Reinvestment Rate		7.5%		

Table 45 Buildings PLOS Scenario Analysis

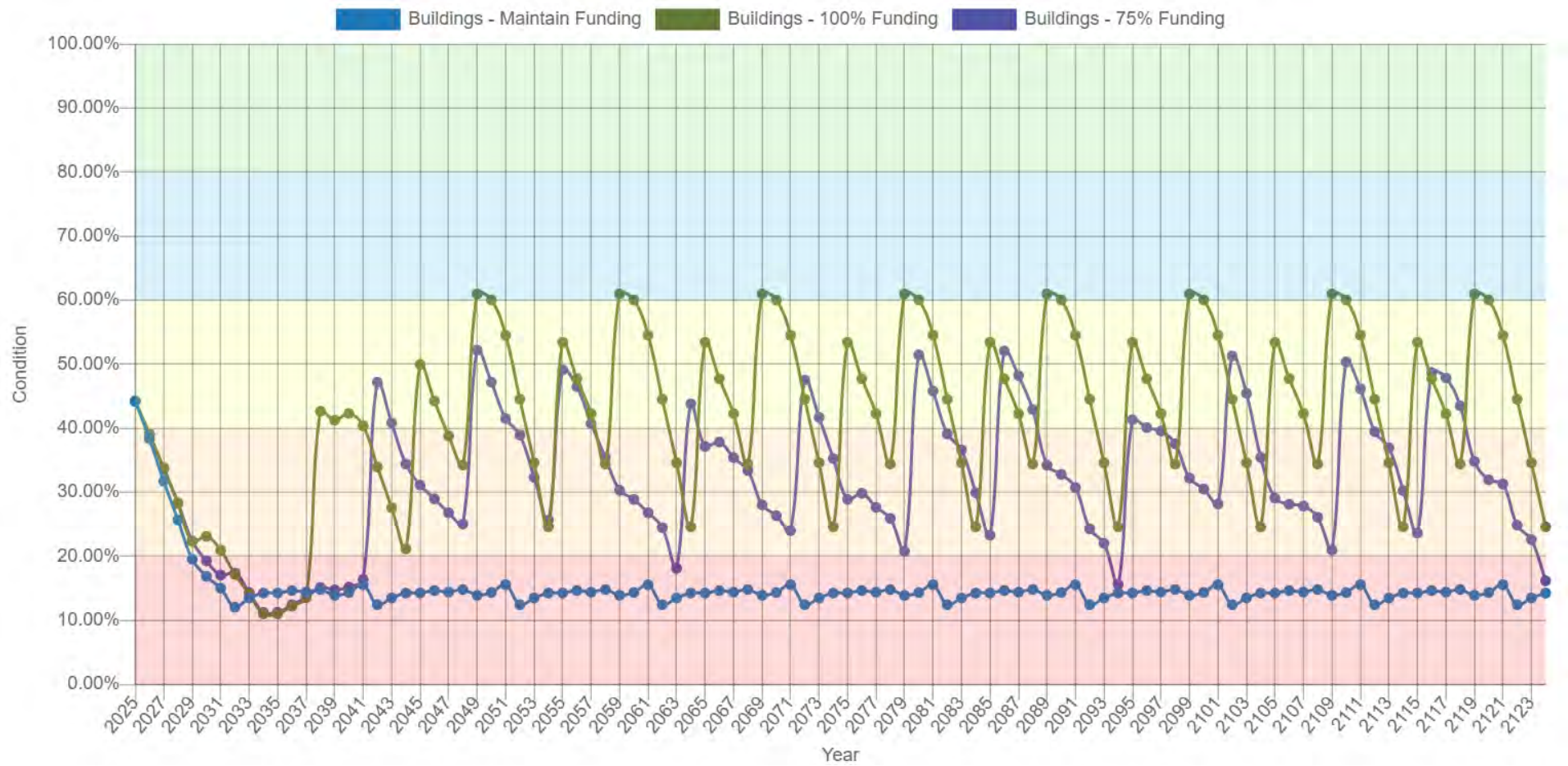


Figure 56 Buildings PLOS Scenario Condition Results

## 11. Land Improvements

The Township of Wellington North owns a small number of assets that are considered land improvements. This category includes:

- Ball diamonds and soccer pitches
- Parks and playgrounds
- Miscellaneous landscaping and other assets

### 11.1 Inventory & Valuation

Table 46 summarizes the quantity and current replacement cost of all land improvements assets available in the Township's **asset register**.

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method
General Government	2	Quantity	\$206,000	CPI
Recreation & Culture	15	Quantity	\$3,006,000	CPI
TOTAL			\$3,212,000	

Table 46 Detailed Asset Inventory: Land Improvements

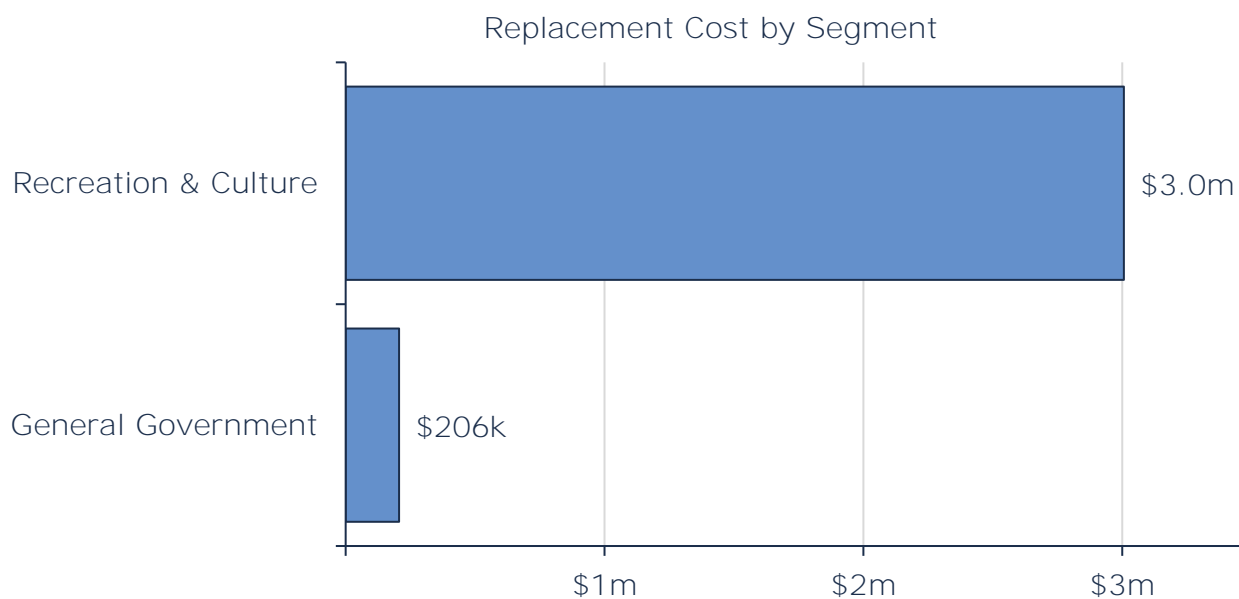


Figure 57 Portfolio Valuation: Land Improvements



## 11.2 Asset Condition

Figure 58 summarizes the replacement cost-weighted condition of the Township's land improvements portfolio. Based on age data only, 1% of assets are in fair or better condition, the remaining 99% are in poor or worse condition. These assets may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition.

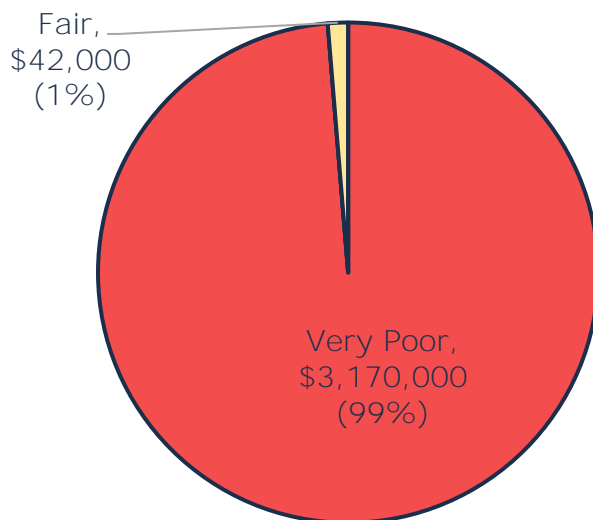


Figure 58 Asset Condition: Land Improvements Overall

Figure 59 summarizes the age-based condition of land improvements by each segment.

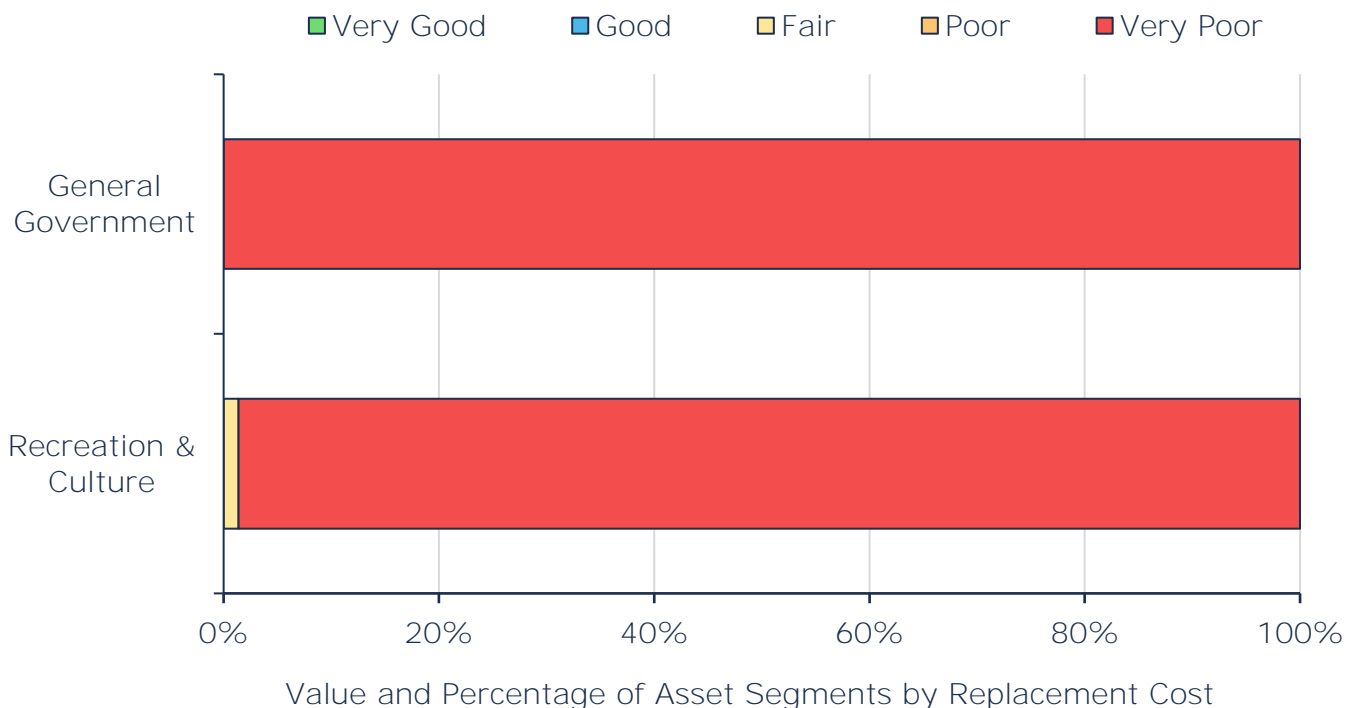


Figure 59 Asset Condition: Land Improvements by Segment

## 11.3 Age Profile

An asset's age profile comprises two key values: estimated useful life (EUL), or design life; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset's age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential replacement spikes.

Figure 60 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

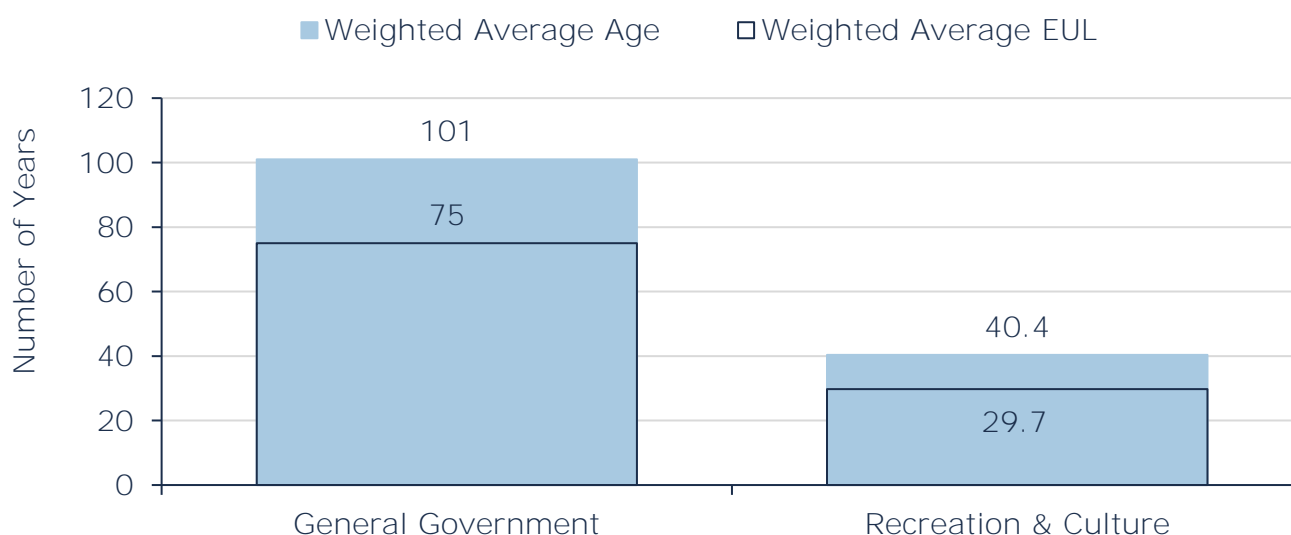


Figure 60 Estimated Useful Life vs. Asset Age: Land Improvements

## 11.4 Current Approach to Lifecycle Management

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

Table 47 outlines the Township's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance / Rehabilitation	The Land improvements asset category includes several unique asset types and lifecycle requirements are dealt with on a case-by-case basis.

Activity Type	Description of Current Strategy
Replacement	Assets with an expected service life nearing its end or those incurring frequent and costly repairs are prioritized for replacement.
Inspections	Staff complete regular visual inspections of land improvements assets to ensure they are in state of adequate repair.
	Parks are inspected monthly during their peak season, May-September, by internal staff to identify safety concerns and deficiencies.

Table 47 Lifecycle Management Strategy: Land Improvements

## 11.5 Forecasted Long-Term Replacement Needs

Figure 61 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Township's land improvements portfolio. This analysis was run until 2044 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Township's **primary asset** management system and asset register. The Township's **average** annual requirements (red dotted line) total \$321,000 for all land improvements. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

These projections and estimates are based on asset replacement costs and age analysis. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

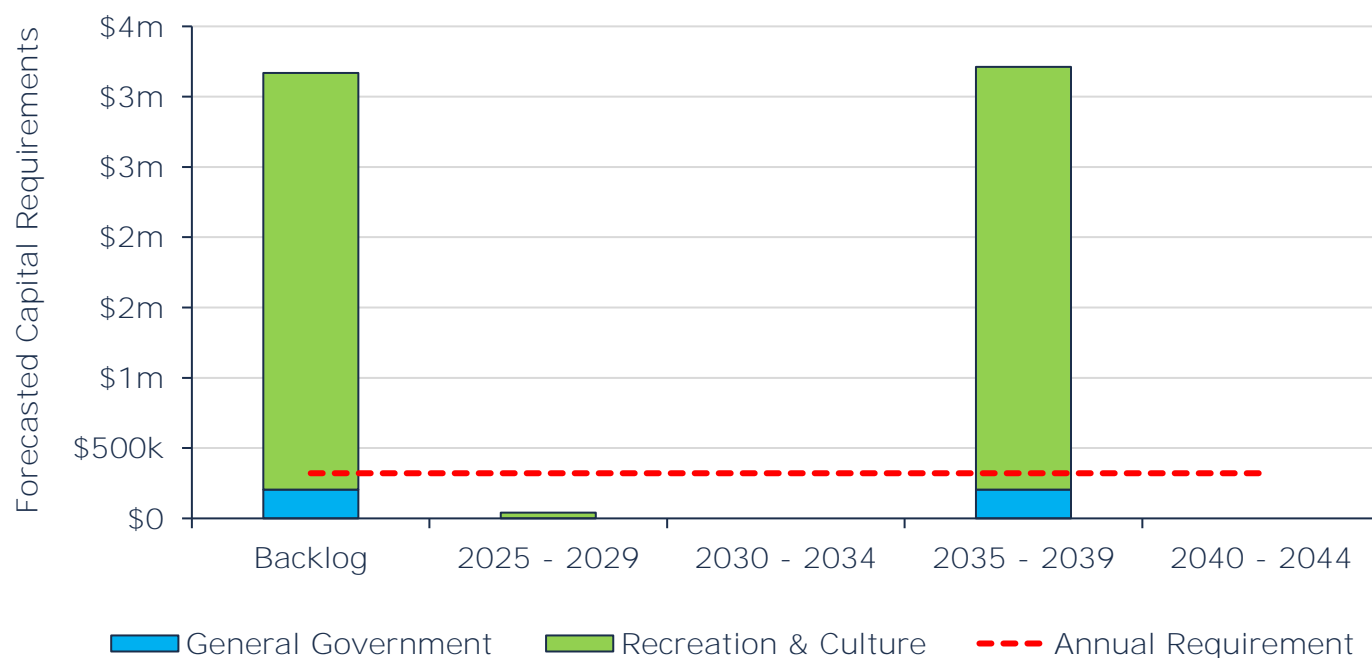


Figure 61 Forecasted Capital Replacement Needs: Land Improvements 2025-2044

Often, the magnitude of replacement needs is substantially higher than most municipalities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves. In addition, a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements.

A summary of the 10-year replacement forecast can be found in Appendix A – 10-Year Capital Requirements.

## 11.6 Risk Analysis

The risk matrix below is generated using available asset data, including condition and replacement cost.

The matrix stratifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Township may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

These risk models have been built into the Township's **Asset Management Database (Citywide Assets)**. See *Risk & Criticality* section for further details on approach used to determine asset risk ratings and classifications.

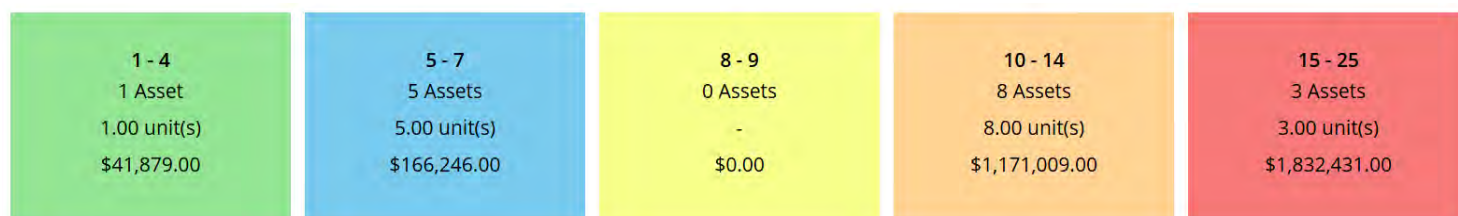


Figure 62 Risk Matrix: Land Improvements

### 11.6.1 Risks to Current Asset Management Strategies

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



#### Asset Data & Information

There is a lack of confidence in the available inventory data and condition data. Staff should prioritize data refinement efforts to increase the accuracy and reliability of asset data and information. Once completed staff can confidently develop data-driven strategies to address infrastructure needs.



### Lifecycle Management Strategies

The current lifecycle management strategy for Land Improvements is considered more reactive than proactive. It is a challenge to find the right balance between maintenance, capital rehabilitation, and the replacement of assets.

## 11.7 Levels of Service

The tables that follow summarize the Township's **current levels of service**. There are no specifically prescribed KPIs under Ontario Regulation 588/17 for non-core assets, therefore the KPIs below represent performance measures that the Township has selected for this AMP.

### 11.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2024)
Scope	Description, which may include maps, of municipal parks and their proximity to the surrounding community	See Appendix B – Level of Service Maps & Photos
Performance	Description of the parks inspection process and timelines for inspections	Parks are inspected monthly during the summer months, from May to September, by internal staff to identify any safety concerns or deficiencies

*Table 48 Community Levels of Service: Land Improvements*

### 11.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2024)
Scope	Square meters of outdoor recreation facility space	209,262 m <sup>2</sup>
	# of safety concerns reported	1 <sup>3</sup>
	Annual capital reinvestment rate	6.76%
Performance	% of land improvements that are in good or very good condition	0%
	% of land improvements that are in poor or very poor condition	99%

*Table 49 Technical Levels of Service: Land Improvements*

<sup>3</sup> The large play structure at Hutchingson Park has been identified as in need of replacement. Frost has lifted the structure and paint is peeling from it, the structure is between 30 and 40 years old. Township staff have identified this in their capital project forecast for replacement.



## 11.8 Proposed Levels of Service

As per O. Reg. 588/17, by July 1, 2025, municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Township's **ability to afford the PLOS**.

The below tables and graphs explain the proposed levels of service scenarios that were analyzed for land improvements. Further PLOS analysis at the portfolio level can be found in section 4. *Proposed Levels of Service Analysis*.

### 11.8.1 PLOS Scenarios Analyzed

Scenario	Description
Scenario 1: Maintain Current Funding Level	This scenario maintains existing capital funding levels for those categories that are underfunded. ♦ Land improvements capital funding maintained at \$217,000/year
Scenario 2: Achieving 100% Target Funding in 20 years	This scenario assumes gradual tax increases of ~3.9%/year, stabilizing at 100% funding across all asset categories in 20 years. ♦ Land improvements capital funding gradually increases from \$217,000/year to \$321,000/year over a span of 20 years
Scenario 3: Achieving 75% Target Funding in 20 Years	This scenario assumes gradual tax increases of ~2.6%/year, stabilizing at 75% funding across all asset categories in 20 years. ♦ Land improvements capital funding gradually increases from \$217,000/year to \$241,000/year over a span of 20 years

*Table 50 Land Improvements PLOS Scenario Descriptions*

## 11.8.2 PLOS Analysis Results

Scenario	Technical LOS Outcomes	Initial Value (2025)	15 Year Projection (2039)	30 Year Projection (2054)	Comments
Scenario 1	Average Condition	22%	26%	34%	
	Average Asset Risk	11.9	12.9	10.7	
	Annual Investment Required		\$217,000		This is the maintained parameter in these scenario
	Capital Reinvestment Rate		6.8%		
Scenario 2	Average Condition	22%	23%	48%	
	Average Asset Risk	11.9	13.0	9.3	
	Annual Investment Required		\$241,000		This parameter was increased from \$217,000/year to \$241,000/year gradually over 20 years.
	Capital Reinvestment Rate		7.5%		
Scenario 3	Average Condition	22%	25%	19%	
	Average Asset Risk	11.9	12.7	13.6	
	Annual Investment Required		\$241,000		This parameter was increased from \$217,000/year to \$241,000/year gradually over 20 years.
	Capital Reinvestment Rate		7.5%		

Table 51 Land Improvements PLOS Scenario Analysis

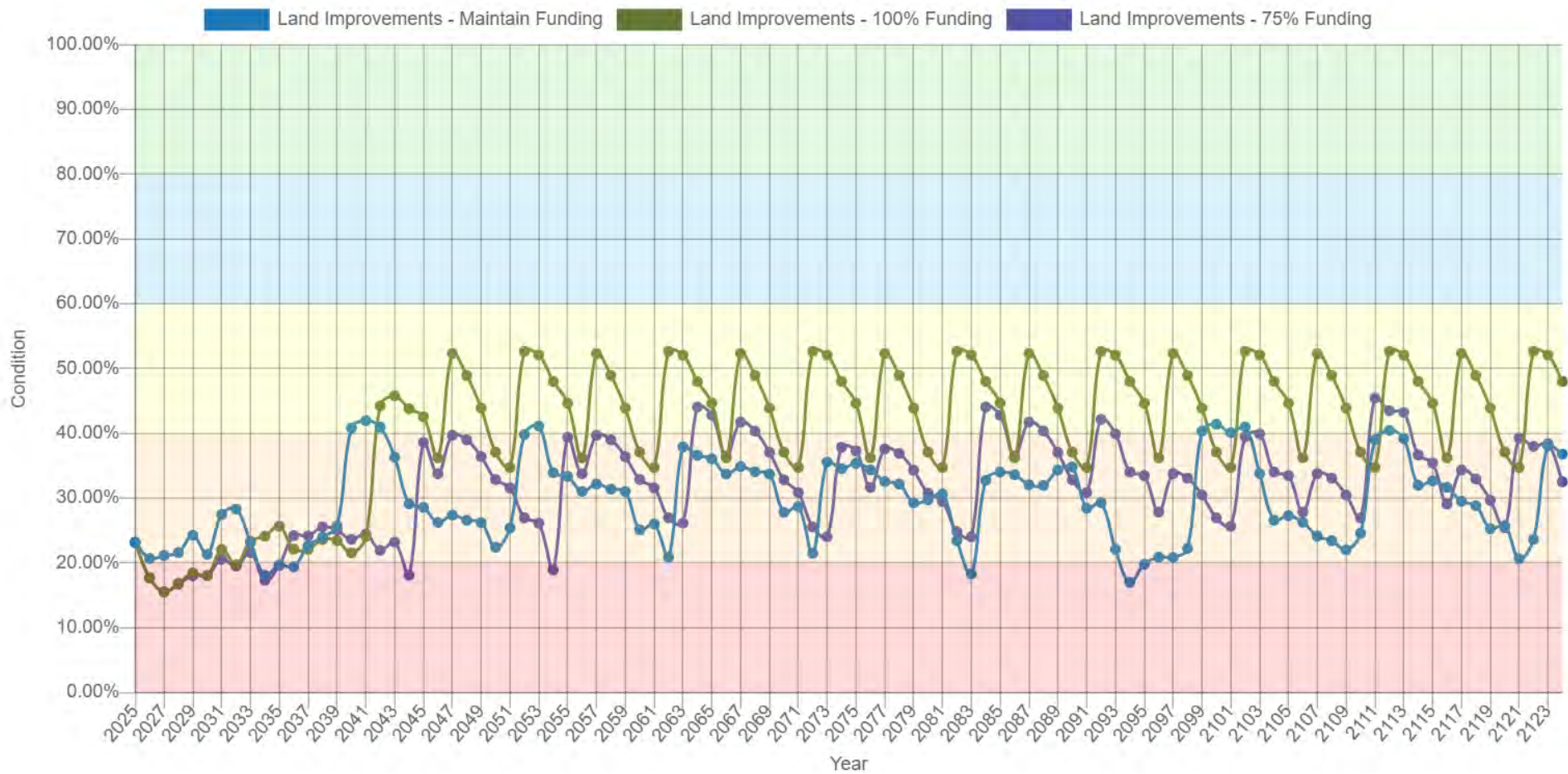


Figure 63 Land Improvements PLOS Scenario Condition Results

## 12. Vehicles

Vehicles allow staff to efficiently deliver municipal services and personnel. Municipal vehicles are used to support several service areas, including:

- plow trucks for winter control activities
- fire rescue vehicles to provide emergency services
- pick-up trucks to support the maintenance of the transportation network and recreation department

### 12.1 Inventory & Valuation

Table 52 summarizes the quantity and current replacement cost of all vehicles assets available in the Township's **asset register**.

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method
Cemetery Vehicles	1	Quantity	\$19,000	CPI
Fire Vehicles	10	Quantity	\$3,204,000	CPI
General Government Vehicles	3	Quantity	\$187,000	CPI
Public Works Vehicles	55	Quantity	\$16,918,000	User-Defined
Recreation & Culture Vehicles	10	Quantity	\$288,000	CPI
TOTAL			\$20,615,000	

*Table 52 Detailed Asset Inventory: Vehicles*

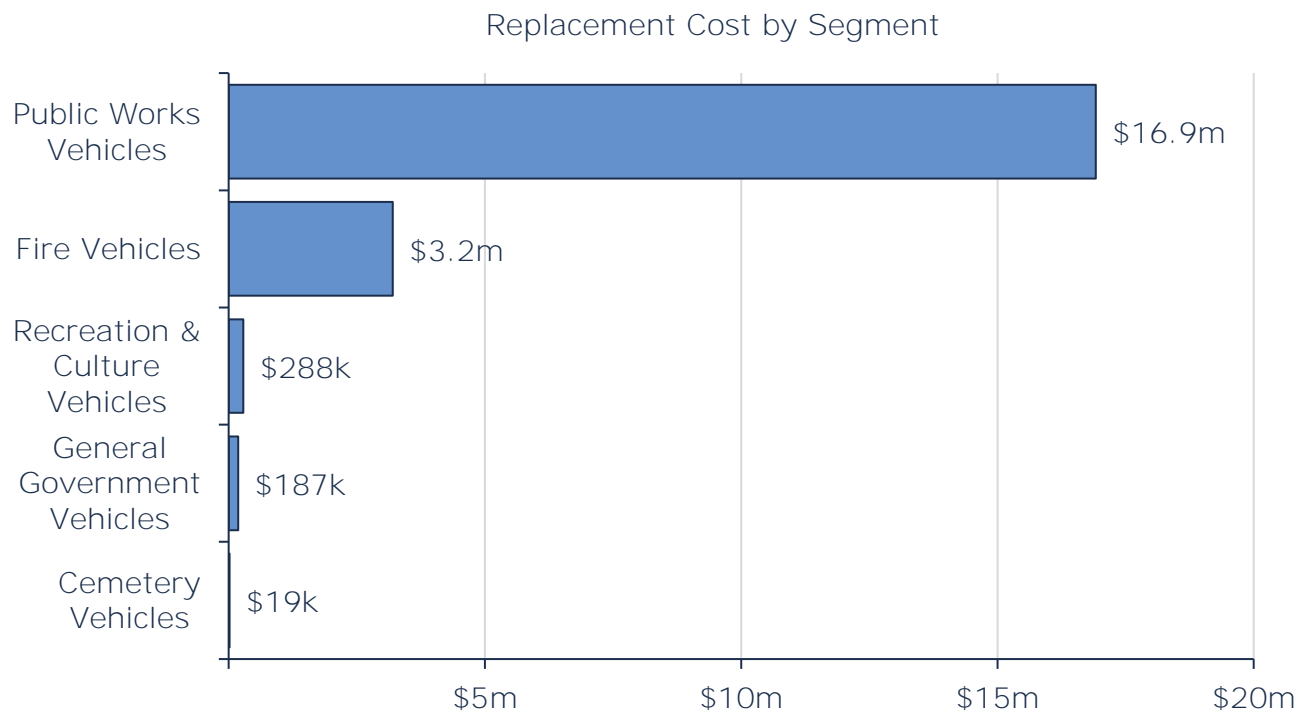


Figure 64 Portfolio Valuation: Vehicles

## 12.2 Asset Condition

Figure 65 summarizes the replacement cost-weighted condition of the Township's vehicles portfolio. Based on age-based condition data, 50% of vehicles are in fair or better condition, with the remaining 50% in poor or worse condition. These assets may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition.

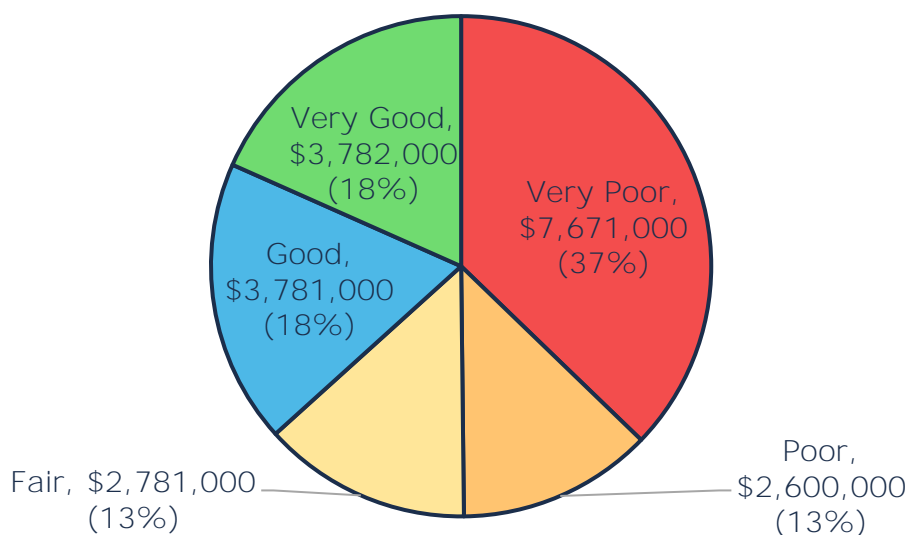


Figure 65 Asset Condition: Vehicles Overall



Figure 66 summarizes the condition of vehicles by each segment.

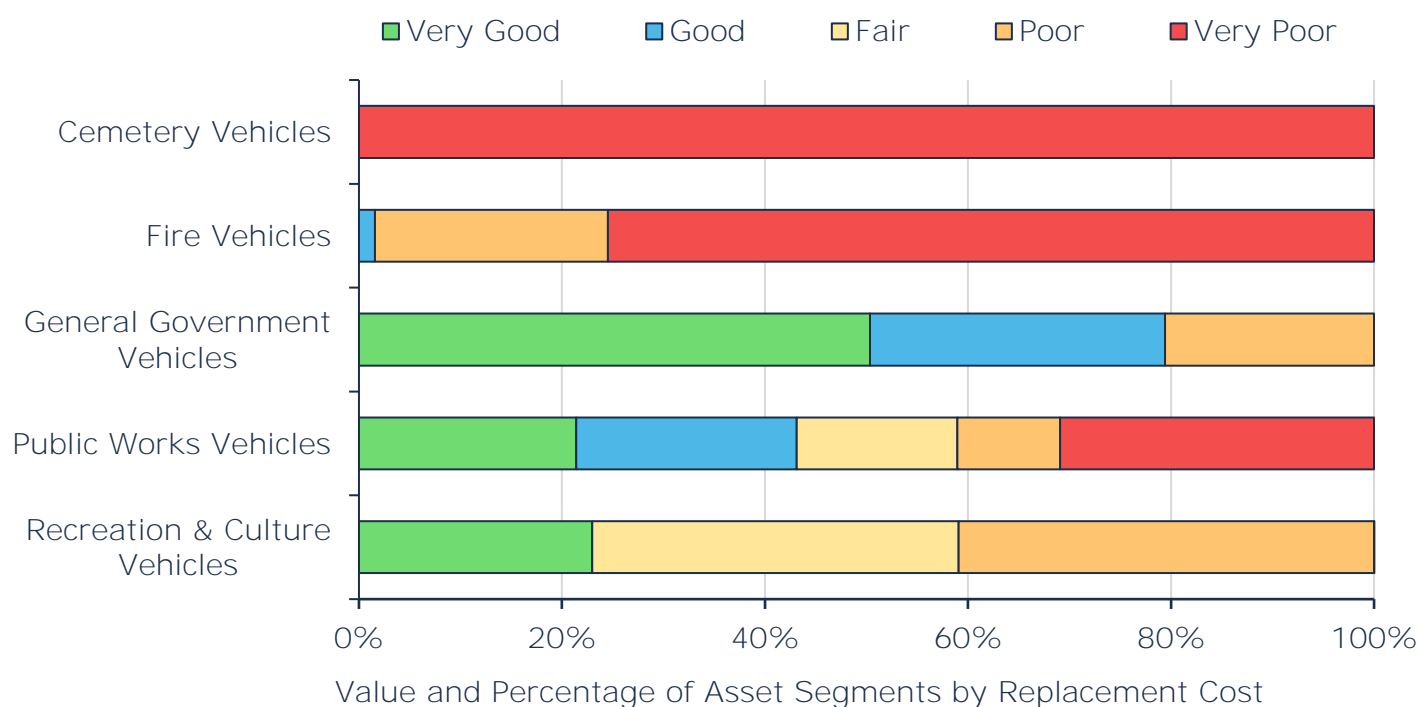


Figure 66 Asset Condition: Vehicles by Segment

## 12.3 Age Profile

An asset's age profile comprises two key values: estimated useful life (EUL), or design life; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset's age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential replacement spikes.

Figure 67 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

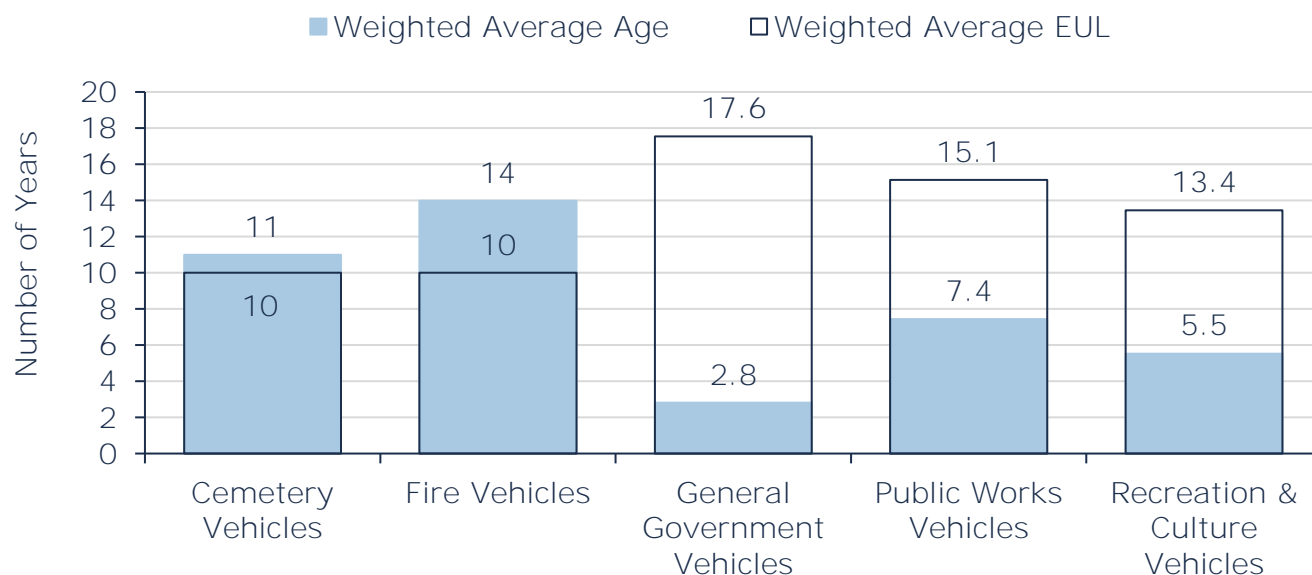


Figure 67 Estimated Useful Life vs. Asset Age: Vehicles

## 12.4 Current Approach to Lifecycle Management

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

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

Activity Type	Description of Current Strategy
Maintenance / Rehabilitation	Visual inspections and routine maintenance are completed daily.
	Heavy-Duty vehicles undergo a yearly detailed safety inspection.
	Rehabilitation activities include oil changes, routine sand blasting and painting, and washing.
Replacement	<b>Vehicle replacements are based on the Township's 10-Year Capital Expenditure Project and recommendations from Road Needs Study.</b>
	Vehicle age, kilometers and annual repair costs are taken into consideration when determining appropriate treatment options.
Inspections	Staff complete regular visual inspections of vehicles to ensure they are in state of adequate repair prior to operation.
	Yearly safety inspections are completed on heavy-duty vehicles by external contractors.

Table 53 Lifecycle Management Strategy: Vehicles

## 12.5 Forecasted Long-Term Replacement Needs

Figure 68 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Township's vehicles portfolio. This analysis was run until 2049 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Township's primary asset management system and asset register. The Township's **average annual** requirements (red dotted line) total \$1.7 million for all vehicles. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

These projections and estimates are based on asset replacement costs and age analysis. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

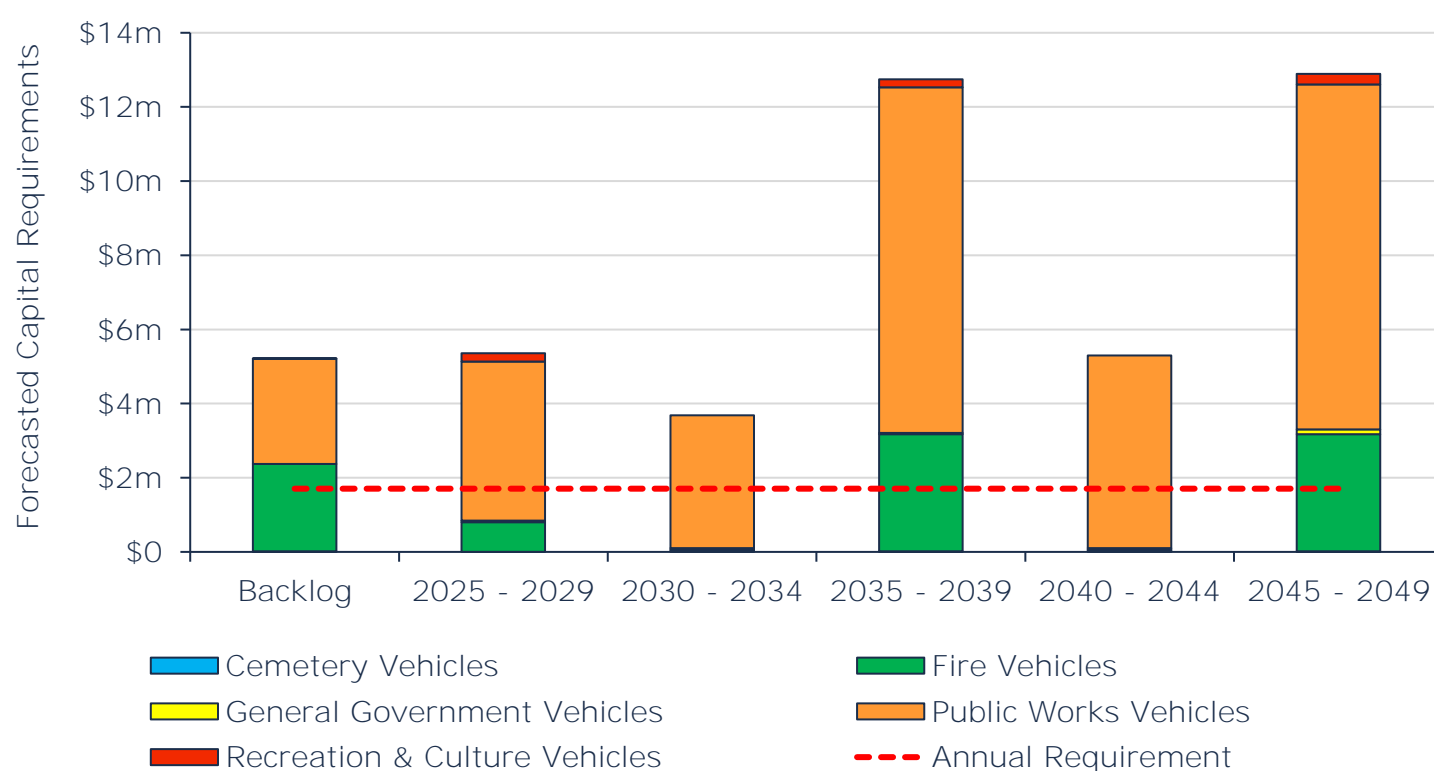


Figure 68 Forecasted Capital Replacement Needs: Vehicles 2025-2049

Often, the magnitude of replacement needs is substantially higher than most municipalities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves. In addition, a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements.

A summary of the 10-year replacement forecast can be found in Appendix A – 10-Year Capital Requirements.

## 12.6 Risk Analysis

The risk matrix below is generated using available asset data, including condition and replacement cost.

The matrix stratifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Township may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

These risk models have been built into the Township's **Asset Management Database (Citywide Assets)**. See *Risk & Criticality* section for further details on approach used to determine asset risk ratings and classifications.



Figure 69 Risk Matrix: Vehicles

### 12.6.1 Risks to Current Asset Management Strategies

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



#### Climate Change & Extreme Events

Asset deterioration is accelerated due to extreme weather, which in some cases can cause unexpected failures. Freeze-thaw cycles, ice jams, and surface flooding from extreme rainfall have been experienced by the Township in recent years. These events lead to more wear and **tear on the Township's vehicles and can result in a lower level of service.**

## 12.7 Levels of Service

The tables that follow summarize the Township's **current levels of service**. There are no specifically prescribed KPIs under Ontario Regulation 588/17 for non-core assets, therefore the KPIs below represent performance measures that the Township has selected for this AMP.

## 12.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2024)
Performance	Description of the Fleet Management and Safety Program	<p>Routine visual inspections and maintenance is completed daily on vehicles prior to use including checking lights, wipers, tire pressure and oil levels.</p> <p>Heavy-duty vehicles are inspected annually for safety by external contractors. If any deficiencies are noted during regular daily inspections, a safety inspection is initiated.</p>

Table 54 Community Levels of Service: Vehicles

## 12.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2024)
Scope	% of heavy-duty vehicles inspected annually	100%
	Annual capital reinvestment rate	2.84%
Performance	% of fire vehicles that are in good or very good condition	1.6%
	% of fire vehicles that are in poor or very poor condition	98%
	% of other vehicles that are in good or very good condition	43%
	% of other vehicles that are in poor or very poor condition	41%

Table 55 Technical Levels of Service: Vehicles

## 12.8 Proposed Levels of Service

As per O. Reg. 588/17, by July 1, 2025, municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Township's **ability to afford the PLOS**.

The below tables and graphs explain the proposed levels of service scenarios that were analyzed for vehicles. Further PLOS analysis at the portfolio level can be found in section 4. *Proposed Levels of Service Analysis*.



## 12.8.1 PLOS Scenarios Analyzed

Scenario	Description
Scenario 1: Maintain Current Funding Level	<p>This scenario maintains existing capital funding levels for those categories that are underfunded.</p> <ul style="list-style-type: none"> <li>♦ Vehicles capital funding maintained at \$585,000/year</li> </ul>
Scenario 2: Achieving 100% Target Funding in 20 years	<p>This scenario assumes gradual tax increases of ~3.9%/year, stabilizing at 100% funding across all asset categories in 20 years.</p> <ul style="list-style-type: none"> <li>♦ Vehicles capital funding will gradually increase from \$585,000/year to \$1.7m/year over a span of 20 years</li> </ul>
Scenario 3: Achieving 75% Target Funding in 20 Years	<p>This scenario assumes gradual tax increases of ~2.6%/year, stabilizing at 75% funding across all asset categories in 20 years.</p> <ul style="list-style-type: none"> <li>♦ Vehicles capital funding gradually increases from \$585,000/year to \$1.3m/year over a span of 20 years</li> </ul>

*Table 56 Vehicles PLOS Scenario Descriptions*

## 12.8.2 PLOS Analysis Results

Scenario	Technical LOS Outcomes	Initial Value (2025)	15 Year Projection (2039)	30 Year Projection (2054)	Comments
Scenario 1	Average Condition	50%	19%	16%	
	Average Asset Risk	10.1	14.2	14.2	
	Annual Investment Required		\$585,000		This is the maintained parameter in this scenario
	Capital Reinvestment Rate		2.8%		
Scenario 2	Average Condition	50%	32%	43%	
	Average Asset Risk	10.1	12.3	11.1	
	Annual Investment Required		\$1,705,000		This parameter was increased from \$585,000/year to \$1.7m/year gradually over 20 years.
	Capital Reinvestment Rate		8.3%		
Scenario 3	Average Condition	50%	28%	31%	
	Average Asset Risk	10.1	12.7	11.8	
	Annual Investment Required		\$1,279,000		This parameter was increased from \$585,000/year to \$1.3m/year gradually over 20 years.
	Capital Reinvestment Rate		6.2%		

Table 57 Vehicles PLOS Scenario Analysis

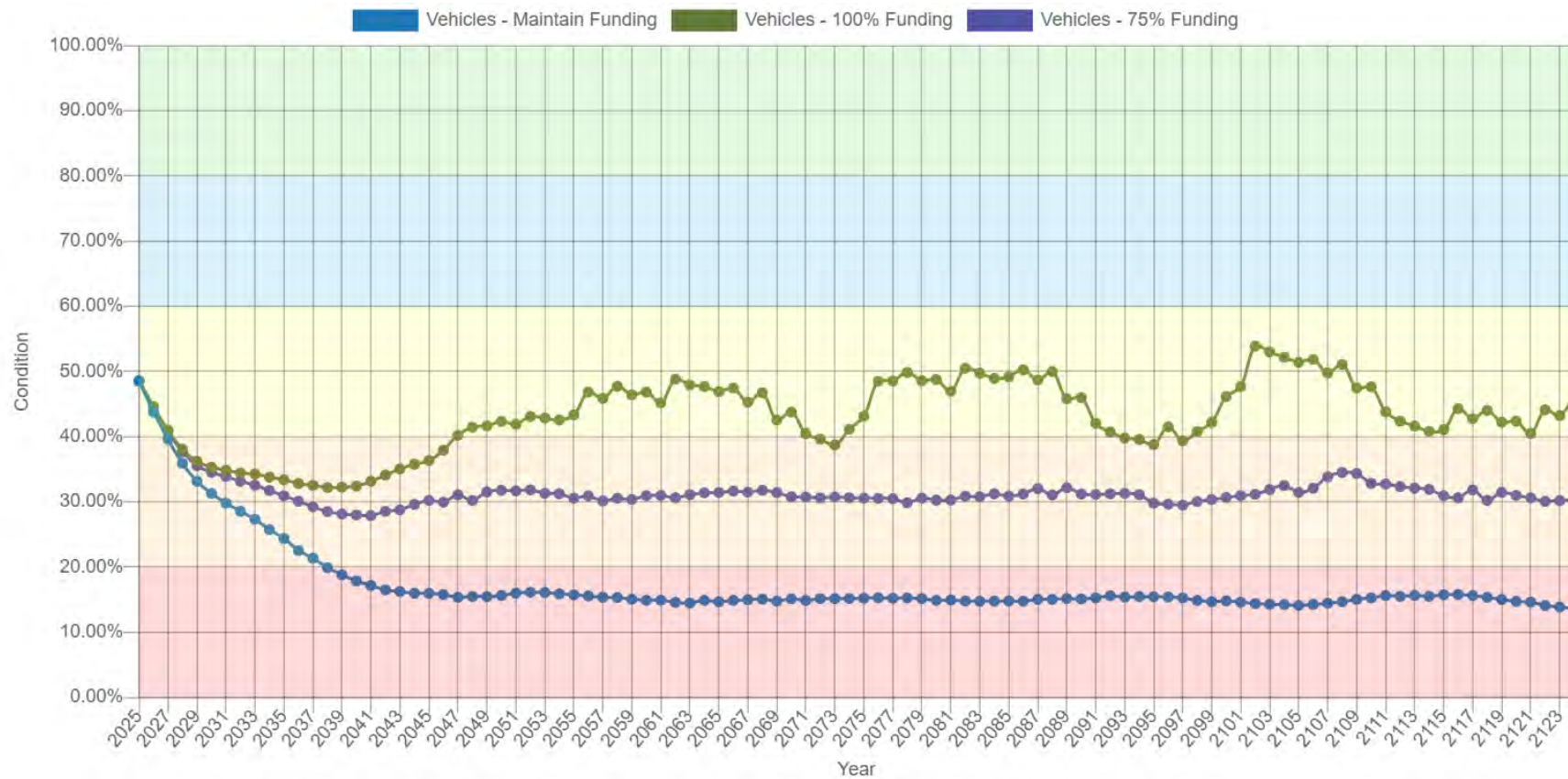


Figure 70 Vehicles PLOS Scenario Condition Results

## 13. Machinery & Equipment

In order to maintain the high quality of public infrastructure and support the delivery of core services, Township staff own and employ various types of machinery and equipment. This includes:

- Fire equipment to support the delivery of emergency services
- Snow blades to provide winter control activities
- Office furniture and equipment to support general government activities

Keeping machinery and equipment in an adequate state of repair is important to maintain a high level of service.

### 13.1 Inventory & Valuation

Figure 71 summarizes the quantity and current replacement cost of all machinery and equipment assets available in the Township's **asset register**.

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method
Cemetery Equipment	4	Quantity	\$99,000	CPI
Environmental Services	1	Quantity	\$31,000	CPI
Fire Equipment	196	Quantity	\$1,604,000	CPI
General Government Equipment	33	Quantity	\$8,928,000	CPI
Public Works Equipment	40	Quantity	\$155,000	CPI
Recreation & Culture Equipment	33	Quantity	\$1,647,000	CPI
TOTAL			\$12,464,000	

*Table 58 Detailed Asset Inventory: Machinery & Equipment*

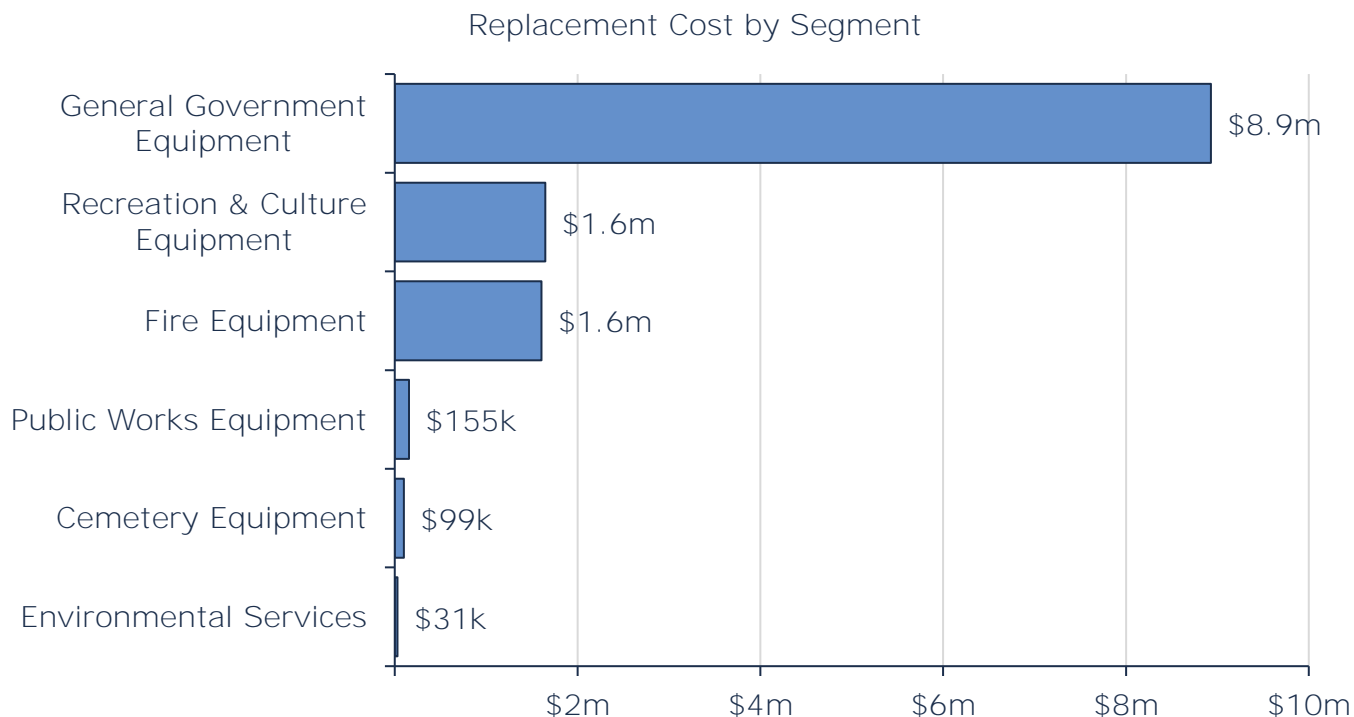


Figure 71 Portfolio Valuation: Machinery & Equipment

## 13.2 Asset Condition

Figure 72 summarizes the replacement cost-weighted condition of the Township's machinery and equipment portfolio. Based only on age data, 16% of assets are in fair or better condition; the remaining 84% are in poor or worse condition. These assets may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition.

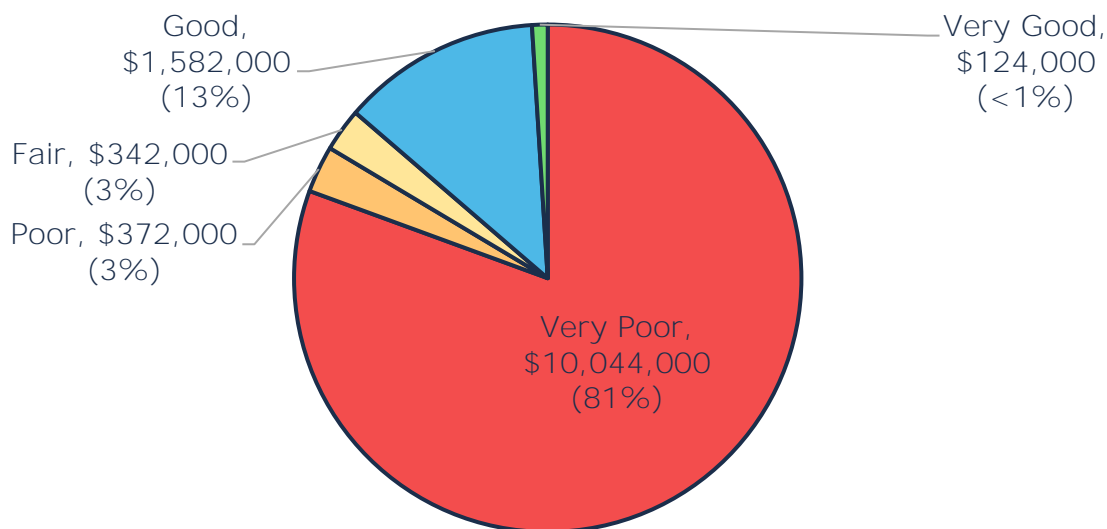


Figure 72 Asset Condition: Machinery & Equipment Overall



Figure 73 summarizes the age-based condition of machinery and equipment by each segment.

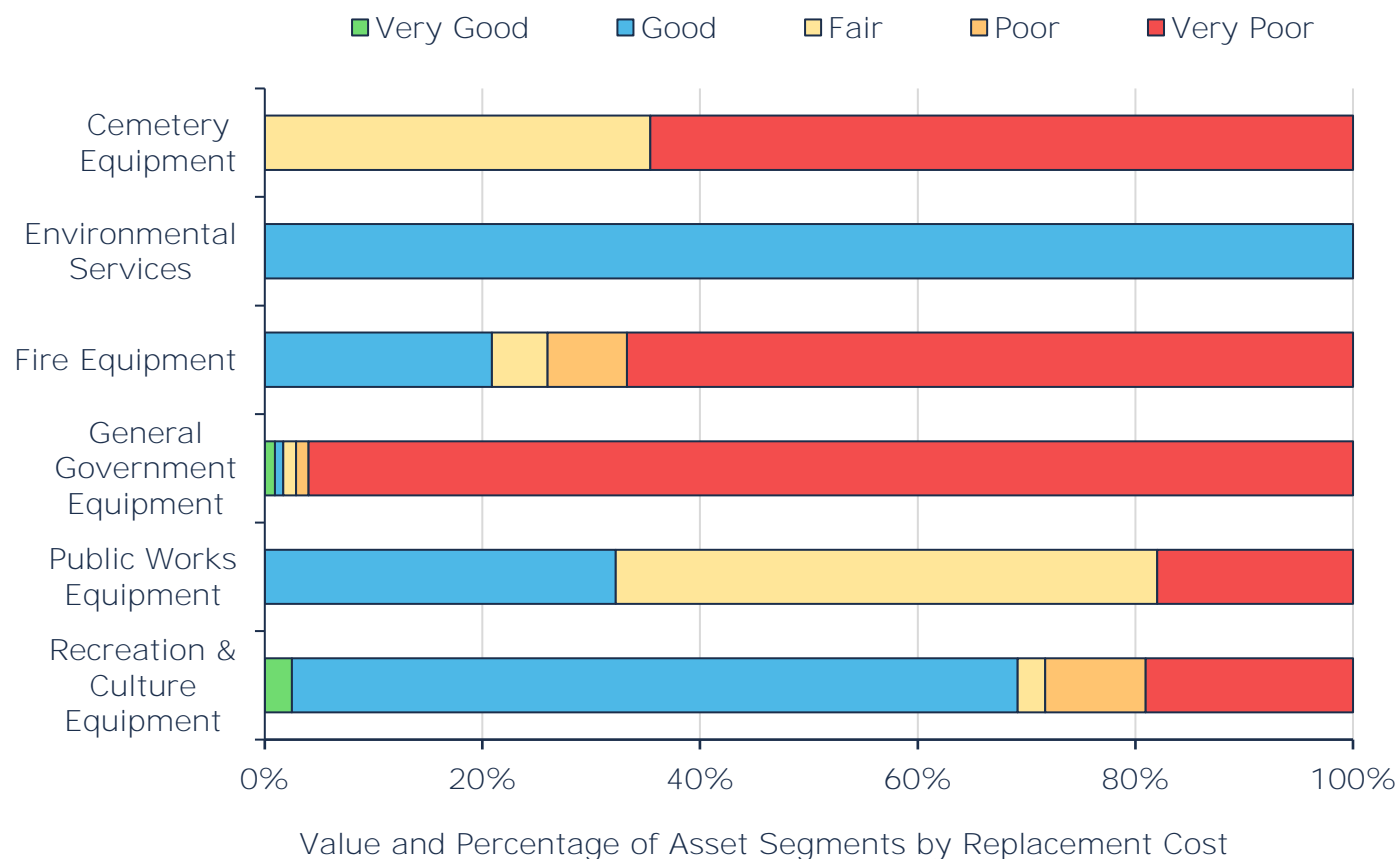


Figure 73 Asset Condition: Machinery & Equipment by Segment

### 13.3 Age Profile

An asset's age profile comprises two key values: **estimated useful life (EUL)**, or design life; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

**In conjunction with condition data, an asset's age profile provides a more complete summary of the state of infrastructure.** It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential replacement spikes.

Figure 74 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

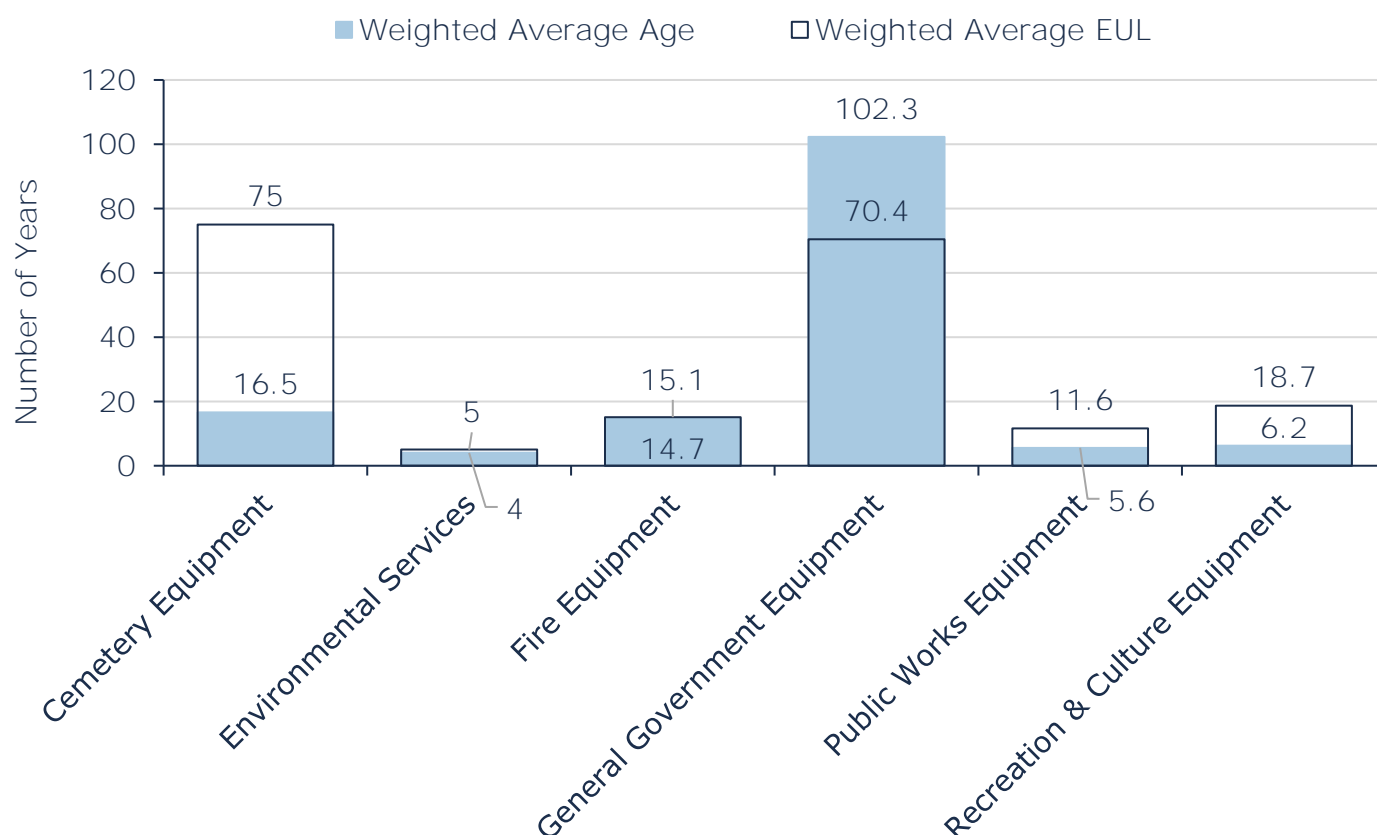


Figure 74 Estimated Useful Life vs. Asset Age: Machinery & Equipment

## 13.4 Current Approach to Lifecycle Management

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

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

Activity Type	Description of Current Strategy
Maintenance/ Rehabilitation	Maintenance program varies by department.
	Fire Protection Services equipment is subject to a much more rigorous inspection and maintenance program compared to most other departments.
	Rehabilitation activities include minor repairs and servicing requirements.
Replacement	Assets nearing failure or incurring costly repairs are prioritized for replacement.

Activity Type	Description of Current Strategy
Inspections	Staff complete regular visual inspections of machinery and equipment to ensure they are in state of adequate repair.
	Parks and recreation equipment is inspected monthly by Township staff for safety.

Table 59 Lifecycle Management Strategy: Machinery &amp; Equipment

## 13.5 Forecasted Long-Term Replacement Needs

Figure 75 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Township's machinery and equipment portfolio. This analysis was run until 2044 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Township's **primary asset management system and asset register**. The Township's average annual requirements (red dotted line) total \$1.2 million for all machinery and equipment. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

These projections and estimates are based on asset replacement costs and age analysis. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

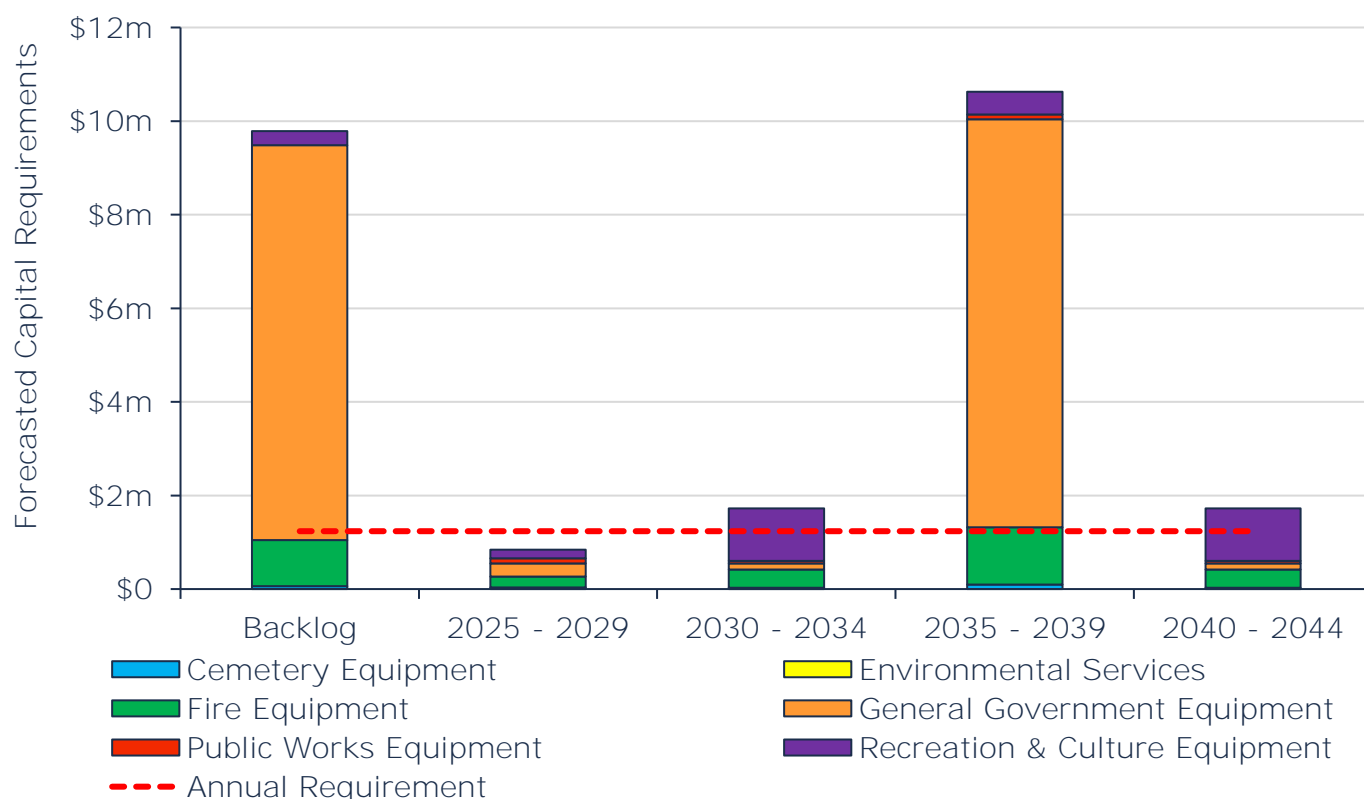


Figure 75 Forecasted Capital Replacement Needs: Machinery &amp; Equipment 2025-2044

Often, the magnitude of replacement needs is substantially higher than most municipalities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves. In addition, a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements.

A summary of the 10-year replacement forecast can be found in Appendix A – 10-Year Capital Requirements.

## 13.6 Risk Analysis

The risk matrix below is generated using available asset data, including condition and replacement costs.

The matrix stratifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Township may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

These risk models have been built into the Township's Asset Management Database (Citywide Assets). See *Risk & Criticality* section for further details on approach used to determine asset risk ratings and classifications.



Figure 76 Risk Matrix: Machinery & Equipment

### 13.6.1 Risks to Current Asset Management Strategies

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



#### Growth

Population and employment growth will increase the demand on municipal services and potentially decrease the lifecycle of certain assets. As the population continues to grow, the Township must continue to evaluate growth needs.

## 13.7 Levels of Service

The tables that follow summarize the Township's **current levels of service**. There are no specifically prescribed KPIs under Ontario Regulation 588/17 for non-core assets, therefore the KPIs below represent performance measures that the Township has selected for this AMP.

### 13.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2024)
Performance	Description of licensing requirements for operators	Equipment operators are required to have a valid DZ license.  Training on the use of specialized equipment is provided on an as-needed basis.

*Table 60 Community Levels of Service: Machinery & Equipment*

### 13.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2024)
Scope	Annual capital reinvestment rate	0.41%
Performance	% of fire equipment that is in good or very good condition	21%
	% of fire equipment that is in poor or very poor condition	74%
	% of other machinery & equipment that is in good or very good condition	13%
	% of other machinery & equipment that is in poor or very poor condition	85%

*Table 61 Technical Levels of Service: Machinery & Equipment*

## 13.8 Proposed Levels of Service

As per O. Reg. 588/17, by July 1, 2025, municipalities are required to consider proposed levels of service (PLOS), discuss the associated risks and long-term sustainability of these service levels, and explain the Township's **ability to afford the PLOS**.

The below tables and graphs explain the proposed levels of service scenarios that were analyzed for machinery and equipment. Further PLOS analysis at the portfolio level can be found in Section 4. *Proposed Levels of Service Analysis*.



## 13.8.1 PLOS Scenarios Analyzed

Scenario	Description
Scenario 1: Maintain Current Funding Level	<p>This scenario maintains existing capital funding levels for those categories that are underfunded.</p> <ul style="list-style-type: none"> <li>♦ Machinery &amp; equipment capital funding maintained at \$51,000/year</li> </ul>
Scenario 2: Achieving 100% Target Funding in 20 years	<p>This scenario assumes gradual tax increases of ~3.9%/year, stabilizing at 100% funding across all asset categories in 20 years.</p> <ul style="list-style-type: none"> <li>♦ Machinery &amp; equipment capital funding gradually increases from \$51,000/year to \$1.2m/year over a span of 20 years</li> </ul>
Scenario 3: Achieving 75% Target Funding in 20 Years	<p>This scenario assumes gradual tax increases of ~2.6%/year, stabilizing at 75% funding across all asset categories in 20 years.</p> <ul style="list-style-type: none"> <li>♦ Machinery &amp; equipment capital funding gradually increases from \$51,000/year to \$927,000/year over a span of 20 years</li> </ul>

*Table 62 Machinery & Equipment PLOS Scenario Descriptions*

## 13.8.2 PLOS Analysis Results

Scenario	Technical LOS Outcomes	Initial Value (2025)	15 Year Projection (2039)	30 Year Projection (2054)	Comments
Scenario 1	Average Condition	15%	3%	2%	
	Average Asset Risk	18.4	19.0	19.0	
	Annual Investment Required		\$51,000		This is the maintained parameter in this scenario
	Capital Reinvestment Rate		0.4%		
Scenario 2	Average Condition	15%	17%	16%	
	Average Asset Risk	18.4	18.2	18.2	
	Annual Investment Required		\$1,236,000		This parameter was increased from \$51,000/year to \$1.2m/year gradually over 20 years.
	Capital Reinvestment Rate		9.9%		
Scenario 3	Average Condition	15%	17%	43%	
	Average Asset Risk	18.4	18.2	11.6	
	Annual Investment Required		\$927,000		This parameter was increased from \$51,000/year to \$927,000/year gradually over 20 years.
	Capital Reinvestment Rate		7.4%		

Table 63 Machinery &amp; Equipment PLOS Scenario Analysis

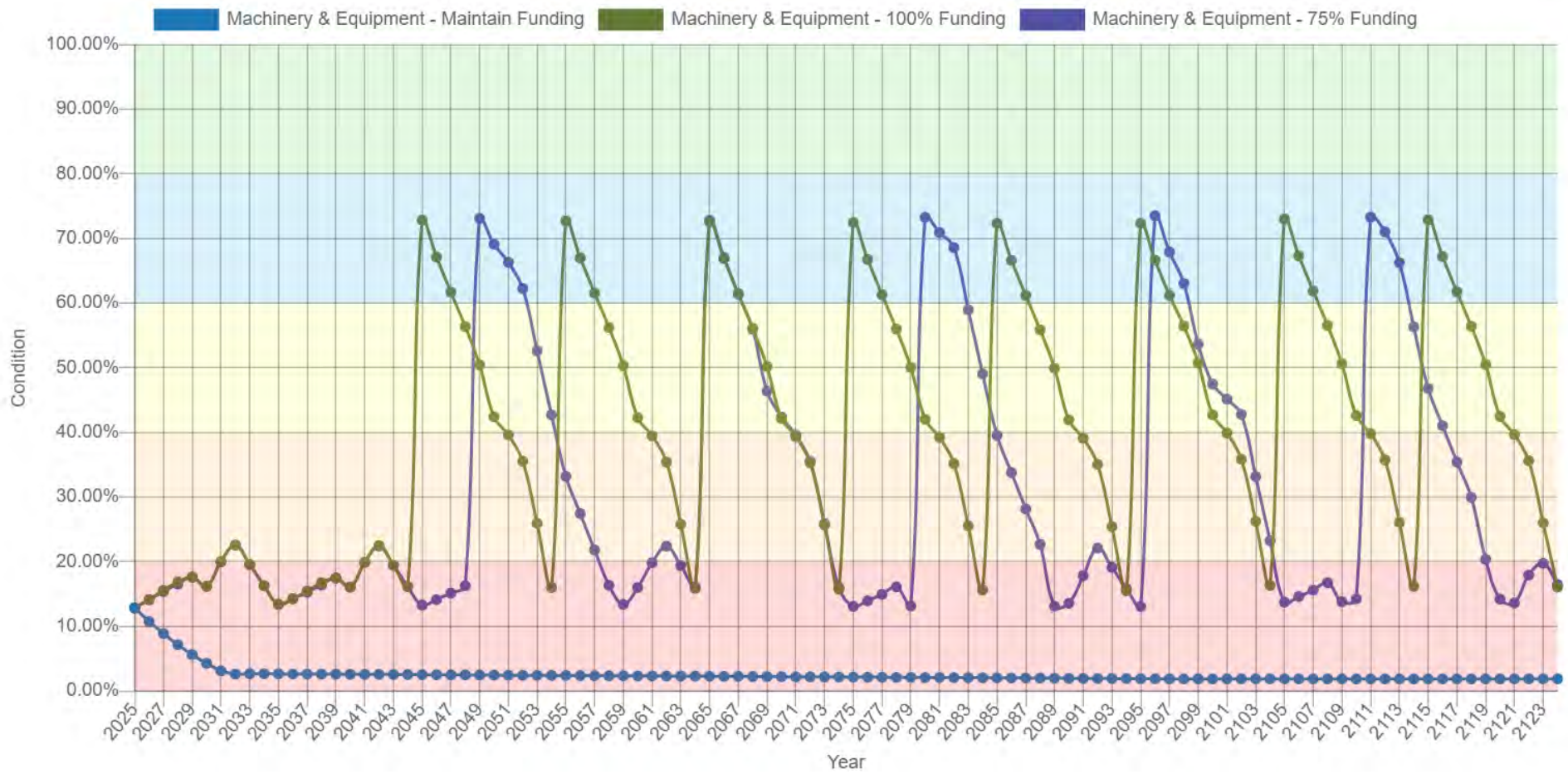


Figure 77 Machinery & Equipment PLOS Scenario Condition Results

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# Strategies

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## 14. Growth

The demand for infrastructure and services will change over time based on a combination of internal and external factors. Understanding the key drivers of growth and demand will allow the Township to plan for new infrastructure more effectively, and the upgrade or disposal of existing infrastructure. Increases or decreases in demand can affect what assets are needed and what level of service meets the needs of the community.

### 14.1 Growth Assumptions

The demand for infrastructure and services will change over time based on a combination of internal and external factors. Understanding the key drivers of growth and demand will allow the Township to more effectively plan for new infrastructure, and the upgrade or disposal of existing infrastructure. Increases or decreases in demand can affect what assets are needed and what level of service meets the needs of the community.

#### 14.1.1 Growth Management Action Plan Background Report (WSP 2024)

The Growth Management Action Plan for the Township of Wellington North aims to strategically **address the increasing demands of the Township's population and economy. The plan involves** various components and initiatives to ensure sustainable development. The report has indicated the following items of note:

- Population growth in the Township of Wellington North has been driven primarily by net migration, with the population increasing from 11,600 in 2001 to 13,900 in 2024. The Township's population has grown at an annual rate of 1.5% since 2016, compared to 0.4% between 2001 and 2016, and this growth has been accompanied by significant housing development, averaging 194 new units annually from 2021 to 2023. Additionally, demographic trends indicate an aging population, with the share of residents aged 75 and older increasing from 8% in 2001 to 10% in 2021.
- The County of Wellington's Municipal Comprehensive Review (M.C.R.) documents, concluded that Mount Forest and Arthur have sufficient urban land for housing and employment growth until 2051, but there is an identified need to re-designate 81 hectares of future development lands for residential use in Wellington North and acknowledged a surplus of 40 hectares of Employment Area lands.
- Based on the Urban Land Needs Municipal Comprehensive Review Municipal Servicing Analysis, Wellington North has sufficient water and wastewater servicing capacity to accommodate near-term growth, with plans to expand the wastewater treatment plant capacity in Arthur within the next two to four years. While Mount Forest is projected to have adequate water capacity over the long term, it will need additional wastewater capacity to support future growth.

The following table outlines the projected population growth expected for the Township:

Year	2021	2024	2026	2031
Total Population	12,800	13,800	14,700	16,200
Urban Area	8,000	9,100	10,200	11,500
Rural Area	4,800	4,700	4,500	4,700

The population of Wellington North is expected to reach 16,200 by 2031. This growth correlates to a 26.5% increase from 2021 to 2031, representing a large increase on service and asset demands.

## 14.2 Impact of Growth on Lifecycle Activities

**As per O.Reg 588/17 2025 requirements, the Township's asset management plan must include a** discussion of how the assumptions regarding future changes in population and economic activity informed the preparation of the lifecycle management and financial strategy. The official plan for Wellington North has indicated the vision statement as fostering healthy change and growth. The Township will ensure the sewage treatment, waste disposal services, water supply services, stormwater management, transport pathways, utilities and emergency services are planned and developed to provide for the growth targets outlined in the Official Plan. The commitment to growth in these areas will be completed in a matter that maintains or enhances the natural environment and assets of the Township.

As growth-related assets are constructed or acquired, they should be integrated into the **Township's AMP. While the addition of residential units will add to the existing assessment base** and offset some of the costs associated with growth, the Township will need to review the lifecycle costs of growth-related infrastructure. These costs should be considered in long-term funding strategies that are designed to, at a minimum, maintain the current level of service.



## 15. Financial Strategy

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For an asset management plan to be effective and meaningful, it must be integrated with financial planning and long-term budgeting. The development of a comprehensive financial plan will allow the Township of Wellington North to identify the financial resources required for sustainable asset management based on existing asset inventories, desired levels of service, and projected growth requirements.

This report develops such a financial plan by presenting several scenarios for consideration and culminating with final recommendations. As outlined below, the scenarios presented model different combinations of the following components:

1. The financial requirements for:
  - a. Existing assets
  - b. Existing service levels
  - c. Requirements of contemplated changes in service levels (none identified for this plan)
  - d. Requirements of anticipated growth (none identified for this plan)
2. Use of traditional sources of municipal funds:
  - a. Tax levies
  - b. User fees
  - c. Debt
  - d. Development charges
3. Use of non-traditional sources of municipal funds:
  - a. Reallocated budgets
  - b. Partnerships
  - c. Procurement methods
4. Use of Senior Government Funds:
  - a. Canada Community-Building Fund (CCBF)
  - b. Annual grants

Note: Periodic grants are normally not included due to Provincial requirements for firm commitments. However, if moving a specific project forward is wholly dependent on receiving a one-time grant, the replacement cost included in the financial strategy is the net of such grant being received.

If the financial plan component results in a funding shortfall, the Province requires the inclusion of a specific plan as to how the impact of the shortfall will be managed. In determining the legitimacy of a funding shortfall, the Province may evaluate a **Township's approach to the** following:

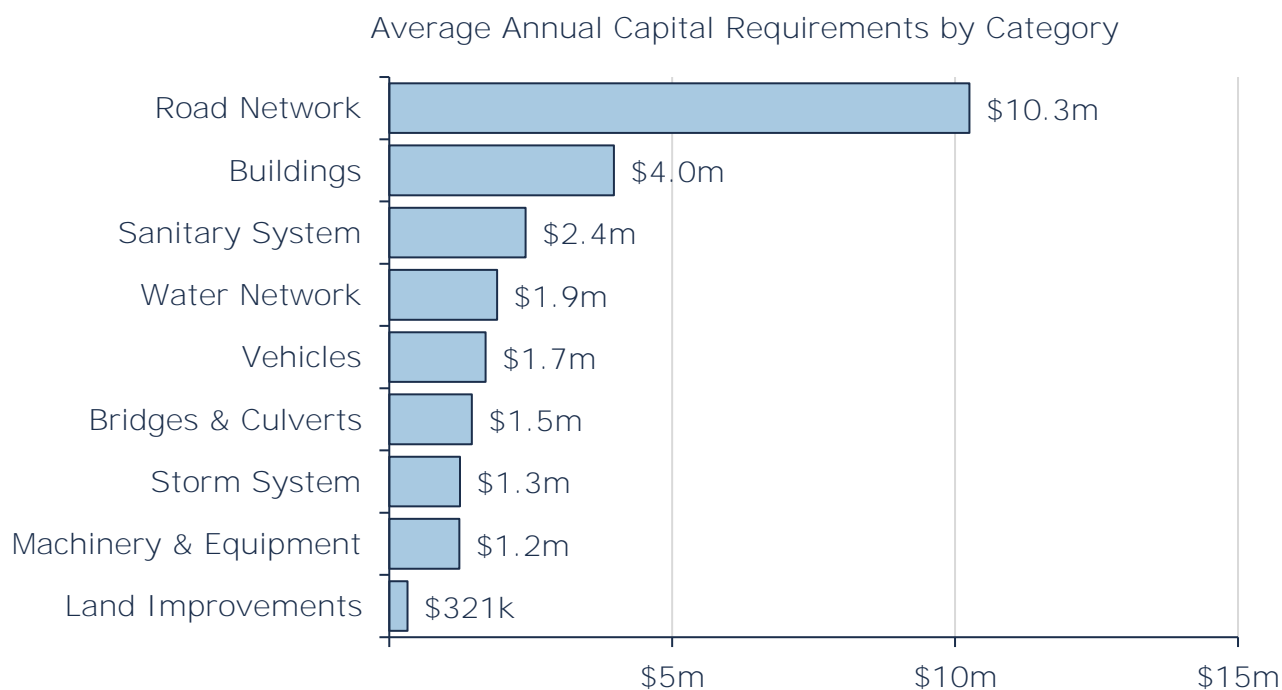
1. In order to reduce financial requirements, consideration has been given to revising service levels downward.
2. All asset management and financial strategies have been considered. For example:
  - a. If a zero-debt policy is in place, is it warranted? If not the use of debt should be considered.

- b. Do user fees reflect the cost of the applicable service? If not, increased user fees should be considered.

## 15.1 Annual Requirements & Capital Funding

### 15.1.1 Annual Requirements

The annual requirements represent the amount the Township should allocate annually to each asset category to meet replacement needs as they arise, prevent infrastructure backlogs and achieve long-term sustainability. In total, the Township must allocate approximately \$24.5 million annually to address capital requirements for the assets included in this AMP.



*Figure 78 Annual Capital Funding Requirements by Asset Category*

For most asset categories the annual requirement has been calculated based on a “replacement only” scenario, in which capital costs are only incurred at the construction and replacement of each asset.

However, for the road network and bridges and culverts, lifecycle management strategies have been developed to identify capital costs that are realized through strategic rehabilitation and renewal of the Township’s **roads and** bridges and culverts respectively.

1. Replacement Only Scenario: Based on the assumption that assets deteriorate and – without regularly scheduled maintenance and rehabilitation – are replaced at the end of their service life.
2. Lifecycle Strategy Scenario: Based on the assumption that lifecycle activities are performed at strategic intervals to extend the service life of assets until replacement is required.

### 15.1.2 Annual Funding Available

Based on a historical analysis of sustainable capital funding sources, the Township is committing approximately \$11.7 million towards capital projects per year. Given the annual capital requirement of \$24.5 million, there is currently a funding gap of \$12.8 million annually.

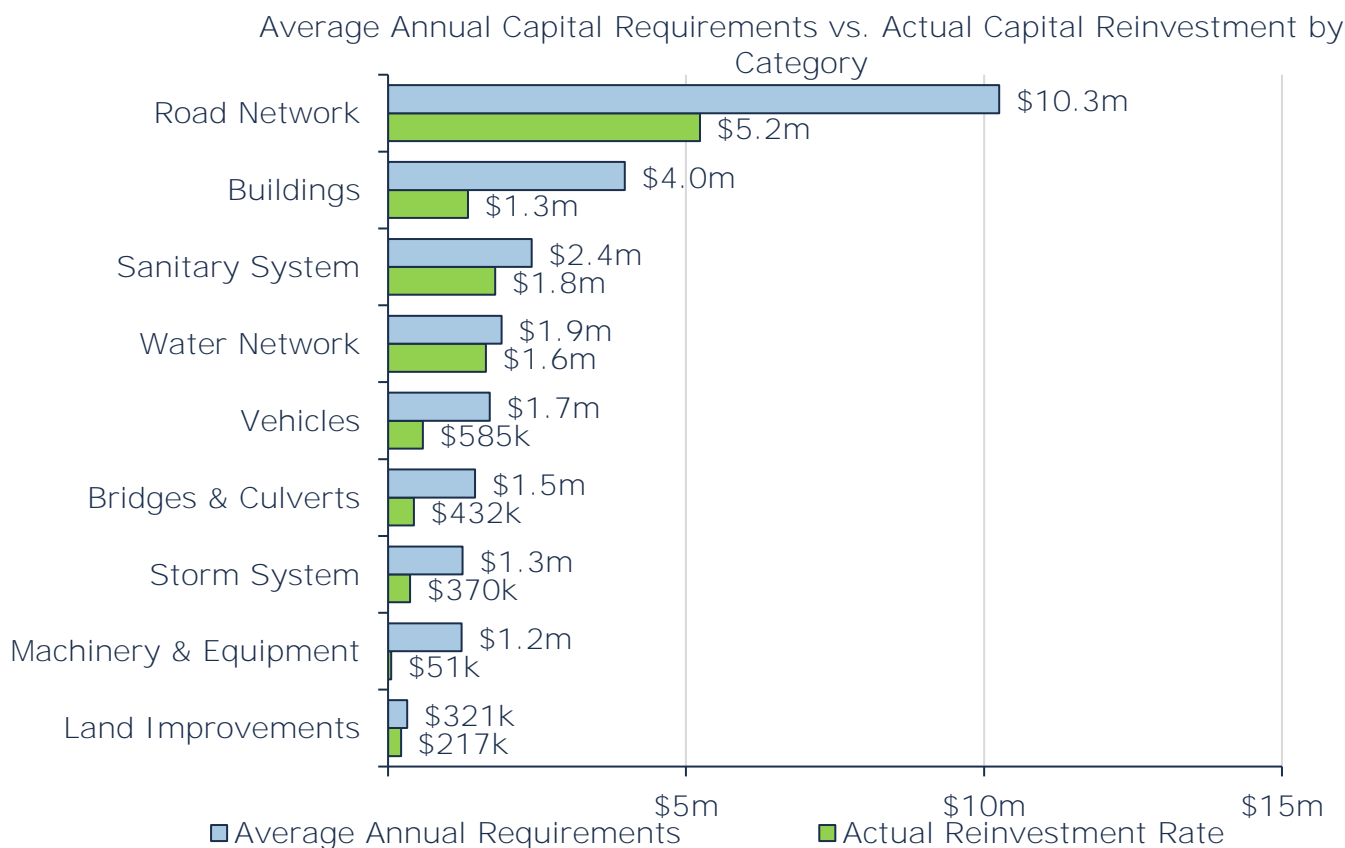


Figure 79 Annual Requirements vs. Capital Funding Available

## 15.2 Funding Objective

We have developed a scenario that would enable Township of Wellington North to achieve proposed level of service funding levels within 20 years for the following assets:

1. Tax Funded Assets: Road Network, Storm System, Bridges & Culverts, Buildings, Machinery & Equipment, Land Improvements, Vehicles
2. Rate-Funded Assets: Water Network, Sanitary System

Note: For the purposes of this AMP, we have excluded gravel roads since they are a perpetual maintenance asset and end of life replacement calculations do not normally apply. If gravel roads are maintained properly, they can theoretically have a limitless service life.

For each scenario developed we have included strategies, where applicable, regarding the use of cost containment and funding opportunities.

## 15.3 Financial Profile: Tax Funded Assets

### 15.3.1 Current Funding Position

The following tables show, by asset category, Wellington North's **average annual asset** investment requirements to achieve proposed levels of service, current funding positions, and funding increases required to achieve proposed levels of service funding on assets funded by taxes.

Asset Category	Avg. Annual Requirement	Annual Funding Available				Annual Deficit
		Taxes	CCBF	OCIF	Total Available	
Road Network	7,692,000	3,033,845	515,360	1,685,106	5,234,311	2,456,689
Storm System	939,000	370,356	0	0	370,356	568,644
Bridges & Culverts	1,096,500	432,477	0	0	432,477	664,023
Buildings	2,979,000	1,339,925	0	0	1,339,925	1,639,075
Machinery & Equipment	927,000	51,386	0	0	51,386	875,614
Land Improvements	240,750	217,037	0	0	217,037	23,713
Vehicles	1,278,000	584,852	0	0	584,852	693,898
Total	15,153,000	6,029,879	515,360	1,685,106	8,230,345	6,922,655

*Table 64 Annual Available Funding for Tax Funded Assets*

The average annual investment requirement for the above categories to achieve the proposed level of service is \$15.2 million. Annual revenue currently allocated to these assets for capital purposes is \$8.2 million leaving an annual deficit of \$6.9 million. Put differently, these infrastructure categories are currently funded at 54.3% of their long-term requirements.

### 15.3.2 Full Funding Requirements

In 2024, the Township of Wellington North had budgeted annual tax revenues of approximately \$10.72 million. As illustrated in the following table, without consideration of any other sources of revenue or cost containment strategies, proposed level of service funding would require the following tax change over time:

Asset Category	Tax Change Required for Full Funding
Road Network	22.9%
Storm System	5.3%
Bridges & Culverts	6.2%
Buildings	15.3%
Machinery & Equipment	8.2%
Land Improvements	0.2%
Vehicles	6.5%
Total	64.6%

*Table 65 Tax Increase Requirements for Full Funding*

Our scenario modeling include capturing the above changes and allocating them to the infrastructure deficit outlined above. The table below outlines this concept and presents several options:

	5 Years	10 Years	15 Years	20 Years
Infrastructure Deficit	6,922,655	6,922,655	6,922,655	6,922,655
Change in Debt Costs	N/A	N/A	N/A	N/A
Resulting Infrastructure Deficit:	6,922,655	6,922,955	6,922,655	6,922,655
Tax Increase Required	64.6%	64.6%	64.6%	64.6%
Annually:	10.5%	5.2%	3.4%	2.6%

*Table 66 Tax Increase Options 5-20 Years*

### 15.3.3 Financial Strategy Recommendations

Considering all the above information, we recommend the 20-year option. This involves proposed funding being achieved over 20 years by:

- increasing tax revenues by 2.6% each year for the next 20 years solely for the purpose of phasing in proposed funding to the asset categories covered in this section of the AMP.
- allocating the current CCBF and OCIF revenue as outlined previously.
- reallocating appropriate revenue from categories in a surplus position to those in a deficit position.
- increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

## Notes:

1. As in the past, periodic senior government infrastructure funding will most likely be available during the phase-in period. By Provincial AMP rules, this periodic funding cannot be incorporated into an AMP unless there are firm commitments in place. We have included OCIF formula-based funding, if applicable, since this funding is a multi-year commitment<sup>4</sup>.
2. We realize that raising tax revenues by the amounts recommended above for infrastructure purposes will be very difficult to do. However, considering a longer phase-in window may have even greater consequences in terms of infrastructure failure.

Although this option achieves proposed funding on an annual basis in 20 years and provides financial sustainability over the period modeled, the recommendations do require prioritizing capital projects to fit the resulting annual funding available. Current data shows a pent-up investment demand of \$1.4 million for the road network, \$39.4 million for buildings, \$3.2 million for land improvements, \$9.8 million for machinery & equipment, \$5.2 million for vehicles and \$38,000 for the storm system.

Prioritizing future projects will require the current data to be replaced by condition-based data. Although our recommendations include no further use of debt, the results of the condition-based analysis may require otherwise.

## 15.4 Financial Profile: Rate Funded Assets

### 15.4.1 Current Funding Position

The following tables show, by asset category, Wellington North's **average annual asset** investment requirements to achieve proposed levels of service, current funding positions, and funding increases required to achieve proposed funding on assets funded by rates.

Asset Category	Avg. Annual Requirement	Annual Funding Available				Annual Deficit
		Rates	To Oppor	Reserves	Total Available	
Water Network	1,903,000	2,349,548	-1,696,003	987,700	1,641,245	261,755
Sanitary System	2,409,000	2,783,648	-2,099,180	1,113,300	1,797,768	611,232
Total	4,312,000	5,133,196	-3,795,183	2,101,000	3,439,013	872,987

*Table 67 Annual Available Funding for Rate Funded Assets*

<sup>4</sup> The Township should take advantage of all available grant funding programs and transfers from other levels of government. While OCIF has historically been considered a sustainable source of funding, the program is currently undergoing review by the provincial government. Depending on the outcome of this review, there may be changes that impact its availability.



The average annual investment requirement to achieve proposed levels of service for the above categories is \$4.3 million. Annual revenue currently allocated to these assets for capital purposes is \$3.4 million leaving an annual deficit of \$873,000. Put differently, these infrastructure categories are currently funded at 80% of their long-term requirements.

#### 15.4.2 Full Funding Requirements

In 2024, Wellington North had annual sanitary revenues of \$2,783,648 and annual water revenues of \$2,349,548. As illustrated in the table below, without consideration of any other sources of revenue, proposed level of service funding would require the following changes over time:

Asset Category	Rate Change Required for Full Funding
Water Network	11.1%
Sanitary Sewer Network	22.0%

*Table 68 Rate Increase Requirements for Full Funding*

In the following tables, we have expanded the above scenario to present multiple options. Due to the significant increases required, we have provided phase-in options of up to 20 years:

Water Network				
	5 Years	10 Years	15 Years	20 Years
Infrastructure Deficit	261,755	261,755	261,755	261,755
Rate Increase Required	11.1%	11.1%	11.1%	11.1%
Annually:	2.2%	1.1%	0.8%	0.6%

*Table 69 Water Rate Increase Options 5-20 Years*

Sanitary Sewer Network				
	5 Years	10 Years	15 Years	20 Years
Infrastructure Deficit	611,232	611,232	611,232	611,232
Rate Increase Required	22.0%	22.0%	22.0%	22.0%
Annually:	4.1%	2.1%	1.4%	1.0%

*Table 70 Sanitary Rate Increase Options 5-20 Years*

### 15.4.3 Financial Strategy Recommendations

Considering all of the above information, we recommend the 20-year option. This involves proposed funding being achieved over 20 years by:

- a) increasing rate revenues by 0.6% for water services and 1.0% for sanitary sewer services each year for the next 20 years solely for the purpose of phasing in proposed funding to the asset categories covered in this section of the AMP.
- b) increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

Notes:

- 1. As in the past, periodic senior government infrastructure funding will most likely be available during the phase-in period. This periodic funding should not be incorporated into an AMP unless there are firm commitments in place.
- 2. We realize that raising rate revenues for infrastructure purposes will be very difficult to do. However, considering a longer phase-in window may have even greater consequences in terms of infrastructure failure.
- 3. Any increase in rates required for operations would be in addition to the above recommendations.

Although this option achieves proposed funding on an annual basis in 20 years and provides financial sustainability over the period modeled, the recommendations do require prioritizing capital projects to fit the resulting annual funding available. Current data shows a pent-up investment demand of \$7.4 million for the water network and \$4.1 million for the sanitary system.

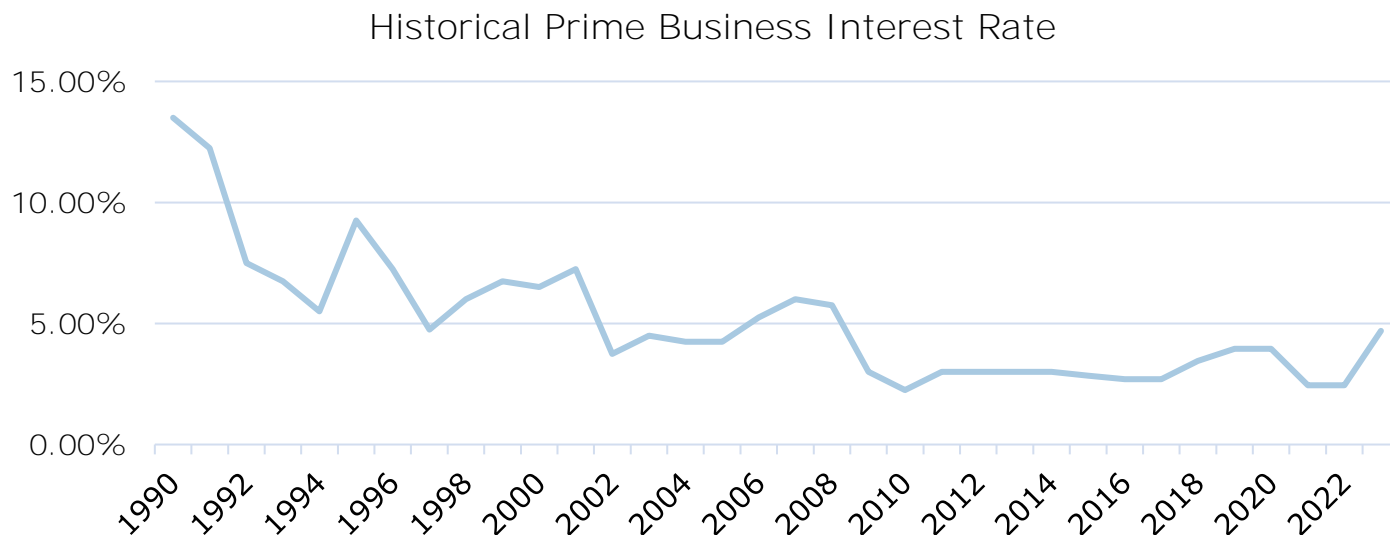
Prioritizing future projects will require the current data to be replaced by condition-based data. Although our recommendations include no further use of debt, the results of the condition-based analysis may require otherwise.

## 15.5 Use of Debt

Debt can be strategically utilized as a funding source within the long-term financial plan. The benefits of leveraging debt for infrastructure planning include:

- a) the ability to stabilize tax & user rates when dealing with variable and sometimes uncontrollable factors
- b) equitable distribution of the cost/benefits of infrastructure over its useful life
- c) a secure source of funding
- d) flexibility in cash flow management

Debt management policies and procedures with limitations and monitoring practices should be considered when reviewing debt as a funding option. In efforts to mitigate increasing commodity prices and inflation, interest rates have been rising. Sustainable funding models that include debt need to incorporate the now current realized risk of rising interest rates. The following graph shows the historical changes to the lending rates:



*Figure 80 Historical Prime Rate*

A change in 15-year rates from 5% to 7% would change the premium from 45% to 65%. Such a change would have a significant impact on a financial plan.

For reference purposes, the following table outlines the premium paid on a project if financed by debt. For example, a \$1 million project financed at 3.0%<sup>5</sup> over 15 years would result in a 26% premium or \$260 thousand of increased costs due to interest payments. For simplicity, the table does not consider the time value of money or the effect of inflation on delayed projects.

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<sup>5</sup> Current municipal Infrastructure Ontario rates for 15-year money is 4.03%.

Interest Rate	Number of Years Financed					
	5	10	15	20	25	30
7.0%	22%	42%	65%	89%	115%	142%
6.5%	20%	39%	60%	82%	105%	130%
6.0%	19%	36%	54%	74%	96%	118%
5.5%	17%	33%	49%	67%	86%	106%
5.0%	15%	30%	45%	60%	77%	95%
4.5%	14%	26%	40%	54%	69%	84%
4.0%	12%	23%	35%	47%	60%	73%
3.5%	11%	20%	30%	41%	52%	63%
3.0%	9%	17%	26%	34%	44%	53%
2.5%	8%	14%	21%	28%	36%	43%
2.0%	6%	11%	17%	22%	28%	34%
1.5%	5%	8%	12%	16%	21%	25%
1.0%	3%	6%	8%	11%	14%	16%
0.5%	2%	3%	4%	5%	7%	8%
0.0%	0%	0%	0%	0%	0%	0%

*Table 71 Interest Premiums Paid**Table 72 Wellington North Principal and Interest Payments*

The revenue options outlined in this plan allow the Township of Wellington North to fully fund its long-term infrastructure requirements without further use of debt.

## 15.6 Use of Reserves

### 15.6.1 Available Reserves

Reserves play a critical role in long-term financial planning. The benefits of having reserves available for infrastructure planning include:

- a) the ability to stabilize tax rates when dealing with variable and sometimes uncontrollable factors
- b) financing one-time or short-term investments
- c) accumulating the funding for significant future infrastructure investments
- d) managing the use of debt
- e) normalizing infrastructure funding requirement

By asset category, the table below outlines the details of the reserves currently available to Wellington North.

Reserves	Balance at December 31, 2024
Council Community & Contingency Reserve	19,698.62
Taxation Reserve Funds	11,928,931.13
Total Tax Funded:	11,948,629.75
Sanitary System Reserve Fund	3,808,125.19
Waterworks Reserve Fund	7,973,815.45
Total Rate Funded:	11,781,940.64

*Table 73 Wellington North Reserve Balances*

There is considerable debate in the municipal sector as to the appropriate level of reserves that a Township should have on hand. There is no clear guideline that has gained wide acceptance. Factors that municipalities should take into account when determining their capital reserve requirements include:

- a) breadth of services provided
- b) age and condition of infrastructure
- c) use and level of debt
- d) economic conditions and outlook
- e) internal reserve and debt policies.

These reserves are available for use by applicable asset categories during the phase-in period to full funding. This coupled with Wellington North's **judicious use of debt in the past, allows the** scenarios to assume that, if required, available reserves and debt capacity can be used for high priority and emergency infrastructure investments in the short- to medium-term.

### 15.6.2 Recommendation

In 2025, Ontario Regulation 588/17 required Wellington North to integrate proposed levels of service for all asset categories in its asset management plan update. We recommend that future planning should reflect adjustments to service levels and their impacts on reserve balances.

## 16. Recommendations & Key Considerations

### 16.1 Financial Strategies

1. Review the feasibility of adopting a proposed-funding scenario to achieve 75% of average annual funding requirement for the tax funded assets, and 100% of average annual funding requirement for the water and wastewater rate funded assets. This includes:
  - a. Increasing taxes by 2.6% per year over a period of 20 years;
  - b. Increasing water rates by 0.6% per year over a period of 20 years; and
  - c. Increasing sanitary rates by 1.0% per year over a period of 20 years.
2. Continued allocation of OCIF and CCBF funding as previously outlined.
3. Reallocating appropriate revenue from categories in a surplus position to those in a deficit position.
4. Increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.
5. Continue to apply for project specific grant funding to supplement sustainable funding sources.

### 16.2 Asset Data

1. Continuously review, refine, and calibrate lifecycle and risk profiles to better reflect actual practices and improve capital projections. In particular:
  - a. the timing of various lifecycle events, the triggers for treatment, anticipated impacts of each treatment, and costs
  - b. the various attributes used to estimate the likelihood and consequence of asset failures, and their respective weightings
2. Asset management planning is highly sensitive to replacement costs. Periodically update replacement costs based on recent projects, invoices, or estimates, as well as condition assessments, or any other technical reports and studies. Material and labor costs can fluctuate due to local, regional, and broader market trends, and substantially so during major world events. Accurately estimating the replacement cost of like-for-like assets can be challenging. Ideally, several recent projects over multiple years should be used. Staff judgement and historical data can help attenuate extreme and temporary fluctuations in cost estimates and keep them realistic.
3. **Like replacement costs, an asset's established serviceable life can have dramatic impacts** on all projections and analyses, including condition, long-range forecasting, and financial recommendations. Periodically reviewing and updating these values to better reflect in-field performance and staff judgement is recommended.
4. Perform a portfolio-wide facility condition assessment to more accurately determine building conditions and predict future capital requirements.



5. Develop a dedicated Asset Management Committee and data governance strategy to clearly define roles and responsibilities in regards to updating asset management data and documentation.

### 16.3 Risk & Levels of Service

1. Risk models and matrices can play an important role in identifying high-value assets, and developing an action plan which may include repair, rehabilitation, replacement, or further evaluation through condition assessments. As a result, project selection and the development of multi-year capital plans can become more strategic and objective. Initial models have been built into Citywide for all asset groups. These models reflect current data, which was limited. As the data evolves and new attribute information is obtained, these models should also be refined and updated.
2. Available data on current performance should be centralized and tracked to support any calibration of service levels in accordance with **O. Reg. 588's 2025 requirements on** proposed levels of service.
3. Staff should monitor evolving local, regional, and environmental trends to identify factors that may shape the demand and delivery of infrastructure programs. These can include population growth, and the nature of population growth; climate change and extreme weather events; and economic conditions and the local tax base. This data can also be used to review service level targets.

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# Appendices

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## Appendix A – 10-Year Capital Requirements

*Current Levels of Service (No consideration of available capital funding)*

Road Network											
Asset Segment	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Rural Roads	-	\$49.8m	\$83.8m	-	\$100k	\$100k	\$4.1m	\$2.4m	-	-	-
Sidewalks	-	-	-	-	-	\$80k	-	-	-	-	\$68k
Streetlights	-	\$6k	\$6k	\$18.4m	\$6k	\$6k	\$6k	\$26k	-	-	-
Traffic Lights	\$1.4m	\$420k	\$631k	-	-	\$210k	\$210k	\$800k	\$800k	\$1.4m	-
Urban Roads	-	\$5.3m	\$63.6m	-	-	-	-	-	-	-	-
	\$1.4m	\$55.5m	\$148.1m	\$18.4m	\$106k	\$396k	\$4.3m	\$3.2m	\$800k	\$1.4m	\$68k

Bridges & Culverts											
Asset Segment	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Bridges	-	\$174k	-	\$1.7m	\$762k	\$119k	\$312k	-	-	-	-
Culverts	-	\$207k	\$314k	\$2.0m	\$1.2m	\$34k	\$40k	\$110k	-	-	\$28k
Pedestrian Crossings											
	-	\$381k	\$314k	\$3.7m	\$1.9m	\$153k	\$352k	\$110k	-	-	\$28k

Storm System											
Asset Segment	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Catch Basins	-	-	-	-	-	-	\$155k	-	-	-	-
Manholes	-	-	-	-	-	-	\$127k	-	\$47k	\$12k	-
Storm Mains	\$38k	-	-	-	-	-	\$2.4m	-	-	-	-
	\$38k	-	-	-	-	-	\$2.7m	-	\$47k	\$12k	-

Buildings											
Asset Segment	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cemetery	\$253k	-	-	-	-	-	-	-	-	-	-
Fire	\$2.7m	-	-	-	-	-	-	-	-	-	-
General Government	\$2.3m	\$13k	-	-	-	-	-	-	-	-	-
Recreation & Culture	\$32.8m	-	-	\$212k	-	\$47k	-	-	-	-	-
Transportation Services	\$1.3m	-	-	-	-	-	-	-	-	-	-
	\$39.4m	\$13k	-	\$212k	-	\$47k	-	-	-	-	-

Vehicles											
Asset Segment	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cemetery Vehicles	\$19k	-	-	-	-	-	-	-	-	-	-
Fire Vehicles	\$2.3m	\$69k	-	\$53k	\$682k	-	-	-	\$51k	-	-
General Government Vehicles	-	-	-	-	\$38k	-	-	-	\$54k	-	-

Vehicles											
Asset Segment	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Public Works Vehicles	\$2.8m	\$464k	\$743k	\$285k	\$1.7m	\$1.1m	\$777k	\$693k	\$1.2m	\$354k	\$583k
Recreation & Culture Vehicles	-	-	-	\$77k	\$40k	\$104k	-	-	-	-	-
	\$5.2m	\$532k	\$743k	\$416k	\$2.5m	\$1.2m	\$777k	\$693k	\$1.3m	\$354k	\$583k

Machinery & Equipment											
Asset Segment	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cemetery Equipment	\$64k	-	-	-	-	\$35k	-	-	-	-	-
Environmental Services	-	-	-	-	-	-	-	\$31k	-	-	-
Fire Equipment	\$985k	\$49k	\$36k	\$73k	\$44k	\$31k	\$51k	\$303k	\$32k	-	-
General Government Equipment	\$8.4m	\$38k	\$92k	\$6k	\$97k	\$48k	\$58k	\$68k	-	\$8k	-
Public Works Equipment	-	-	\$28k	-	-	\$77k	-	-	\$50k	-	-
Recreation & Culture Equipment	\$298k	\$16k	-	\$132k	\$20k	\$19k	\$23k	\$450k	\$648k	-	-
	\$9.8m	\$102k	\$156k	\$210k	\$161k	\$211k	\$131k	\$852k	\$730k	\$8k	-

Land Improvements											
Asset Segment	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
General Government	\$206k	-	-	-	-	-	-	-	-	-	-
Recreation & Culture	\$3.0m	-	-	-	\$42k	-	-	-	-	-	-
	\$3.2m	-	-	-	\$42k	-	-	-	-	-	-

Water Network											
Asset Segment	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Hydrants	\$84k	-	-	\$11k	-	-	-	-	-	-	-
Valves	\$85k	-	-	-	-	-	-	-	-	-	-
Water Equipment	\$7.2m	\$280k	\$209k	\$1.1m	\$209k	\$2.3m	\$657k	\$465k	-	-	\$20k
Watermains	-	-	-	-	-	-	-	-	-	-	-
	\$7.4m	\$280k	\$209k	\$1.1m	\$209k	\$2.3m	\$657k	\$465k	-	-	\$20k

Sanitary System											
Asset Segment	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Manholes	-	-	-	-	-	-	-	-	-	-	-
Sanitary Collection	\$4.0m	\$2.7m	-	-	-	-	-	-	-	-	\$75k
Sanitary Equipment	\$110k	\$5.2m	\$16.0m	\$47k	-	\$54k	\$994k	-	-	-	-
Sanitary Forcemains	-	-	-	-	-	-	-	-	\$897k	\$239k	-
Sanitary Mains	-	-	-	-	-	-	-	-	\$931k	-	-
	\$4.1m	\$7.9m	\$16.0m	\$47k	-	\$54k	\$994k	-	\$1.8m	\$239k	\$75k



*Proposed Levels of Service (Based on available capital funding, following recommended financial strategy)*

Categories	Available Capital Funding									
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Tax-Funded	\$8.51m	\$8.79m	\$9.09m	\$9.39m	\$9.70m	\$10.0m	\$10.3m	\$10.7m	\$11.0m	\$11.4m
Rate-Funded (Water)	\$1.69m	\$1.7m	\$1.71m	\$1.73m	\$1.74m	\$1.76m	\$1.77m	\$1.79m	\$1.80m	\$1.82m
Rate-Funded (Sanitary)	\$1.83m	\$1.85m	\$1.88m	\$1.91m	\$1.94m	\$1.96m	\$2.0m	\$2.03m	\$2.05m	\$2.09m

*Proposed 10-Year Capital Forecast*

Inflationary Pressure	5%											
Renewal and Maintenance Projects	Traditionally	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Full Road Reconstruction	\$ 4,200,000	\$ 4,200,000	\$ 4,410,000	\$ 4,630,500	\$ 4,862,025	\$ 5,105,126	\$ 5,360,383	\$ 5,628,402	\$ 5,909,822	\$ 6,205,313	\$ 6,515,579	\$ 6,841,357
Sidewalk /Pedestrian Safety Investment	\$ 210,000	\$ 210,000	\$ 220,500	\$ 231,525	\$ 243,101	\$ 255,256	\$ 268,019	\$ 281,420	\$ 295,491	\$ 310,266	\$ 325,779	\$ 342,068
Equipment Investment	\$ 840,000	\$ 840,000	\$ 882,000	\$ 926,100	\$ 972,405	\$ 1,021,025	\$ 1,072,077	\$ 1,125,680	\$ 1,181,964	\$ 1,241,063	\$ 1,303,116	\$ 1,368,271
Recreation Investment	\$ 1,575,000	\$ 1,575,000	\$ 1,653,750	\$ 1,736,438	\$ 1,823,259	\$ 1,914,422	\$ 2,010,143	\$ 2,110,651	\$ 2,216,183	\$ 2,326,992	\$ 2,443,342	\$ 2,565,509
Pavement Rehabilitation	\$ 1,050,000	\$ 1,050,000	\$ 1,102,500	\$ 1,157,625	\$ 1,215,506	\$ 1,276,282	\$ 1,340,096	\$ 1,407,100	\$ 1,477,455	\$ 1,551,328	\$ 1,628,895	\$ 1,710,339
Bridge Rehabilitation	\$ 787,500	\$ 787,500	\$ 826,875	\$ 868,219	\$ 911,630	\$ 957,211	\$ 1,005,072	\$ 1,055,325	\$ 1,108,092	\$ 1,163,496	\$ 1,221,671	\$ 1,282,755
Subtotal	\$ 8,662,500	\$ 8,662,500	\$ 9,095,625	\$ 9,550,406	\$ 10,027,927	\$ 10,529,323	\$ 11,055,789	\$ 11,608,578	\$ 12,189,007	\$ 12,798,458	\$ 13,438,381	\$ 14,110,300
Major Capital Projects												
Arthur Water Tower	\$ 5,400,000			\$ 5,953,500								
Arthur Water Supply	\$ 4,860,000		\$ 5,103,000									
Mount Forest Water Tower	\$ 5,400,000					\$ 6,563,734						
Mount Forest Wastewater Plant Upgrade	\$ 5,400,000								\$ 7,598,342			
Arthur Wastewater Plant Upgrade	\$ 13,500,000	\$ 13,500,000										
Arthur Operations Centre	\$ 5,400,000		\$ 5,670,000									
Mount Forest Operations Centre	\$ 5,400,000							\$ 7,236,516				
Mount Forest Fire Hall	\$ 8,100,000			\$ 8,930,250								
Kenilworth Town Hall	\$ 2,700,000					\$ 3,281,867						
Mount Forest Outdoor Pool and Aquatics Centre	\$ 5,724,000				\$ 6,626,246							
Arthur and Area Community Centre	\$ 5,400,000		\$ 5,670,000									
Mount Forest & District Sports Complex	\$ 2,700,000								\$ 3,799,171			
Subtotal - Major Capital Projects	\$ 69,984,000	\$ 13,500,000	\$ 16,443,000	\$ 14,883,750	\$ 6,626,246	\$ 9,845,601	\$ -	\$ 7,236,516	\$ 11,397,513	\$ -	\$ -	\$ -
Total Capital Project Cost		\$ 22,162,500	\$ 25,538,625	\$ 24,434,156	\$ 16,654,172	\$ 20,374,924	\$ 11,055,789	\$ 18,845,095	\$ 23,586,521	\$ 12,798,458	\$ 13,438,381	\$ 14,110,300
Cumulative capital budget		\$ 22,162,500	\$ 47,701,125	\$ 72,135,281	\$ 88,789,453	\$ 109,164,377	\$ 120,220,166	\$ 139,065,261	\$ 162,651,782	\$ 175,450,239	\$ 188,888,620	\$ 202,998,920

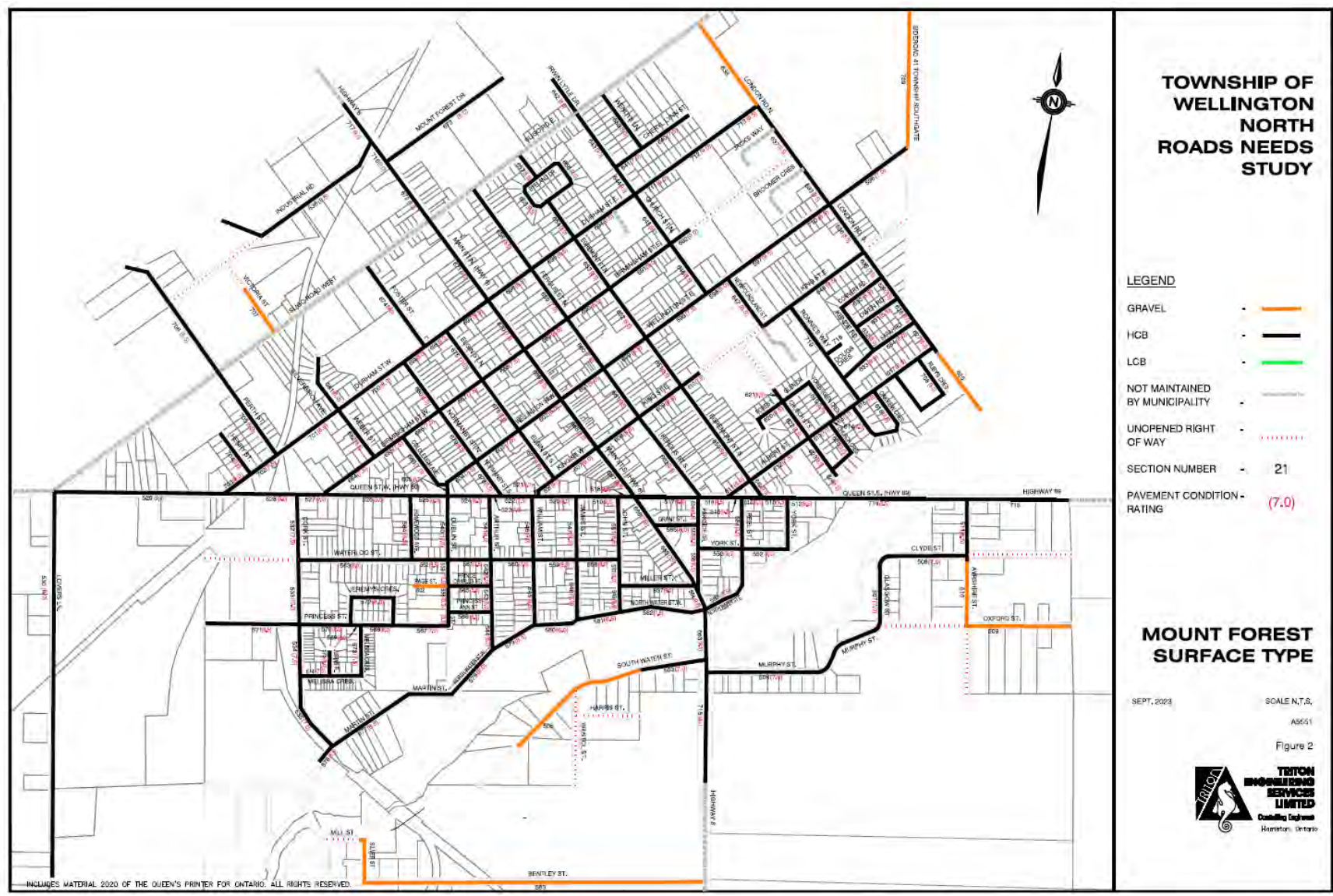
Appendix B – Level of Service Maps & Photos

Road Network Map – Rural Roads

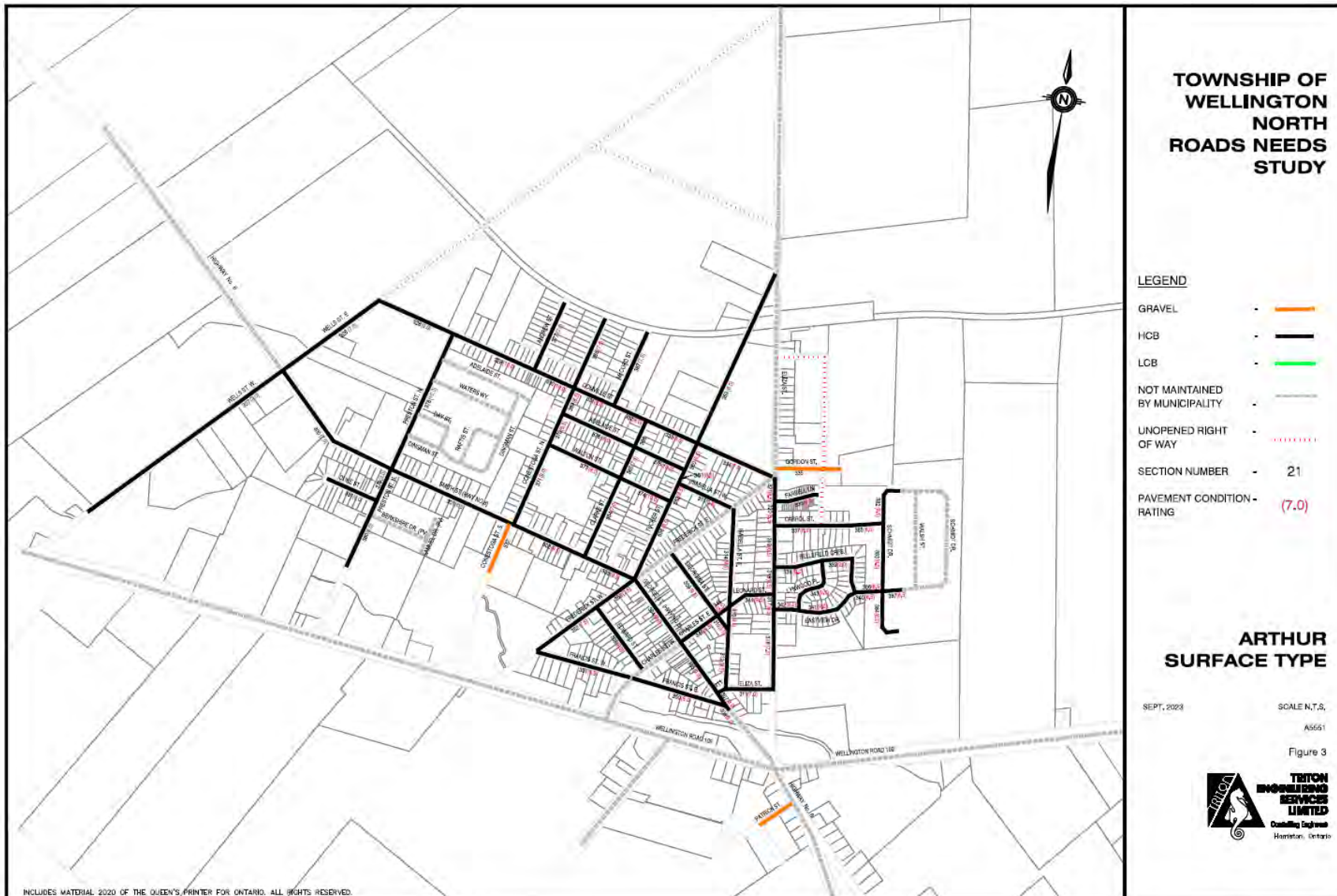




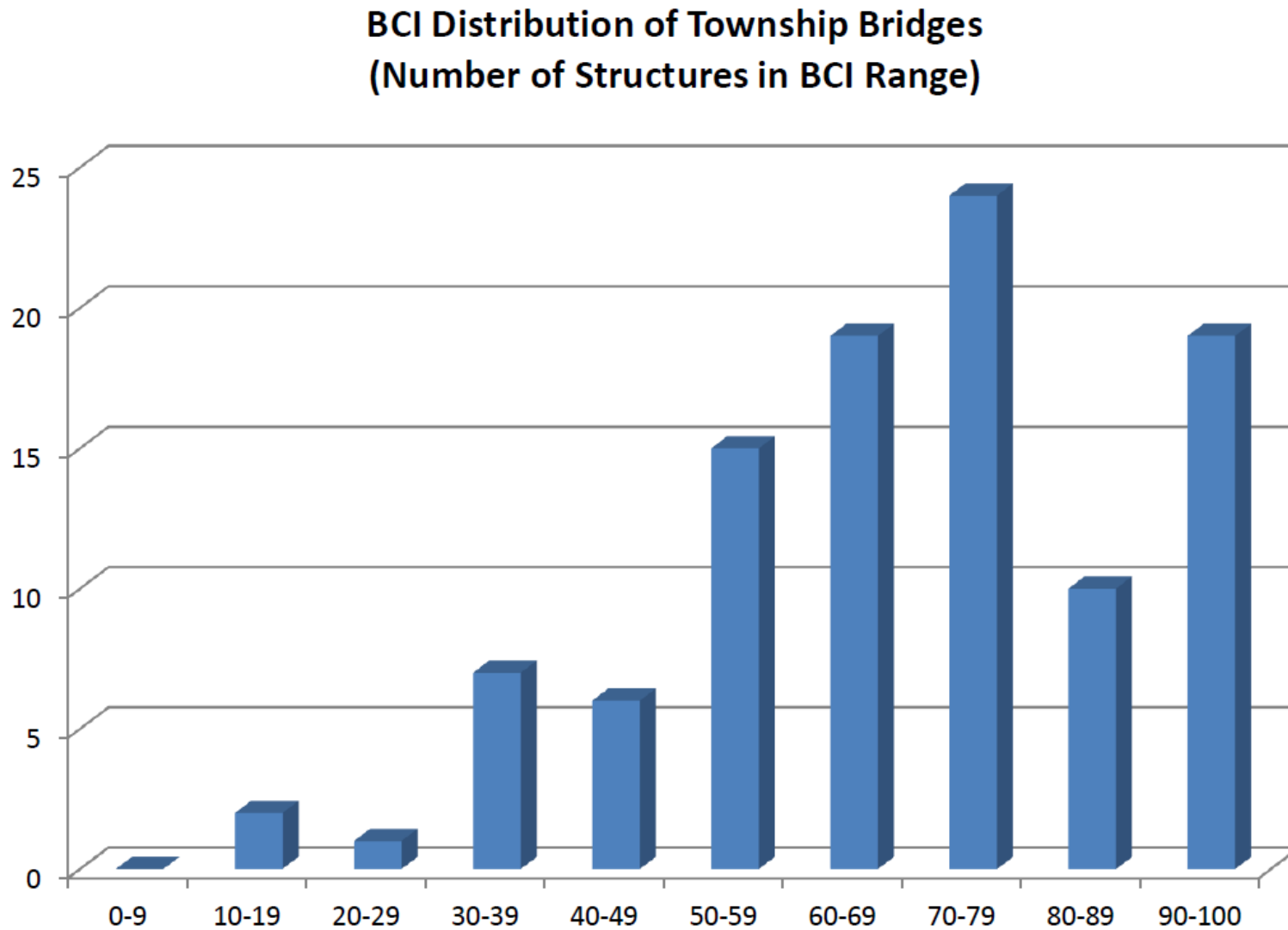
Road Network Map – Mount Forest



## Road Network Map – Arthur

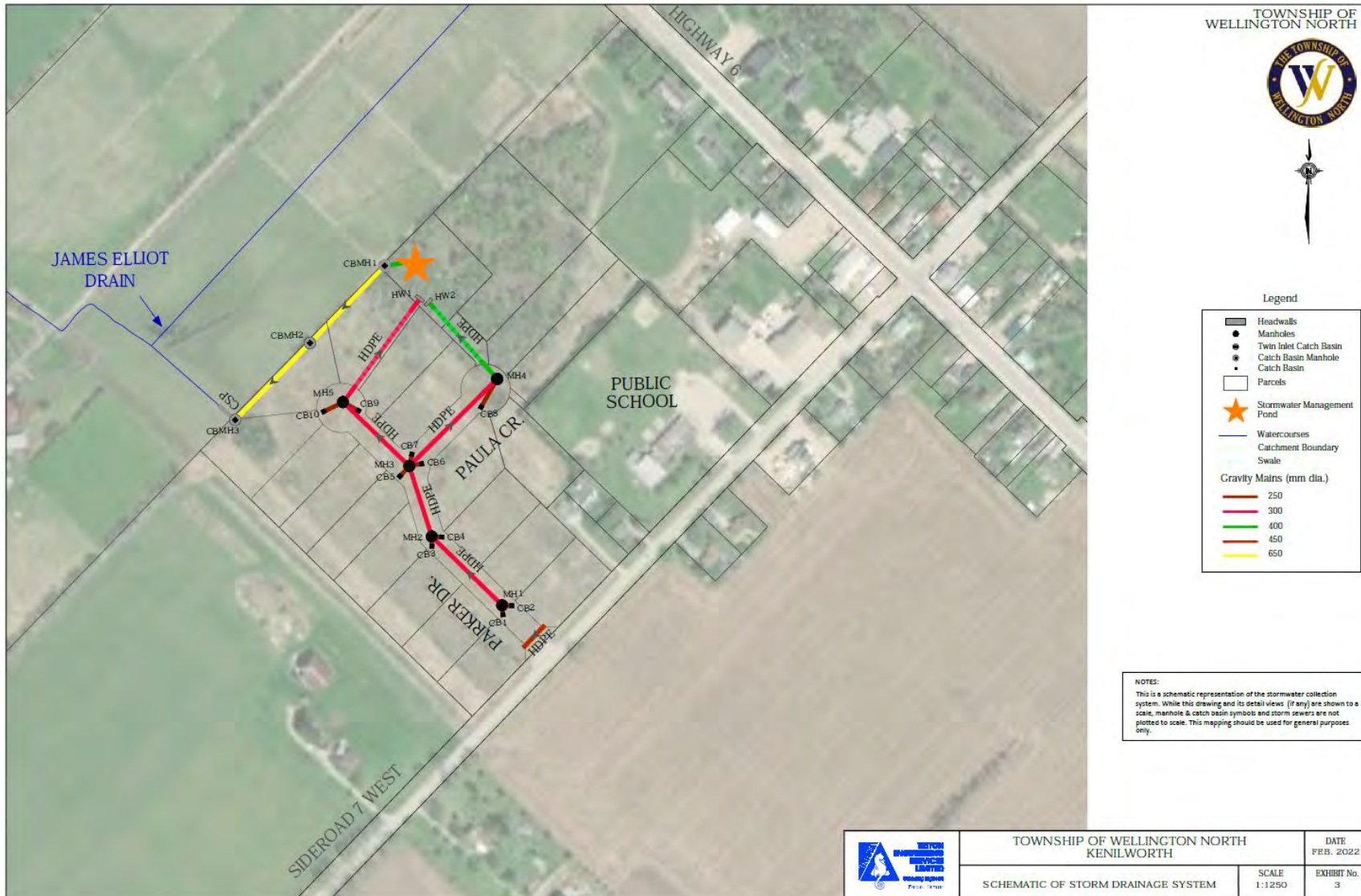


## Bridge Condition Index (BCI) Distribution of Township Bridges



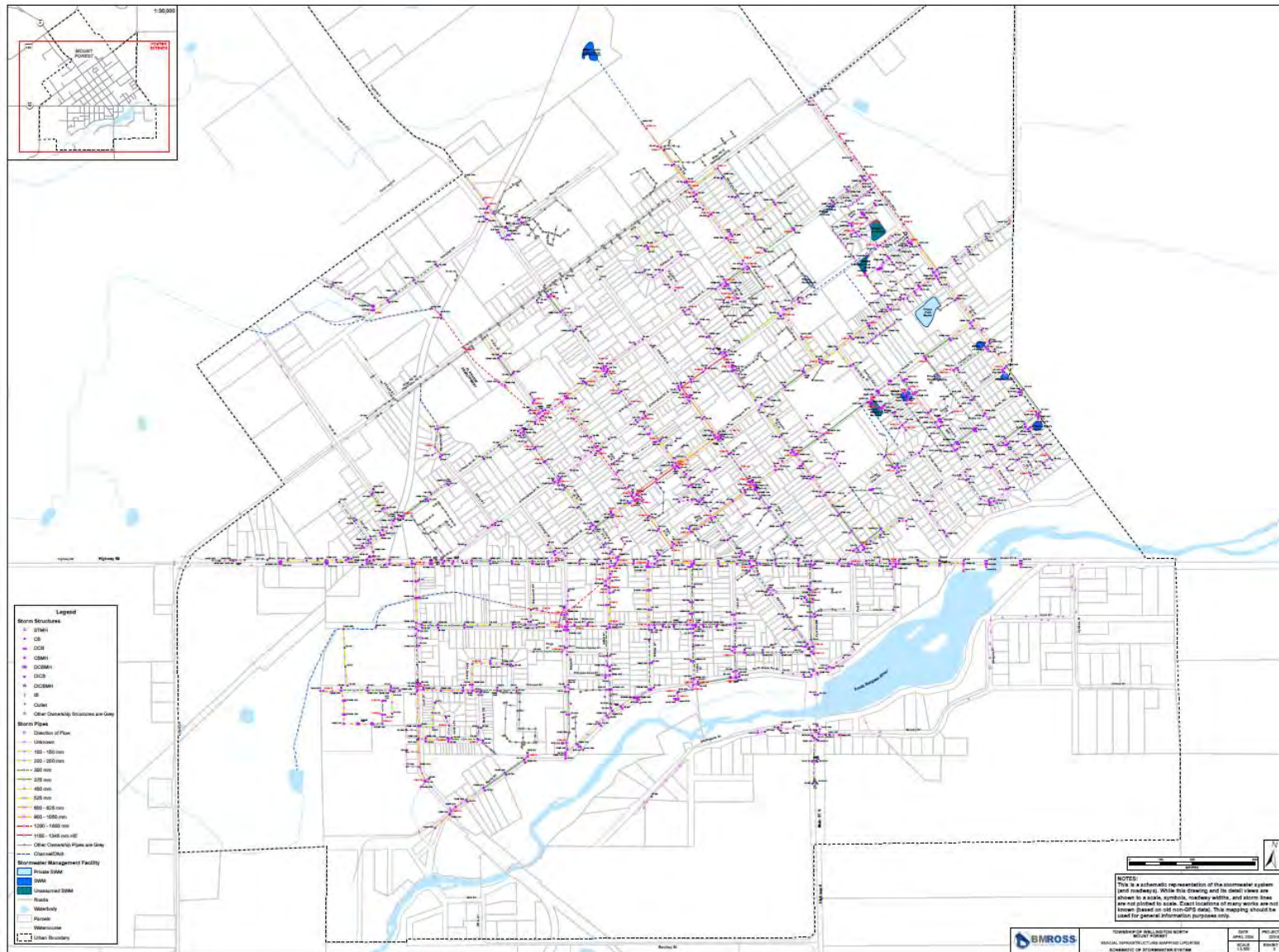


# Stormwater Network Map - Kenilworth

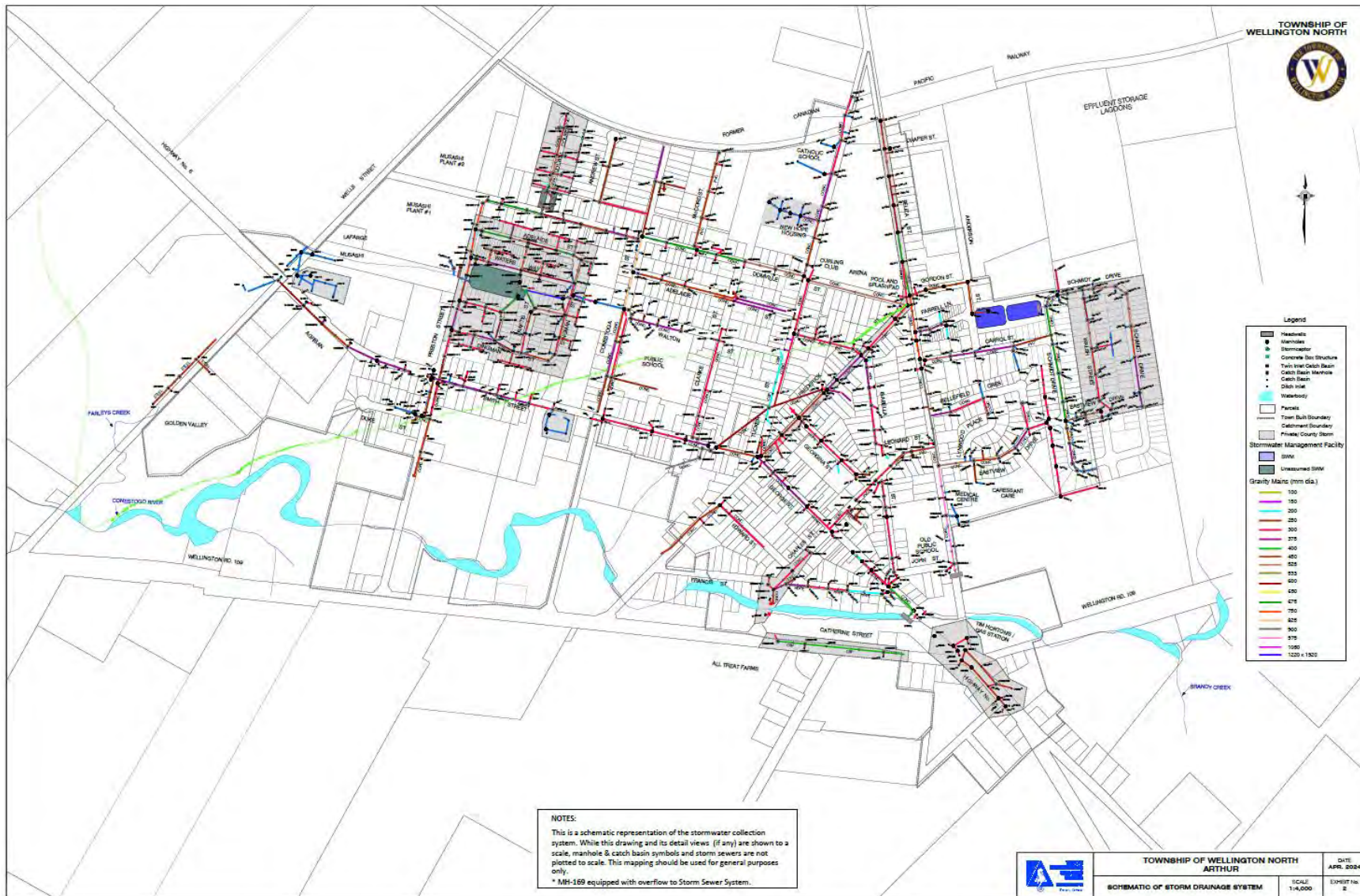




Stormwater Network Map – Mount Forest



## Stormwater Network Map – Arthur





**Legend**

- Hydrant
- Private Hydrant
- Valve
- Property Line Valve
- Not Found
- Blowoff
- Yard Hydrant
- Wet/Pumphouse
- Water Tower
- Roadside
- Waterbody
- Pavement
- Urban Boundary
- Watermain (see dia)
- Unknown
- 250
- 300
- 400
- 800
- Water Service

**NOTES:**  
This is a schematic representation of the water distribution system and materials. While this drawing and its details are shown to a scale, symbols, roadway widths, and watermain are not shown to scale. Exact locations of many items are not shown (based on old non-GPS data). This mapping should be used for general information purposes only.

**CONTRACTOR OF DEVELOPMENT NORTH**  
BENROSS  
ANNUAL CONSTRUCTION MAPS  
ANNUAL CONSTRUCTION MAPS  
ANNUAL CONSTRUCTION MAPS

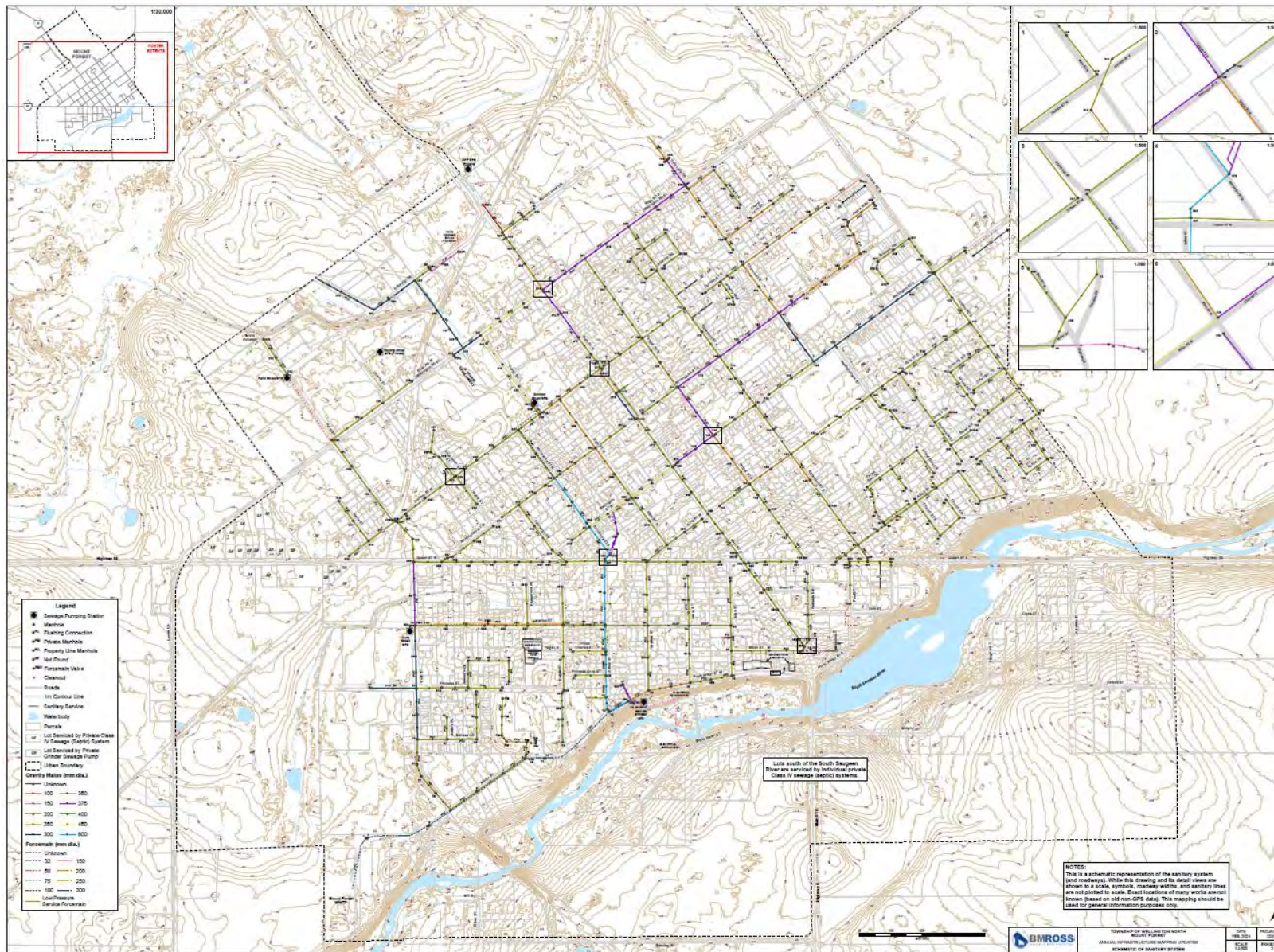
**DATE:** 10/1/2010  
**SCALE:** 1" = 100'



[illegible]



## Sanitary System – Mount Forest



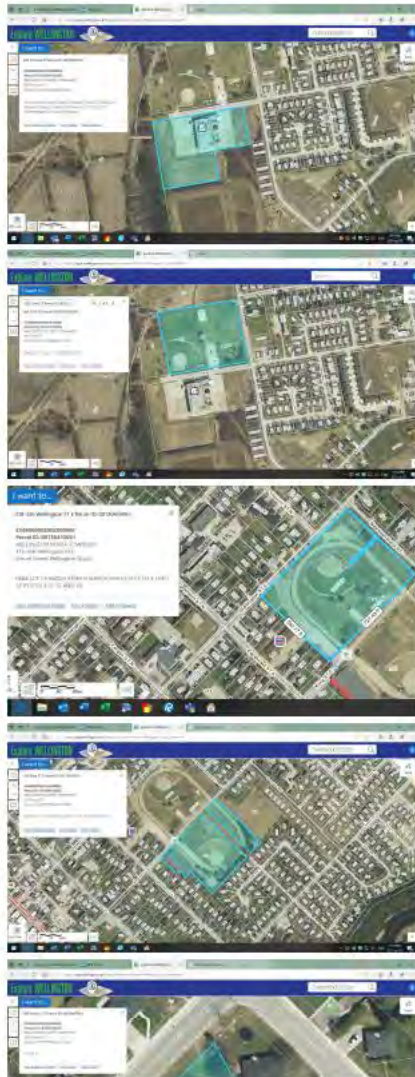


This map illustrates the sanitary system for Wellington North, showing a network of sewer mains and laterals. Key features include:

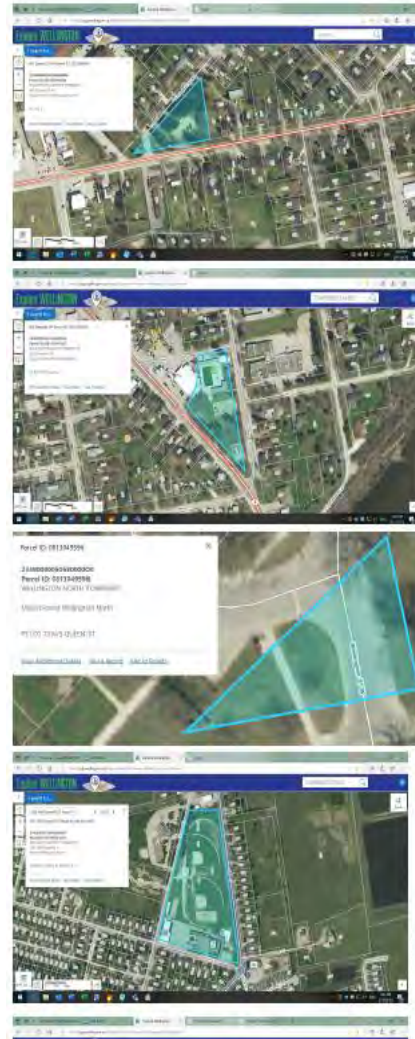
- Legend:**
  - Mains: Represented by solid black lines.
  - Sewage Pumping Station: Indicated by a circle with a cross.
  - Waterbody: Shaded light blue areas.
  - Pavement: Represented by dashed lines.
- Gravity Mains (mm d.i.):**
  - > 250 Lagoon Overflow
  - 150
  - 200
  - 250
  - 300
  - 375
  - 450
  - 150 Potentiometer
  - 200 Potentiometer
  - 250 Potentiometer
  - 300 Potentiometers
- Sewer Material:**
  - Asbestos Cement
  - Concrete
  - Polypropylene Oxide
  - Ductile Iron
- Notes:**
  - This is a schematic representation of the sanitary sewer collection system. While this drawing and its associated notes are shown to a scale, symbols and sanitary sewers are not plotted to scale. This mapping should be used for general reference only.
  - \* M/SB equipped with overflow to Storm Sewer System.



## Land Improvements – Parks Locations



<p>ROLL: 004-00180 LOCATION: 850 Princess St Mount Forest &amp; District Sports Complex ZONING: OS &amp; FD Open Space &amp; Future Development APPROX SIZE: 10.17 acres</p>
<p>ROLL: 004-00200-0000 LOCATION: 851 Princess St Campbell de Vore Park ZONING: OS &amp; FD Open Space &amp; Future Development APPROX SIZE: 10.14 acres</p>
<p>ROLL: 002-00200-0000 LOCATION: 318 Wellington St E Bill Moody Park, Splash Pad &amp; Ball Diamond ZONING: OS Open Space Zone APPROX SIZE: 9.74 acres</p>
<p>ROLL: 003-07200-0000 LOCATION: 320 King St E Victory Church &amp; Ball Diamond ZONING: OS Open Space APPROX SIZE: 8.76 acres</p>
<p>ROLL: 003-05300-0000 LOCATION: 309 Queen St E (corner of Albert &amp; Queen) ZONING: R2 Medium Density Residential Zone APPROX SIZE: 3,090 sq ft</p>



<p>ROLL: 004-02800-0000 LOCATION: 495 Queen St W Well Head #4 &amp; Lion Hutchison Park ZONING: OS Open Space APPROX SIZE: 1.1 acres</p>
<p>ROLL: 003-14400-0000 LOCATION: 393 Parkside Dr Well #3 &amp; Lion Roy Grant Pool &amp; Cenotaph Park ZONING: OS Open Space APPROX SIZE: 1.24 acres</p>
<p>LOCATION: Queen St W, Wellington St W &amp; Colcleugh Ave Triangle ZONING: APPROX SIZE:</p>
<p>LOCATION: 156-158 Domville St, Arthur (Arena, Pool, Fairgrounds, Curling Club) ZONING: OS Open Space APPROX SIZE: 15.35 Acres</p>



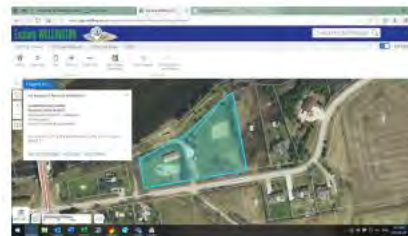
LOCATION: 333 Smith St., Arthur  
Arthur Lions Park  
ZONING: OS Open Space  
APPROX SIZE: 2.53 Acres



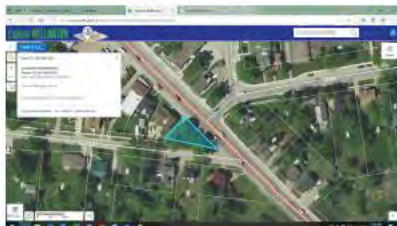
LOCATION: Tucker St, Arthur  
New Hope Housing Buffer  
ZONING: OS Open Space  
APPROX SIZE: 92,815 Sq Ft



LOCATION: George St., Arthur  
Corner, S of Francis St E &  
W of George St  
ZONING: OS Open Space  
APPROX SIZE: 9,564 sq ft



ROLL: 003-00210-0000  
LOCATION: 185 Murphy St  
Murphy Park  
ZONING: OS Open Space  
APPROX SIZE: 2.85 acres



LOCATION: George St, Arthur  
Corner, N of Francis St E &  
W of George St  
ZONING: C1 Central Commercial  
APPROX SIZE: 3,926 sq ft



LOCATION: 110 George St, Arthur  
ZONING: OS Open Space  
APPROX SIZE: 12,284 sq ft



LOCATION: 15 Wood St.  
Conn Pavilion  
ZONING:  
APPROX SIZE:

## Appendix C – Risk Rating Criteria

### Probability of Failure

Asset Category	Risk Criteria	Criteria Weighting	Value/Range	Probability of Failure Score
Road Network	Condition	100%	80-100	1
Bridges & Culverts			60-79	2
Buildings			40-59	3
Machinery & Equipment			20-39	4
Vehicles			0-19	5
Land Improvements				
	Condition	80%	80-100	1
			60-79	2
			40-59	3
			20-39	4
			0-19	5
Storm System (Mains)	Pipe Material	20%	PVC	1
Sanitary System (Mains)			Ductile Iron	1
Water Network (Mains)			PE	2
			Copper	3
			Steel	3
			AC	4
			CI	4
			Concrete	4

## Consequence of Failure

Asset Category	Risk Classification	Risk Criteria	Value/Range	Consequence of Failure Score
Road Network	Economic (100%)	Replacement Cost (100%)	\$0-\$100,000	1
Bridges & Culverts			\$100,000-\$250,000	2
Buildings			\$250,000-\$500,000	3
Vehicles			\$500,000-\$1,000,000	4
Machinery & Equipment			\$1,000,000+	5
Land Improvements				
Storm System (Mains)	Economic (80%)	Replacement Cost (100%)	\$0-\$50,000	1
			\$50,000-\$100,000	2
			\$100,000-\$500,000	3
			\$500,000-\$1,000,000	4
			\$1,000,000+	5
	Operational (20%)	Pipe Diameter (100%)	0-200	1
			200-300	2
			300-525	3
			525-750	4
			750+	5
Sanitary System (Mains)	Economic (80%)	Replacement Cost (100%)	\$0-\$50,000	1
			\$50,000-\$100,000	2
			\$100,000-\$500,000	3
			\$500,000-\$1,000,000	4
			\$1,000,000+	5
	Operational (20%)	Pipe Diameter (100%)	0-100	1
			100-200	2
			200-300	3
			300-350	4
			350+	5

Asset Category	Risk Classification	Risk Criteria	Value/Range	Consequence of Failure Score
Water Network (Mains)	Economic (80%)	Replacement Cost (100%)	\$0-\$50,000	1
			\$50,000-\$100,000	2
			\$100,000-\$500,000	3
			\$500,000-\$1,000,000	4
			\$1,000,000+	5
	Operational (20%)	Pipe Diameter (100%)	0-50	1
			50-100	2
			100-200	3
			200-250	4
			250+	5





## TOWNSHIP OF WELLINGTON NORTH

TO: Mayor and Council

DATE: 2025-12-15

MEETING TYPE: Open

SUBMITTED BY: Jeremiah Idialu, Treasurer/Director of Finance

REPORT #: TR 2025-014

REPORT TITLE: 2025 Asset Management Plan (AMP)

### RECOMMENDED MOTION

THAT the Council of the Corporation of the Township of Wellington North receive Report TR 2025-014 being a report on the Township of Wellington North 2025 Asset Management Plan;

AND THAT Council approves the Township of Wellington North 2025 Asset Management Plan, as presented.

### PREVIOUS REPORTS/BY-LAWS/RESOLUTIONS

2024 Asset Management Plan

2021 Asset Management Plan

### BACKGROUND

Ontario Regulation 588/17, Asset Management Planning for Municipal Infrastructure, requires municipalities by 2025 to have a consolidated asset management plan for all municipal assets that sets out current and proposed levels of service, lifecycle strategies and a supporting financial strategy.

The Township has previously completed asset management plans for core assets and used these to inform capital planning and related financial strategies. Working with PSD Citywide, the Township has now prepared the 2025 Asset Management Plan, which consolidates core and non-core assets into a single document, updates the state of the infrastructure, and provides a long-term funding strategy to meet the 2025 regulatory milestone.

### ANALYSIS

The 2025 AMP estimates the total replacement cost of the Township's asset portfolio at approximately \$657 million, or about \$132,000 per household. Overall, the portfolio is in fair

condition, with roughly three-quarters of assets in fair or better condition but with emerging pressures in areas such as machinery and equipment, some buildings and land improvements that will require targeted reinvestment and refined lifecycle strategies.

Over a 70-year horizon, the AMP identifies an average annual capital requirement of approximately \$24.5 million to maintain current levels of service and manage renewal needs. Current sustainable annual capital funding is estimated at approximately \$11.7 million from taxes, user rates, reserves and grants, resulting in a structural annual funding gap of about \$12.8 million. In other words, the Township is currently funding just under half of the long-term capital requirement for existing infrastructure.

To address this gap in a measured way, the AMP evaluates several scenarios and recommends a phased 20-year strategy. For tax-funded assets such as roads, bridges, storm infrastructure, buildings, vehicles and equipment, the preferred approach is to move toward approximately 75% of full lifecycle funding over 20 years, which would require an average annual tax levy increase of about 2.6% dedicated to capital renewal. For water and wastewater assets, the Plan recommends moving to 100% of target lifecycle funding over 20 years through gradual, dedicated increases to water and wastewater rates, averaging approximately 0.6% and 1.0% per year respectively. These figures are directional and illustrate the magnitude of the long-term challenge; Council will decide if and how it wishes to respond through potential tax or rate adjustments.

The AMP also sets out program and data improvements to further mature the Township's asset management practices, including establishing an internal asset management/data governance group, expanding condition assessments, refining lifecycle strategies, and integrating regular AMP progress reporting into the Township's business planning and budgeting cycle.

## CONSULTATION

CAO; All Department Heads and PSD Citywide

## FINANCIAL CONSIDERATIONS

The 2025 Asset Management Plan identifies an average annual capital requirement of approximately \$24.5 million versus current sustainable funding of about \$11.7 million, resulting in an estimated annual funding shortfall of \$12.8 million. The Plan outlines a long-term strategy to reduce this gap over 20 years, equivalent to average annual increases of roughly 2.6% on the tax levy for tax-funded assets, 0.6% on water rates, and 1.0% on wastewater rates. Approval of the Plan does not change current tax rates or user fees.

## ATTACHMENTS

2025 Asset Management Plan Council Presentation  
2025 Asset Management Plan

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

Approved by: Brooke Lambert, Chief Administrative Officer ☒

**THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH  
 MINUTES OF REGULAR COUNCIL MEETING – DECEMBER 1, 2025 AT 2:00 P.M.  
 MUNICIPAL OFFICE COUNCIL CHAMBERS, KENILWORTH  
 HYBRID MEETING - IN PERSON AND VIA WEB CONFERENCING  
[December 1, 2025 Township of Wellington North Council Meeting \(youtube\)](#)**

**Members Present:**

**Mayor: Andrew Lennox**  
**Councillors: Lisa Hern (via Zoom)**  
**Steve McCabe**  
**Penny Renken**  
**Sherry Burke**

**Staff Present:**

**Chief Administrative Officer: Brooke Lambert**  
**Deputy Clerk: Catherine Conrad**  
**Executive Assistant to the CAO: Tasha Grafos**  
**Manager of Infrastructure and Engineering: Tammy Stevenson**  
**Director of Finance: Jeremiah Idialu**  
**Chief Building Official: Darren Jones**  
**Acting Human Resources Manager: Tonya Wilson**  
**Manager Environment and Development Services: Corey Schmidt**  
**Community Development Coordinator: Mike Wilson**  
**Economic Development Officer: Robyn Mulder**  
**Deputy Treasurer: Laura Rooney**  
**Compliance Analyst: Sara McDougall**

**CALLING TO ORDER**

Mayor Lennox called the meeting to order.

**ADOPTION OF THE AGENDA**

RESOLUTION: 2025-338

Moved: Councillor Burke

Seconded: Councillor McCabe

THAT the Agenda and the Supplementary Agenda for the December 1, 2025 Regular Meeting of Council be accepted and passed.

CARRIED

**DISCLOSURE OF PECUNIARY INTEREST**

Councillor Renken declared an indirect pecuniary interest with

**2. PLANNING**

- a. Report DEV 2025-025, Notices Received for Consent Applications B52-25, B53-25 & B57-25

For the following reason:

The outcome of the severances for St. Andrew's Church in Mount Forest will affect the church of which she is a member and Clerk.

Councillor Burke declared an indirect pecuniary interest with:

2. PLANNING

- a. Report DEV 2025-025, Notices Received for Consent Applications B52-25 and B53-25

For the following reason:

Her employer prepared some of the information contained in the reports.

**O'CANADA**

**PRESENTATIONS**

1. Alison Armstrong, Manager of Communication, Stakeholder Relations and Physician Recruitment, North Wellington Health Care, and Dr. Julie Weinstein
  - Request for Support and Funding for Community Physician Recruitment Initiatives

Ms. Armstrong and Dr. Weinstein presented an update on Health Care Recruitment.

- Welcome Dr. Alozie Okebugwu to Louise Marshall Hospital, where he will provide inpatient and emergency care, along with offering primary care through his practice at the Claire Stewart Medical Clinic. He was matched to Mount Forest through Practice Ready Ontario.
- They attended career fairs at the University of Western Ontario, McMaster School Medicine – KW Campus, University of Ottawa, Society of Rural Physicians of Canada and the Rural Ontario Medical Program. These focused career fairs allow them to introduce our communities and offer potential training or locum opportunities for new grads.
- We hosted medical students, in their first year of training, for a rural medicine week – an elective program that provides hands-on clinical experience in rural medicine and exposes them to rural life.
- Wellington Health Care Alliance is a partner of the Ontario Physician Recruitment Alliance (OPRA). The purpose of OPRA is to provide a collective strategy for international recruitment that works for Ontario. 90% of Canadians enrolled in international medical schools would like to return to Canada to live and work.
- The hospital owns two nearby homes to help host prospective recruits while in Mount Forest.
- This past year we provided several hospital, and community site visits to Practice Ready Ontario candidates.
- Marketing materials and promotional items include:
  - Welcome kits for medical trainees or prospective candidates with on-call toiletry bags, branded travel mugs, informational brochures
  - Career fair pop-up banners
  - Social media marketing with increased job posting on key physician job portals



2. Jeremiah Idialu, Treasurer/Director of Finance

- 2026 Budget Overview
- Report TR 2025-013, 2025 Operating and Capital Budget

Jeremiah Idialu, Director of Finance/Treasurer presented the 2026 Budget Overview and reviewed the following:

- 2026 Budget Process
- 2026 Budget Guidelines
- 2026 Conservation Authority Budgets
- Growth vs. Reassessment
- 2026 Operating Budget
  - 2026 Tax Levy Budget Overview
  - Operating Budget Summary Analysis by Segment
  - 2026 Where Our Budget Dollars Go
  - Draft Budget Modeling – 2026 Tax Implication – Base Case
  - Reserves / Reserve Funds – Net Transfers (Preliminary)
  - 2026 – 2028 Operating Forecast
- 2026 Capital Budget
  - Draft Capital Program - 2026
  - Capital Program Trend
  - Capital Dollars Summary
  - 2026 Capital Budget Revisions
  - Draft Capital Program – 2027-2028
  - Debt Utilization & ARL Compliance
  - Levy sensitivity for cemetery projects
- Council Direction Required
  - Levy Target
  - Additional feedback or direction

RESOLUTION: 2025-339

Moved: Councillor McCabe

Seconded: Councillor Renken

THAT the Council of the Corporation of the Township of Wellington North receive Report TR 2025-013 being a report on the Township of Wellington North 2026 Operating and Capital Budget;

AND THAT Council provide direction to remove the paving of a portion of the cemetery driveway from the proposed budget and approve a 3.16% tax levy increase for 2026.

CARRIED

3. Report C&ED 2025-043, 2025 Mayor's Charity Bonspiel

RESOLUTION: 2025-340

Moved: Councillor Renken

Seconded: Councillor Burke

THAT the Council of the Corporation of the Township of Wellington North receive Report C&ED 2025-043 being a report on the 2025 Mayor's Charity Bonspiel;

AND THAT Council supports staff continuing to organize and deliver the Mayor's Charity Bonspiel in 2026.

CARRIED

4. Cheque presentation to Councillor Burke for new Mount Forest pool fundraising  
Mayor Lennox presented a cheque in the amount of \$10,245 for the Mount Forest Pool Fundraising Committee.

#### **QUESTIONS ON AGENDA ITEMS (REGISTRATION REQUIRED)**

No questions on agenda items registered.

#### **ADOPTION OF MINUTES OF COUNCIL AND PUBLIC MEETING**

1. Regular Meeting of Council, November 17, 2025

RESOLUTION: 2025-341

Moved: Councillor McCabe

Seconded: Councillor Renken

THAT the minutes of the Regular Meeting of Council held on November 17, 2025 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**

2a, 4a, 5a, 6a, 7a, 9a.

#### **ADOPTION OF ALL ITEMS NOT REQUIRING SEPARATE DISCUSSION**

RESOLUTION: 2025-342

Moved: Councillor Burke

Seconded: Councillor Hern

THAT all items listed under Items For Consideration on the December 1, 2025 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 Wellington North Cultural Roundtable meeting held on November 13, 2025.

THAT the Council of the Corporation of the Township of Wellington North receive the minutes of the Maitland Valley Conservation Authority Membership Meeting #7-2025 held on September 17, 2025 and Membership Meeting #8-2025 held on October 15, 2025

THAT the Council of the Corporation of the Township of Wellington North receive the minutes of the Mount Forest Business Improvement Area Annual General Meeting held on November 19, 2025.

THAT the Council of the Corporation of the Township of Wellington North receive for information Report CBO 2025-017 being the Building Permit Review for the month of October 2025.

THAT the Council of the Corporation of the Township of Wellington North receive Report INF 2025-022 being a report on South Water Street Sewage Pumping Station Service Finance Agreement;

AND THAT Council agrees to the cost sharing of South Water Street Sewage Pumping Station with the Township's cost being at a maximum cost of \$144,000 plus applicable taxes;

AND FURTHER THAT Council direct staff to include a Council directed project for the South Water Street Sewage Pumping Station in the 2027 capital budget.

AND FURTHER THAT Council authorize the Mayor and Clerk to sign any necessary agreements.

THAT the Council of the Corporation of the Township of Wellington North receive Report INF 2025-023 being a report Forest View Estates Subdivision Stage 3 Preliminary Acceptance;

AND THAT Council receives the correspondence from Dustin Lyttle, Triton Engineering Services Limited, dated November 28, 2025, regarding Forest View Estates Subdivision (Arthur) Preliminary Acceptance Stage 3 Municipal Services;

AND FURTHER THAT Preliminary Acceptance be granted for Stage 3 Municipal Services works for Forest View Estates Subdivision with the guarantee and maintenance period commencing on June 19, 2023.

THAT the Council of the Corporation of the Township of Wellington North receive Report ENV 2025-003 being a report to set the 2026 water and wastewater fees and charges;

AND THAT Council authorize a 2% increase to the water rate and a 4% increase to the wastewater rate for the year 2026 consistent with the recommendations from the 2025 Water and Wastewater Rate Study prepared by DFA Infrastructure International Inc.

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

THAT the Council of the Corporation of the Township of Wellington North receive Report CLK 2025-019 on the 2026 Municipal and School Board election alternative vote procedures;

AND THAT Council authorize the Mayor and Clerk to sign the by-law to authorize the 2026 Municipal and School Board election alternative vote procedures.

THAT the Council of the Corporation of the Township of Wellington North receive Report CLK 2025-020 2026 Municipal and School Board Advance Voting Dates;

AND THAT Council approve the advance voting dates, times and location as follows:

Saturday October 10, 2026, between the hours of 10:00 a. m. and 3:00 p.m. at

Mount Forest Sports Complex, 850 Princess Street, Mount Forest, ON Leisure Hall

Saturday October 17, 2026, between the hours of 10:00 a.m. and 3:00 p.m. at the

Arthur Community Centre, 158 Domville Street, Arthur, ON, Auditorium

(downstairs)

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

CARRIED

**CONSIDERATION OF ITEMS FOR SEPARATE DISCUSSION AND ADOPTION**

Councillor Renken and Councillor Burke moved away from the table as they had previously declared pecuniary interest.

RESOLUTION: 2025-343

Moved: Councillor McCabe

Seconded: Councillor Hern

THAT the Council of the Corporation of the Township of Wellington North receive for information Report DEV 2025-025 regarding the Notice of Decision for Consent Applications B52-25 & B53-25 and the Notice of Deferral for Consent Application B57-25, received from the County of Wellington Planning and Land Division Committee:

- B52-25 Trustees of St. Andrew's Presbyterian Church of Canada, Part Lots 7 & 8, w/s Fergus St, Plan Town of Mount Forest with civic addresses 191 Fergus Street North and 196 Birmingham Street East in the town of Mount Forest (Severance);
- B53-25 Trustees of St. Andrew's Presbyterian Church of Canada, Part Lots 7 & 8, w/s Fergus St, Plan Town of Mount Forest with civic addresses 166 Birmingham Street East and 196 Birmingham Street East in the town of Mount Forest (Severance);
- B57-25 Yvonne Bailes-Mulder, Part Lot 17, Concession A with civic addresses 7539 and 7475 Highway 6 in the former Township of Peel (Lot Line Adjustment).

CARRIED

Councillor Renken and Councillor Burke returned to the meeting.

RESOLUTION: 2025-344

Moved: Councillor Burke

Seconded: Councillor McCabe

THAT the Council of the Corporation of the Township of Wellington North receive Report C&ED 2025-044 on the Hair by Trina Community Improvement Plan application;

AND THAT Council approve a Façade & Signage Improvement Grant in the amount of \$285.50 to Hair by Trina for new business signage.

CARRIED

RESOLUTION: 2025-345

Moved: Councillor Burke

Seconded: Councillor Hern

THAT the Council of the Corporation of the Township of Wellington North receive Report TR2025-012 being a report on 2026 fees and charges by-law updates (various services);

AND THAT Council direct staff to proceed with the updates to reflect the changes outlined herein for the 2026 calendar year;

AND THAT Schedule C be deferred to a subsequent meeting for further consideration;

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

RESOLUTION: 2025-346

Moved: Councillor McCabe

Seconded: Councillor Renken

THAT the Council of the Corporation of the Township of Wellington North receive for information Report INF 2025-021 being a report on Mount Forest Southeast Drainage.  
CARRIED

RESOLUTION: 2025-347

Moved: Councillor Renken

Seconded: Councillor Burke

THAT the Council of the Corporation of the Township of Wellington North receive Report ENV 2025-002 for information on the Township's Drinking Water Quality Management System (DWQMS) – 2025 Management Review Meeting Minutes for information.  
CARRIED

RESOLUTION: 2025-348

Moved: Councillor McCabe

Seconded: Councillor Renken

THAT the Council of the Corporation of the Township of Wellington North receive the correspondence with resolutions regarding proposed changes to Conservation Authorities from Ausable Bayfield Conservation Authority dated November 20, 2025, Stormont, Dundas & Glengarry dated November 17, 2025, and Essex Region Conservation dated November 19, 2025.  
CARRIED

#### **NOTICE OF MOTION**

No notice of motion tabled.

#### **COMMUNITY GROUP MEETING PROGRAM REPORT**

Councillor McCabe (Ward 4):

- Wellington County Farm Safety Association Meeting hosted their annual Christmas supper. Members were updated on the current financial situation and were pleased with their standing of approximately \$10,000 in profits. This allows for more safety meetings directly on farms and other events.
- Agricultural Sub-Committee of the Saugeen Valley Conservation Authority meeting will be this week.



- Rural Ontario Municipal Association meetings on December 18<sup>th</sup> and 19<sup>th</sup>.

#### **BY-LAWS**

- a. By-law Number 076-2025 being a by-law to adopt the 2026 Municipal and School Board Election Ballot Counting Procedures
- b. By-law Number 077-2025 being a by-law to adopt the 2026 Municipal and School Board Voting Procedures Policy
- c. By-law Number 078-2025 being a by-law to authorize a Service Financing Agreement between The Corporation of the Township of Wellington North and Deer Ridge Heights Inc.
- d. By-law Number 079-2025 being a by-law to set remuneration for members of Council and to repeal By-law 079-2021
- e. By-law Number 080-2025 being a by-law to provide for an interim tax levy on all assessment withing specific tax classes and to provide a penalty and interest rate for current taxes in default and tax arrears
- f. By-law Number 081-2025 being a by-law to authorize temporary borrowing from time to time to meet current expenditures during the fiscal year ending December 31, 2026
- g. By-law Number 082-2025 being a by-law to provide for advance votes to be held prior to voting day

RESOLUTION: 2025-349

Moved: Councillor Burke

Seconded: Councillor McCabe

THAT By-law Number 076-2025, 077-2025, 078-2025, 079-2025, 080-2025, 081-2025 and 082-2025 be read and passed.

CARRIED

#### **CULTURAL MOMENT**

- Celebrating Jack Johnson

#### **CONFIRMING BY-LAW**

RESOLUTION: 2025-350

Moved: Councillor Burke

Seconded: Councillor Renken

THAT By-law Number 083-2025 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 1, 2025 be read and passed.

CARRIED

**ADJOURNMENT**

RESOLUTION: 2025-351

Moved: Councillor McCabe

Seconded: Councillor Burke

THAT the Regular Council meeting of December 1, 2025 be adjourned at 3:35 p.m.

CARRIED

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**MAYOR**

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**DEPUTY CLERK**



## Grand River Conservation Authority

Summary of the General Membership Meeting – November 28, 2025

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-11-25-104 - Environmental Registry Posting 025-1257: Proposed boundaries for the regional consolidation of Ontario's conservation authorities
- GM-11-25-103 - Financial Summary
- GM-11-25-105 - 2025 Reserves
- GM-11-25-108 - Asset Management Software Request for Proposals Results
- GM-11-25-110 - Lower Conestogo River Floodplain Mapping Update

### Information Items

*The Board received the following reports as information:*

- GM-11-25-112 - Chair's Report
- GM-11-25-102 - Cash & Investment Status
- GM-11-25-106 - 2026 Per Diems and Honorariums
- GM-11-25-107 - 2026 Complimentary Membership Passes
- GM-11-25-109 - GRCA Hydrogeological Technical Reviews
- GM-11-25-111 - Current Watershed Conditions

### Correspondence

*The Board received the following correspondence:*

- Halton Region - State of Aggregate Resources in Halton Region
- John Kemp - Update on Giant Hogweed
- B Southerland - Bill 68, Schedule 3, Conservation Authorities Act

### Source Protection Authority Correspondence & Action Items

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

- Minister of the Environment, Conservation and Parks - Amended Minister's Order
- SPA-11-25-01 - Proposed Changes to the Clean Water Act and Regulations
- SPA-11-25-02 - Lake Erie Region Source Protection Committee Member Appointment

For full agendas and reports, and past minutes, please refer to our [Board meeting calendar](#). The minutes of this meeting will be posted on following approval at the next meeting of the General Membership.

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



## Saugeen Valley Conservation Authority

### Minutes – Board of Directors Meeting

Date: Thursday September 18, 2025, 1:00 p.m.

Location: 1078 Bruce Rd 12, Formosa, ON, N0G 1W0 and hybrid

Chair: Tom Hutchinson

Members present: Barbara Dobreen, Sue Paterson, Moiken Penner, Jennifer Prenger (virtual, left meeting at 3:14 pm), Larry Allison, Bill Stewart (virtual, left meeting at 3:48pm), Paul Allen, Steve McCabe (virtual), Dave Myette, Bud Halpin, Greg McLean, Mike Niesen

Members absent: Peter Whitten, Kevin Eccles

Staff present: Erik Downing, Adam Chalmers, Donna Lacey, Matt Armstrong, Katie Thomas, Ashley Richards, Jennifer Mead, April McBay.

The meeting was called to order at 1:00 p.m.

#### 1. Land Acknowledgement – read by Gregory McLean

*We begin our meeting today by respectfully acknowledging the Anishinaabeg Nation, the Haudenosaunee, the Neutral, and the Petun peoples as the traditional keepers of this land. We are committed to moving forward in the spirit of reconciliation with First Nations, Métis, and Inuit peoples.*

#### 2. Adoption of Agenda

##### Motion #G25-64

Moved by Mike Niesen

Seconded by Sue Paterson

THAT the agenda for the Saugeen Valley Conservation Authority meeting, September 18, 2025, be adopted as amended.

**Carried**

#### 3. Declaration of Pecuniary Interest

There were no declarations of pecuniary interest relative to any item on the agenda.

#### 4. Staff Introductions

The Board of Directors were introduced to a Resources Information Technician contractor and a permanent forestry technician.

## **5. Adoption of Minutes**

### **5.1 Authority meeting and Special Meeting – July 17, 2025**

#### **Motion #G25-65**

Moved by Greg McLean

Seconded by Dave Myette

THAT the minutes of the Saugeen Valley Conservation Authority meeting, and Special Meeting: Hearing Training July 17, 2025, be adopted as presented.

**Carried**

## **6. Delegation – Sofia Ramirez – McGowan Falls Fence and Access Concerns**

The delegation, led by Sofia Ramirez on behalf of residents of the Municipality of West Grey, objected to SVCA's fencing, access restrictions, and perceived new fees at McGowan Falls. She asserted that the changes reduced accessibility, contradicted alleged intent of the land use, and lacked consultation, and evidence to justify safety and vandalism claims. Ms. Ramirez cited a petition, survey results, and proposed alternatives, calling for transparency, and the halting of work.

## **7. Matters Arising from the Minutes – none**

## **8. New Business**

### **8.1 GM-2025-15: SVCA Operational Plan**

The GM/S-T reported that 2024 performance evaluations were completed, and highlighted the ongoing Amish and Mennonite outreach strategy. It was also noted that many target dates for Water Resources projects have shifted following the manager's return from leave.

### **8.2 GM-2025-16 Program Report**

The GM/S-T noted that the 75th Anniversary celebration required significant effort from Corporate Services and Lands staff, with appreciation expressed to all who attended. The event included the official opening of the new Formosa Conservation Area, which was well attended by dignitaries, past staff, and stakeholders.

### **8.3 GM-2025-17: Fence Installation at Durham Conservation Area Update**

The GM/S-T reported that the Durham Conservation Area fence project was completed in summer 2025, fully funded by campground revenues with no municipal levy contribution. SVCA acted squarely within its legislated authority under Ontario Regulation 688/21, which permits fencing, gates, and other measures to manage access and liability. Multiple communication and consultation efforts were undertaken dating back to 2022, including signage, council correspondence, media releases, resident letters, and participation in a public meeting.

Concerns about property ownership and deed stipulations were dismissed, as SVCA is the registered landowner and existing records confirm no restrictions inconsistent with current use. Requests for operational incident statistics were noted as internal business records, not subject to public disclosure. The project was reaffirmed as supporting fairness, risk management, and sound stewardship while ensuring Durham remains accessible and affordable through low-cost passes and free library memberships.

The preceding delegation noted that legal counsel had been consulted, but no legal action has been received by SVCA to date; therefore, any discussion of legal implications was deemed premature. Questions were raised regarding the purchase of passes, which are available online



(mailed to purchasers), for pickup at the Formosa office, or at the Durham CA gatehouse. The delegation also commented on large stones placed at the beach above the dam, with a director inquiring if this was intentional; clarification was provided that the placement formed part of the dam safety plan, recommended by an external professional engineer, to deter unsafe swimming above the dam. It was further noted that SVCA has adjusted the buoy line to improve safety in this area.

#### **8.4 GM-2025-18: 2026 SVCA Preliminary Budget**

##### **Motion #G25-50**

Moved by Paul Allen

Seconded by Steve McCabe

THAT the SVCA Board of Directors endorse a proposed increase of up to 6% for the 2026 SVCA Budget.

**Carried**

The Board endorsed the 2026 Preliminary Budget with an increase of up to 6%, confirming this as the lowest proposed in five years and a starting point for staff to build an appropriate and respectful budget. Discussion included a request for plain-language explanation of the Modified Current Value Method to support council communications, and clarification that Forestry is funded partly as a Category 1 service on conservation lands and partly through self-generated revenue from landowner services. The budget will provide stability for mandatory programs, staff capacity, and operations while minimizing municipal impacts.

#### **8.5 EPR-2025-09: Two-Zone Floodplain Management Concept in Specific Areas of Southampton**

##### **Motion #G25-67**

Moved by Dave Myette

Seconded by Moiken Penner

THAT the Saugeen Valley Conservation Authority accepts the Greenland Consulting Engineers Two-Zone floodplain mapping study for the specific areas of Southampton described in this report.

AND FURTHER THAT the Saugeen Valley Conservation Authority adopts the Two-Zone Floodplain Management Concept for the specific areas of Southampton described in this report, which would come into effect when the appropriate amendments are made to the Town of Saugeen Shores Official Plan and Zoning By-law.

**Carried**

The Board accepted the Greenland Consulting Engineers study and approved adoption of the Two-Zone Floodplain Management Concept for specific areas of Southampton. This change will permit conditional development in designated flood fringe areas once the Town of Saugeen Shores completes the necessary Official Plan and Zoning By-law amendments.

Directors observed that under the previous one-zone approach the entire floodplain would have been prohibited for development, whereas the two-zone floodplain now distinguishes areas where development remains prohibited and where conditional development is permitted. It was also confirmed that the project boundary was defined by the Town of Saugeen Shores, with the future option to expand the study area at the Town's request.

#### **8.6 EPR-2025-10: Permits Issued**

##### **Motion #G25-68**

Moved by Sue Paterson

Seconded by Larry Allison

THAT SVCA permit applications 25-102 to 25-175 as approved by staff, be endorsed by the SVCA Board of Directors.

**Carried**

#### **8.7 LAN-2025-07: Campground Fee Schedule**

##### **Motion #G25-69**

Moved by Bud Halpin

Seconded by Barbara Dobreen

THAT the SVCA Board of Directors endorse the proposed 2026 fee increase for campgrounds and related rates.

**Carried**

Director Moiken Penner, seconded by Director Gregory McLean, moved that non-serviced daily and weekly campsites remain at the 2025 fee rate. The amendment did not carry. Discussion noted equitable access concerns, the higher costs of winter camping due to snow removal, the comparable maintenance of serviced and non-serviced sites, and that fees are set using conservation authority and campground comparators.

#### **8.8 LAN-2025-08: Hydro Expansion Durham Conservation Area**

##### **Motion #G25-69**

Moved by Mike Niesen

Seconded by Larry Allison

THAT the SVCA Board of Directors award RKS Electric the contract for the Hydro Expansion Project at Durham Conservation Area.

**Carried**

It was confirmed that, in connection with the Durham Conservation Area hydro expansion project, fibre and water lines already planned may be installed concurrently while the trench is open for electrical work. The contractor indicated that, notwithstanding the low cost, all components of the project will be completed to SVCA's specifications.

#### **8.9 Other Business – none**

#### **8.10 Closed Session**

Motion #G25-52

Moved by Dave Myette

Seconded by Sue Paterson

THAT the Authority move to Closed Session to discuss, in camera, to address matters relating to an identifiable individual(s) and THAT the GM/S-T and recording secretary remain in the meeting.

**Carried**

**9. Adjournment**

With no further business to discuss, the meeting was adjourned at 4:28 p.m. following a motion by Sue Paterson and seconded by Paul Allen.

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Tom Hutchinson  
Chair

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Ashley Richards  
Recording Secretary



## Saugeen Valley Conservation Authority

### Minutes – Board of Directors Meeting

Date: Thursday October 16, 2025, 1:00 p.m.

Location: 1078 Bruce Rd 12, Formosa, ON, N0G 1W0 and hybrid

Chair: Tom Hutchinson

Members present: Barbara Dobreen (virtual until 3:14pm), Paul Allen (virtual), Steve McCabe (virtual until 2:01pm), Moiken Penner, Gregory McLean, Kevin Eccles, Mike Niesen, Peter Whitten, Larry Allison, Dave Myette, Bud Halpin, Bill Stewart

Members absent: Sue Paterson, Jennifer Prenger

Staff present: Erik Downing, Adam Chalmers, Donna Lacey, Matt Armstrong, Katie Thomas, Ashley Richards, Jody Duncan

The meeting was called to order at 1:03 p.m.

#### 1. Land Acknowledgement – read by Kevin Eccles

*We begin our meeting today by respectfully acknowledging the Anishinaabeg Nation, the Haudenosaunee, the Neutral, and the Petun peoples as the traditional keepers of this land. We are committed to moving forward in the spirit of reconciliation with First Nations, Métis, and Inuit peoples.*

#### 2. Adoption of Agenda

##### Motion #G25-73

Moved by Dave Myette

Seconded by Bill Stewart

THAT the agenda for the Saugeen Valley Conservation Authority meeting, October 16, 2025, be adopted as amended.

**Carried**

#### 3. Declaration of Pecuniary Interest

There were no declarations of pecuniary interest relative to any item on the agenda.

#### 4. Adoption of Minutes

##### 4.1 Authority meeting September 18, 2025

##### Motion #G25-74

Moved by Greg McLean

Seconded by Peter Whitten

THAT the minutes of the Saugeen Valley Conservation Authority meeting, September 18, 2025, be adopted as presented.

**Carried**

**5. Matters Arising from the Minutes – none**

**6. New Business**

**6.1 GM-2025-21: SVCA Operational Plan**

Inquiry was made regarding the progress of the agreement with the Kincardine Cross Country Ski Club and its new executive. Staff confirmed that a meeting is imminent and that discussions appear to be progressing positively.

**6.2 GM-2025-22 Program Report**

Further inquiry was made regarding the Stoney Island Conservation Area and the work undertaken without a permit by the Kincardine Cross Country Ski Club. Staff confirmed that SVCA completed the necessary remediation work and that costs were kept to a minimum.

Inquiry was made regarding the status of the Varney Conservation Area. Staff advised that the review of property parcels and potential disposal remains ongoing.

Inquiry was made regarding the Children's Safety Village agreement. Staff confirmed that this operational matter is currently in progress.

It was reported that the Corporate Services Department continues to manage workload pressures due to two vacant positions. A retired staff member has returned on a part-time basis to assist with operations, and interviews for the vacant positions are underway.

Interest was expressed by several Directors in receiving information regarding permits within their respective municipalities. Staff advised that legal counsel has cautioned against this practice, as it may create conflicts with statutory obligations and could render Directors ineligible to participate in hearings should matters be appealed. It was noted that Directors have the option to recuse themselves from hearings if they wish to receive such information. Concern was also expressed regarding the limited information provided to the Board when asked to endorse staff-approved permits on a monthly basis.

Director Eccles inquired whether SVCA staff were conducting forestry work in the Municipality of Kincardine at no cost. Staff confirmed that the work is being completed on a fee-for-service basis.

**6.3 GM-2025-23: 2026 SVCA Budget Update**

Director Dobreen inquired regarding the absence of a budget for approval at the October 16, 2025 meeting, noting that municipalities are experiencing increased pressure due to strong mayoral powers and expedited timelines. Concern was raised that member municipalities may not be aware of the Board's direction to approve an increase of up to six percent, and clarification was requested as to why SVCA staff were awaiting financial information from member municipalities.

GM/S-T responded that, at the previous Board meeting, Directors had requested that municipal financial context be provided to support their communications at their respective council tables. Several Directors noted that the proposed draft budget had already been shared with their municipalities. The Board was assured that the full draft budget would be presented at the November meeting, and that a communications toolkit to assist Directors in municipal discussions would be circulated.

Director Stewart inquired whether there had been any update regarding the Provincial fee freeze on Environmental Planning and Regulations-related fees being lifted. Staff confirmed that there has been no change. It was noted that the 2026 Fee Schedule, excluding campground fees

previously approved at the last Board meeting and the frozen Environmental Planning and Regulations fees, will be brought forward for consideration at the November meeting.

Chair Hutchinson inquired about the SVCA budget approval process. The GM/S-T explained that Directors act as representatives of their respective municipalities and that while the draft budget is circulated to municipalities for comment, no council vote is required. The SVCA budget is approved by a weighted majority vote of the SVCA Board of Directors.

#### **6.4 EPR-2025-11: Permits Issued**

##### **Motion #G25-75**

Moved by Larry Allison

Seconded by Bud Halpin

THAT SVCA permit applications 25-176 to 25-214 as approved by staff, be endorsed by the SVCA Board of Directors.

**Carried**

Concern was expressed by several Directors that they are being asked to endorse permits they have not reviewed, noting that the process may not be an efficient use of staff or Board time and resources. Directors observed that permit approvals are operational in nature rather than governance matters.

An amendment to the motion was introduced by Directors Myette and Penner to change the term “endorsed” to “received.” Following discussion, the amendment was withdrawn, as it was noted that this would be the final batch of permits for which Directors had been copied on related email correspondence. Some Directors indicated they would be unable to endorse permits in the future under the current process.

Manager Armstrong advised that staff time associated with the reporting process is minimal, as the new content management system automates much of the preparation. Staff will further review legislative requirements related to permit reporting and endorsement.

#### **6.5 WR-2025-09: Durham Upper Dam: Winter Configuration**

##### **Motion #G25-76**

Moved by Bill Stewart

Seconded by Moiken Penner

THAT as the SVCA Water Resources Committee on October 8, 2025 unanimously recommended to the SVCA Board of Directors that in alignment with ongoing engineering assessments and to uphold health and safety obligations, THAT the Board approve the continued cessation of winter operations at the Durham Upper Dam on an indefinite basis; AND THAT staff be directed to continue working with the Municipality of West Grey through the Class Environmental Assessment process to evaluate and advance preferred long-term solutions for the structure.

**Carried**

Direct Director Stewart thanked staff for their continued hard work and expressed interest in seeing the potential positive impacts and outcomes of the mitigating efforts undertaken by SVCA to date. Director Eccles commented that cameras were not a solution and inquired whether safety concerns were as significant in the spring or fall as they are in winter. Staff explained that the dam was not designed to withstand iceload, and that operation of the dam presents an acute risk, as identified by multiple engineering firms and the Ministry of the Environment.



Director Myette inquired about the risk of structural failure. Staff advised that engineering reports estimate catastrophic damage in the event of failure, with financial impacts ranging from \$3M to \$30M, and potential loss of life exceeding 100 people.

Director Dobreen suggested that the Ministry should bear some financial responsibility in the management of the structure. Director Eccles confirmed that the Municipality of West Grey had reached out and was advised that the cost of recent frazil ice remediation did not meet the threshold required to qualify for financial assistance.

Director Stewart acknowledged the complexity of the issue and noted that further clarity is expected through the third phase of the Environmental Assessment. The General Manager/Secretary-Treasurer advised that several options, including potential weir configurations, will be developed through the upcoming Class EA process.

## **6.6 WR-2025-10: Low Water Response Program**

### **Motion #G25-77**

Moved by Bill Stewart

Seconded by Mike Niesen

THAT as the SVCA Water Resources Committee on October 8, 2025 unanimously selected Option 2 to define the membership of the SVCA Water Response Team, THAT the SVCA Board of Directors directs staff to proceed with Option 2 (Full Membership) to support the formation and membership of SVCA's Water Response Team (WRT), a provincially mandated program, on the basis that quorum is based on Mandatory Membership requirements.

**Carried**

Director Eccles requested clarification regarding the purpose of the Low Water Response Program and the associated Water Response Team. Staff explained that the program's intent is to coordinate activities between the Province, municipalities, and local stakeholders during periods of low water conditions. Directors were reminded that the program is mandatory under O.Reg 686/21 (Mandatory Programs and Services) of the *Conservation Authorities Act*.

The General Manager/Secretary-Treasurer confirmed that the program was previously funded by the Province but no longer receives provincial funding. In response to a request for an example of when the program would be useful, the SVCA Flood Forecasting and Warning Coordinator volunteered that while SVCA has been able to confirm current level one drought conditions with the MNR, SVCA is unable to escalate warnings beyond that level without an active committee, despite worsening conditions in the watershed.

## **6.7 Other Business – none**

## **7. Adjournment**

With no further business to discuss, the meeting was adjourned at 3:16 p.m. following a motion by Paul Allen and seconded by Gregory McLean.

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Tom Hutchinson  
Chair

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Ashley Richards  
Recording Secretary

2025-12-08

Township of Wellington North  
 VENDOR CHEQUE REGISTER REPORT  
 Payables Management

<u>Cheque Number</u>	<u>Vendor Cheque Name</u>	<u>Cheque Date</u>	<u>Amount</u>
082144	Advantage Data Collection	2025-11-14	\$8,778.74
082145	Arthur Foodland	2025-11-14	\$161.86
082146		2025-11-14	\$800.00
082147	Canadian Tire #066	2025-11-14	\$5.64
082148	Classie Casual Boutique	2025-11-14	\$232.32
082149		2025-11-14	\$44.91
082150	Community Safety Net	2025-11-14	\$271.20
082151		2025-11-14	\$800.00
082152	Intact Public Entities	2025-11-14	\$3,321.70
082153	Jim's Auto Service	2025-11-14	\$135.60
082154		2025-11-14	\$800.00
082155	Manulife Financial	2025-11-14	\$97,451.39
082156		2025-11-14	\$800.00
082157	Pike Lake Golf Resort	2025-11-14	\$1,351.70
082158		2025-11-14	\$800.00
082159	Royal Bank Visa	2025-11-14	\$6,046.98
EFT0009233	Abell Pest Control Inc	2025-11-14	\$76.69
EFT0009234	A J Stone Company Ltd.	2025-11-14	\$807.75
EFT0009235	ALS Canada Ltd.	2025-11-14	\$3,245.93
EFT0009236	Arthur Agricultural Society	2025-11-14	\$200.00
EFT0009237	Arthur Chrysler Dodge Jeep Lim	2025-11-14	\$829.08
EFT0009238	Arthur Home Hardware Building	2025-11-14	\$421.46
EFT0009239	Artic Clear 1993 Inc.	2025-11-14	\$93.50
EFT0009240	Associated Paving & Materials	2025-11-14	\$909,923.89
EFT0009241	Biz Bull	2025-11-14	\$339.00
EFT0009242	B M Ross and Associates	2025-11-14	\$42,435.14
EFT0009243	Broadline Equipment Rental Ltd	2025-11-14	\$3,344.54
EFT0009244	Canada's Finest Coffee	2025-11-14	\$126.00
EFT0009245	CARQUEST Arthur Inc.	2025-11-14	\$123.50
EFT0009246	Cedar Signs	2025-11-14	\$18,382.70
EFT0009247	Clark Bros Contracting	2025-11-14	\$2,203.50
EFT0009248	Coffey Plumbing, Div. of KTS P	2025-11-14	\$17,049.61
EFT0009249		2025-11-14	\$202.64
EFT0009250		2025-11-14	\$109.34
EFT0009251	Cordes Enterprise	2025-11-14	\$2,783.08
EFT0009252	Cox Construction Limited Guelp	2025-11-14	\$523,642.58
EFT0009253	Decker's Tire Service	2025-11-14	\$237.30
EFT0009254	Duncan, Linton LLP, Lawyers	2025-11-14	\$4,006.20
EFT0009255	Eric Cox Sanitation LTD.	2025-11-14	\$1,634.35
EFT0009256	FOXTON FUELS LIMITED	2025-11-14	\$53.42
EFT0009257	Industrial Alliance Insurance	2025-11-14	\$409.29
EFT0009258	Kurtis Smith Excavating Inc	2025-11-14	\$4,692.73
EFT0009259	McLean Taylor Construction Lim	2025-11-14	\$22,065.72
EFT0009260		2025-11-14	\$1,276.00
082160	2831468 Ontario Ltd.	2025-11-21	\$10,000.00

<u>Cheque Number</u>	<u>Vendor Cheque Name</u>	<u>Cheque Date</u>	<u>Amount</u>
082161	Bell Canada	2025-11-21	\$51.28
082162	Bell Mobility	2025-11-21	\$91.82
082163	Brenmar Transit Ltd.	2025-11-21	\$864.45
082164	Compass Minerals Canada	2025-11-21	\$39,360.59
082165	COS Consulting Ltd.	2025-11-21	\$1,615.11
082166	Crewson Insurance Brokers	2025-11-21	\$172.37
082167		2025-11-21	\$44.91
082168		2025-11-21	\$350.00
082169	Francotyp-Postalia Canada Inc.	2025-11-21	\$101.70
082170		2025-11-21	\$2,712.00
082171	Heffernan Auto Care Inc.	2025-11-21	\$502.74
082172	Hydro One Networks Inc.	2025-11-21	\$974.04
082173	Jaguar Media Inc	2025-11-21	\$1,067.85
082174	JB Mobile Undercoating	2025-11-21	\$5,672.60
082175	John's Towing	2025-11-21	\$847.50
082176		2025-11-21	\$226.00
082177		2025-11-21	\$1,716.19
082178		2025-11-21	\$150.00
082179	Principles Integrity	2025-11-21	\$388.44
082180	Rogers	2025-11-21	\$445.23
082181	Royal Bank Visa	2025-11-21	\$3,875.55
082182	Waste Management	2025-11-21	\$1,507.60
082183	Wightman Telecom Ltd.	2025-11-21	\$1,627.17
082184	Workplace Safety & Ins Board	2025-11-21	\$16,384.79
EFT0009261	5053745 Ontario Inc.	2025-11-21	\$1,419.85
EFT0009262	5053745 Ont Inc	2025-11-21	\$565.00
EFT0009263	Agrisan SC Pharma	2025-11-21	\$13,621.09
EFT0009264	Arthur Home Hardware Building	2025-11-21	\$191.88
EFT0009265	Atwork Office Interiors	2025-11-21	\$24,274.86
EFT0009266	BackSpace Consulting	2025-11-21	\$4,576.50
EFT0009267	Bluewater Fire & Security	2025-11-21	\$356.63
EFT0009268	CARQUEST Arthur Inc.	2025-11-21	\$1,092.73
EFT0009269	Carson Supply	2025-11-21	\$124.30
EFT0009270	Cedar Creek Tools Ltd	2025-11-21	\$501.79
EFT0009271	Cedar Signs	2025-11-21	\$2,530.60
EFT0009272	Chalmers Fuels Inc	2025-11-21	\$1,889.63
EFT0009273	City of Guelph	2025-11-21	\$3,045.90
EFT0009274	Cook School Bus Lines Ltd	2025-11-21	\$776.31
EFT0009275	Cordes Enterprise	2025-11-21	\$197.75
EFT0009276	County of Wellington	2025-11-21	\$51.00
EFT0009277	Decker's Tire Service	2025-11-21	\$585.57
EFT0009278	Eastlink	2025-11-21	\$1,086.91
EFT0009279	Eric Cox Sanitation LTD.	2025-11-21	\$175.57
EFT0009280	Eidt` s BMR Express Hardware	2025-11-21	\$298.10
EFT0009281	Everything Asphalt	2025-11-21	\$10,375.03
EFT0009282	Excel Business Systems	2025-11-21	\$991.30
EFT0009283	FOSTER SERVICES/822498 ONT INC	2025-11-21	\$16,791.80
EFT0009284	Horizon Data Services Ltd.	2025-11-21	\$9,831.00
EFT0009285	Hort Manufacturing (1986) Ltd.	2025-11-21	\$137.33
EFT0009286	Huronina Welding	2025-11-21	\$271.99
EFT0009287	Ideal Supply Inc.	2025-11-21	\$406.70

<u>Cheque Number</u>	<u>Vendor Cheque Name</u>	<u>Cheque Date</u>	<u>Amount</u>
EFT0009288	International Trade Specialist	2025-11-21	\$81.01
EFT0009289	Kronos Canadian Systems Inc.	2025-11-21	\$1,529.93
EFT0009290	Maple Lane Farm Service Inc.	2025-11-21	\$1,019.69
EFT0009291	Marcc Apparel Company	2025-11-21	\$366.12
EFT0009292	Marmo Waste Services	2025-11-21	\$132.21
EFT0009293		2025-11-21	\$479.85
EFT0009294	Midwest Co-operative Services	2025-11-21	\$2,312.92
EFT0009295	Ontario One Call	2025-11-21	\$177.43
EFT0009296	Owen Sound Vault Works Ltd	2025-11-21	\$1,610.25
EFT0009297	PACKET WORKS	2025-11-21	\$169.49
EFT0009298	Premier Equipment Ltd.	2025-11-21	\$245.87
EFT0009299	Pryde Truck Service Ltd.	2025-11-21	\$5,906.57
EFT0009300	Purolator Inc.	2025-11-21	\$59.40
EFT0009301	Risolv IT Solutions Ltd	2025-11-21	\$34,042.54
EFT0009302	RLB LLP	2025-11-21	\$23,786.50
EFT0009303	Triton Engineering Services	2025-11-21	\$30,157.96
EFT0009304	UnitedCloud Inc.	2025-11-21	\$1,605.08
EFT0009305	Young's Home Hardware Bldg Cen	2025-11-21	\$384.12
082185	749662 Ontario Ltd.	2025-11-25	\$633.48
082186	Arthur and District Chamber of	2025-11-25	\$160.10
082187		2025-11-25	\$285.69
082188	Canadian Tire #066	2025-11-25	\$101.69
082189		2025-11-25	\$1,800.59
082190		2025-11-25	\$120.00
082191		2025-11-25	\$754.00
082192	Emission Testing on the Spot	2025-11-25	\$542.40
082193	Greenleaf Farming Inc	2025-11-25	\$84.29
082194	Hydro One Networks Inc.	2025-11-25	\$1,266.15
082195		2025-11-25	\$1,900.00
082196		2025-11-25	\$22.82
082197	McEachern Custom Construction	2025-11-25	\$46,014.17
082198		2025-11-25	\$60.34
082199		2025-11-25	\$1,900.00
082200		2025-11-25	\$169.50
082201	Staples Professional	2025-11-25	\$770.82
082202	Stoney Ridge Truck Centre Ltd.	2025-11-25	\$1,704.21
082203	Syntec Process Equipment Ltd.	2025-11-25	\$860.16
082204	Tangs Restaurant	2025-11-25	\$7,500.00
082205	Teeswater Concrete Ltd	2025-11-25	\$565.00
082206		2025-11-25	\$55.70
082207	Twp of Wellington North	2025-11-25	\$1,629.41
EFT0009306	Abell Pest Control Inc	2025-12-01	\$289.62
EFT0009307	ACE, Accent Electronic Control	2025-12-01	\$597.54
EFT0009308	Agrisan SC Pharma	2025-12-01	\$10,964.98
EFT0009309	Arthur Home Hardware Building	2025-12-01	\$798.80
EFT0009310	Arthurs Fuel	2025-12-01	\$1,360.99
EFT0009311	B & I Complete Truck Centre	2025-12-01	\$1,029.52
EFT0009312	B M Ross and Associates	2025-12-01	\$1,545.05
EFT0009313	Brandt Security	2025-12-01	\$347.48
EFT0009314	Canada's Finest Coffee	2025-12-01	\$13.00
EFT0009315	CARQUEST Arthur Inc.	2025-12-01	\$48.36

<u>Cheque Number</u>	<u>Vendor Cheque Name</u>	<u>Cheque Date</u>	<u>Amount</u>
EFT0009316	Carson Supply	2025-12-01	\$140.81
EFT0009317	Chalmers Fuels Inc	2025-12-01	\$2,125.52
EFT0009318	Cimco Refrigeration	2025-12-01	\$7,122.28
EFT0009319	Cloudpermit Inc.	2025-12-01	\$31,619.66
EFT0009320	Delta Elevator Co. Ltd.	2025-12-01	\$2,027.36
EFT0009321	Eric Cox Sanitation LTD.	2025-12-01	\$117.52
EFT0009322	Eramosa Engineering Inc.	2025-12-01	\$2,076.38
EFT0009323	Ideal Supply Inc.	2025-12-01	\$48.54
EFT0009324	Marcc Apparel Company	2025-12-01	\$257.32
EFT0009325	Resurfice Corporation	2025-12-01	\$5,875.77
EFT0009326	ROBERTS FARM EQUIPMENT	2025-12-01	\$1,013.39
EFT0009327	SGS Canada Inc.	2025-12-01	\$1,827.22
EFT0009328	Sterling Backcheck Canada Corp	2025-12-01	\$103.73
EFT0009329	Suncor Energy Inc.	2025-12-01	\$16,315.78
EFT0009330	Superior Tire Sales & Service	2025-12-01	\$101.70
EFT0009331	Tacoma Engineers	2025-12-01	\$2,573.01
EFT0009332	Telizon Inc.	2025-12-01	\$940.58
EFT0009333	Terryberry	2025-12-01	\$881.50
EFT0009334	T. Harris Environmental Manage	2025-12-01	\$4,051.05
EFT0009335	The Power Factory Ltd	2025-12-01	\$1,017.00
EFT0009336	Triton Engineering Services	2025-12-01	\$1,504.93
EFT0009337	Township of Southgate	2025-12-01	\$4,068.00
EFT0009338	Wellington Advertiser	2025-12-01	\$296.63
EFT0009339	Wellington North Power	2025-12-01	\$91,362.83
EFT0009340	WJF Instrumentation (1990) Ltd	2025-12-01	\$2,656.50
EFT0009341	WSP Canada Inc	2025-12-01	\$1,050.90
EFT0009342	Young's Home Hardware Bldg Cen	2025-12-01	\$193.05
082208	2194808 Ontario Ltd	2025-12-08	\$92,313.99
082209		2025-12-08	\$1,900.00
082210	Arthur Foodland	2025-12-08	\$9,409.54
082211	Bi-Tech Contracting Inc.	2025-12-08	\$3,333.50
082212		2025-12-08	\$1,900.00
082213		2025-12-08	\$160.00
082214	Colvoy Enterprises 2012 Ltd	2025-12-08	\$3,051.00
082215	COS Consulting Ltd.	2025-12-08	\$1,271.25
082216	Easypay	2025-12-08	\$428.27
082217	Grand Quarry Ltd.	2025-12-08	\$170.07
082218	Grand Valley Air Systems	2025-12-08	\$4,662.73
082219		2025-12-08	\$81.46
082220		2025-12-08	\$293.79
082221	Hydro One Networks Inc.	2025-12-08	\$1,509.99
082222	Innovative Digital	2025-12-08	\$13,490.51
082223	JB Mobile Undercoating	2025-12-08	\$179.67
082224	JD Mobile Repair Service	2025-12-08	\$2,130.05
082225	Kenilworth Feed Service Ltd.	2025-12-08	\$638.75
082226		2025-12-08	\$3,800.00
082227	Mount Forest Foodland	2025-12-08	\$75.46
082228	Royal Canadian Legion	2025-12-08	\$300.00
082229	Royal Canadian Legion	2025-12-08	\$140.00
082230		2025-12-08	\$1,900.00
082231		2025-12-08	\$152.36

<u>Cheque Number</u>	<u>Vendor Cheque Name</u>	<u>Cheque Date</u>	<u>Amount</u>
082232	Enbridge Gas Inc.	2025-12-08	\$6,184.24
EFT0009343	Agrisan SC Pharma	2025-12-08	\$9,248.73
EFT0009344	Arthur Home Hardware Building	2025-12-08	\$392.08
EFT0009345	Artic Clear 1993 Inc.	2025-12-08	\$110.50
EFT0009346	B & I Complete Truck Centre	2025-12-08	\$202.43
EFT0009347	Belwood Electric	2025-12-08	\$11,007.40
EFT0009348	Biz Bull	2025-12-08	\$339.00
EFT0009349	B M Ross and Associates	2025-12-08	\$33,992.20
EFT0009350	Broadline Equipment Rental Ltd	2025-12-08	\$517.53
EFT0009351	Canada's Finest Coffee	2025-12-08	\$99.35
EFT0009352	CARQUEST Arthur Inc.	2025-12-08	\$296.96
EFT0009353	Carson Supply	2025-12-08	\$1,339.70
EFT0009354	Chalmers Fuels Inc	2025-12-08	\$2,109.73
EFT0009355	C-Max Fire Solutions	2025-12-08	\$17,022.35
EFT0009356	Coffey Plumbing, Div. of KTS P	2025-12-08	\$1,479.60
EFT0009357	Cordes Enterprise	2025-12-08	\$1,017.00
EFT0009358	County of Wellington	2025-12-08	\$4,202.10
EFT0009359	Canadian Union of Public Emplo	2025-12-08	\$2,812.44
EFT0009360	DFA Infrastructure Internation	2025-12-08	\$20,905.00
EFT0009361	DFA Infrastructure Internation	2025-12-08	\$16,808.75
EFT0009362	Duncan, Linton LLP, Lawyers	2025-12-08	\$8,970.46
EFT0009363	Eric Cox Sanitation LTD.	2025-12-08	\$2,879.96
EFT0009364	Eidt` s BMR Express Hardware	2025-12-08	\$129.90
EFT0009365	Evoqua Water Technologies	2025-12-08	\$8,887.19
EFT0009366	Excel Business Systems	2025-12-08	\$492.14
EFT0009367	FOSTER SERVICES/822498 ONT INC	2025-12-08	\$2,695.05
EFT0009368	FOXTON FUELS LIMITED	2025-12-08	\$330.62
EFT0009369		2025-12-08	\$275.00
EFT0009370	Hallman Motors LTD	2025-12-08	\$445.04
EFT0009371	Hort Manufacturing (1986) Ltd.	2025-12-08	\$437.24
EFT0009372	Ideal Supply Inc.	2025-12-08	\$4,321.91
EFT0009373	International Trade Specialist	2025-12-08	\$470.02
EFT0009374	J J McLellan & Son	2025-12-08	\$920.98
EFT0009375	JOB-INC Electric	2025-12-08	\$1,163.90
EFT0009376	K Smart Associates Limited	2025-12-08	\$3,457.80
EFT0009377		2025-12-08	\$46.14
EFT0009378	Maple Lane Farm Service Inc.	2025-12-08	\$1,786.16
EFT0009379	Marmo Waste Services	2025-12-08	\$153.40
EFT0009380	Martin Drainage	2025-12-08	\$1,878.63
EFT0009381		2025-12-08	\$350.00
EFT0009382		2025-12-08	\$230.40
EFT0009383	Midwest Co-operative Services	2025-12-08	\$717.30
EFT0009384	Ont Mun Employee Retirement	2025-12-08	\$72,697.26
EFT0009385	Ont Mun Water Association	2025-12-08	\$1,356.00
EFT0009386	Ont Clean Water Agency	2025-12-08	\$99,312.05
EFT0009387	Owen Sound Vault Works Ltd	2025-12-08	\$5,254.50
EFT0009388	Perfectmind Inc	2025-12-08	\$14,125.00
EFT0009389	Premier Equipment Ltd.	2025-12-08	\$169.48
EFT0009390	Print One	2025-12-08	\$384.20
EFT0009391	Pryde Truck Service Ltd.	2025-12-08	\$4,577.77
EFT0009392	Purolator Inc.	2025-12-08	\$39.60



<u>Cheque Number</u>	<u>Vendor Cheque Name</u>	<u>Cheque Date</u>	<u>Amount</u>
EFT0009393	Record Tel Inc.	2025-12-08	\$1,585.50
EFT0009394	Reeves Construction Ltd	2025-12-08	\$8,491.95
EFT0009395		2025-12-08	\$3,700.00
EFT0009396	Township of Centre Wellington	2025-12-08	\$1,384.93
EFT0009397	Wellington North Power	2025-12-08	\$681.53
Total Amount of Cheques:			\$2,768,944.28



## TOWNSHIP OF WELLINGTON NORTH

TO: Mayor and Council

DATE: 2025-12-15

MEETING TYPE: Open

SUBMITTED BY: Jeremiah Idialu, Treasurer/Director of Finance

REPORT #: TR 2025-015

REPORT TITLE: Development Agreement Surety Bond Policy – O. Reg. 461/24

### RECOMMENDED MOTION

THAT the Council of the Corporation of the Township of Wellington North receive Report TR 2025-015 being a report on the Township of Wellington North Development Agreement Surety Bond Policy;

AND THAT Council approves the Development Agreement Surety Bond Policy attached as Appendix “A”, which sets out the conditions under which the Township will accept surety bonds as security for development agreements in accordance with O. Reg. 461/24;

AND FURTHER THAT Council authorize staff to update the Township’s standard development and subdivision agreement templates to permit the use of surety bonds in accordance with Appendix “A”;

AND FURTHER THAT Council delegate authority to the CAO and Director of Finance/Treasurer to execute standard form amending agreements required solely to implement the Policy and incorporate the approved bond form into existing development agreements.

### PREVIOUS REPORTS/BY-LAWS/RESOLUTIONS

2024 Asset Management Plan

2021 Asset Management Plan

### BACKGROUND

Ontario Regulation 461/24 establishes a prescribed form of surety bond that may be used to secure obligations imposed by municipalities as conditions of land use planning approvals.

Section 2(1) of O. Reg. 461/24 provides that owners of land and applicants for approvals in respect of land use planning matters may stipulate that a surety bond described in subsection (2) is to be used to secure an obligation imposed by the municipality that is required to be secured as a condition to an approval in connection with land use planning.

Because the regulation refers to both owners of land and applicants for approvals, it is interpreted as applying not only to new approvals, but also to circumstances where security has already been provided under prior approvals. The purpose is to free up cash and make security obligations less burdensome in order to support development activity.

Historically, the Township has relied on letters of credit and/or cash as financial security in development and subdivision agreements. Earlier generations of development bonds were often avoided because they operated more like traditional insurance products and could be difficult to draw upon when a developer was in default.

O. Reg. 461/24 now prescribes a bond form with features intended to function similarly to an on-demand letter of credit, including guaranteed payment to the municipality upon default, municipal discretion to determine default, binding payment timelines, and limits on the ability of the insurer to refuse payment.

Considering this regulatory change, it is appropriate for the Township to adopt a formal policy framework governing when and how surety bonds will be accepted.

## ANALYSIS

Under O. Reg. 461/24, a compliant surety bond must guarantee payment to the municipality if the principal defaults, allow the municipality in its sole discretion to determine that default has occurred, require the insurer to pay the amount demanded when the municipality declares default in writing and gives notice to both the principal and the insurer, require that such payment be made within 15 business days, provide that payment is made notwithstanding any objection by the principal and without the insurer asserting defences to non-payment, and restrict the insurer's ability to terminate the bond unless replacement financial security acceptable to the municipality is provided in advance. In practical terms, this means that a prescribed surety bond operates much like an on-demand letter of credit. When the bond strictly complies with the regulation and Township requirements, the financial risk to the municipality is not materially different from the risk associated with letters of credit.

Although the regulation sets minimum requirements, the Township requires clear direction on how surety bonds will be handled in practice. The proposed Development Agreement Surety Bond Policy (Appendix "A") is intended to:

- Define when surety bonds may be accepted as Security under development and subdivision agreements;
- Establish minimum criteria for acceptable surety providers (credit rating, Canadian incorporation, OSFI regulation, Canadian dollars);

- Confirm that any surety bond must be irrevocable, payable on demand and in a form satisfactory to the Township;
- Reserve the Township's discretion to decline a surety bond or require replacement Security where it is not satisfied with the bond or surety provider; and
- Clarify internal authority for reviewing, accepting and, where necessary, replacing surety-based Security.

Many existing development and subdivision agreements refer only to letters of credit and cash as acceptable forms of Security. Implementing the Policy will therefore require:

- Updating standard agreement templates to include surety bonds as an acceptable form of Security, subject to the Policy; and
- Executing standard-form amending agreements to incorporate surety bond language in existing agreements as needed.

Delegating authority to the CAO and Director of Finance/Treasurer to execute such standard-form amendments, where they are solely for the purpose of implementing the Policy and approved bond form, will avoid routine administrative matters returning to Council and will allow the Township to respond consistently to requests made under O. Reg. 461/24.

## CONSULTATION

CAO, CBO, and Township legal counsel.

## FINANCIAL CONSIDERATIONS

Adoption of the Development Agreement Surety Bond Policy does not have a direct budget impact. The Policy is intended to ensure that any surety bonds accepted provide security equivalent to an on-demand letter of credit, so the Township's financial risk position is not materially changed. Any administrative costs associated with reviewing, accepting or amending security under development agreements will be managed within existing staff resources.

## ATTACHMENTS

TWN Surety Bond Policy

### STRATEGIC PLAN 2024

- ☐ Shape and support sustainable growth  
How:
- ☐ Deliver quality, efficient community services aligned with the Township's mandate and capacity  
How:

- ☐ Enhance information sharing and participation in decision-making  
How:
- ☒ N/A Core-Service

Approved by: Brooke Lambert, Chief Administrative Officer ☒



## Name of Policy

Department: All Departments  
 Policy Number: 2025-001  
 Effective Date: December 15, 2025  
 Legislative Authority: O. Reg. 461/24  
 Approved by:  
 Review Period:

### Purpose:

The purpose of this Policy is to set out when and how a Surety Bond may be accepted by the Township of Wellington North as financial security under a Development Agreement, and to ensure that any Surety Bonds accepted provide protection equivalent to an on-demand letter of credit.

### Scope:

This Policy applies in all cases where a Surety Bond is provided, or proposed to be provided, as Security under a Development Agreement entered into by the Township of Wellington North.

Where Security is required by the Township as a term of a Development Agreement, a Surety Bond may be accepted for all or a portion of the required Security, in combination with cash or a letter of credit, provided that the applicable Development Agreement permits the use of Surety Bonds.

### Definitions:

**Development Agreement:** Means any agreement entered into between the Township of Wellington North and an owner of land to regulate the construction, installation or maintenance of works or services required to support development or redevelopment. This includes, but is not limited to, subdivision agreements, site plan agreements, external works agreements, joint servicing agreements and consent agreements.

**Security:** Means financial security required under a Development Agreement to guarantee the performance of the obligations of the owner and which is to be released or returned once the terms of the Development Agreement have been fulfilled to the satisfaction of the Township.

**Surety Bond:** Means a bond issued by a Surety Provider in favour of the Township which guarantees payment of the amount secured if the owner defaults in performing its obligations under the Development Agreement.



**Surety Provider:** Means a company legally capable of acting as surety under a Surety Bond and meeting the requirements of this Policy.

### **Usage and Limitations**

This Policy applies in all cases where a Surety Bond is provided as Security for a Development Agreement with the Township of Wellington North. Surety Bonds may be accepted as Security for new Development Agreements and as replacement Security for existing Development Agreements, subject to any amendment of the underlying agreement that may be required.

Any Surety Bond accepted by the Township under this Policy must comply with the requirements of Ontario Regulation 461/24, as amended, in addition to the conditions set out below.

#### **1. Acceptable Surety Providers**

A Surety Bond may only be accepted where the Surety Provider:

- a) Is incorporated in Canada and has been operating for at least ten (10) years;
- b) Issues surety bonds in Canadian dollars;
- c) Is an institution regulated by the Office of the Superintendent of Financial Institutions (OSFI); and
- d) Holds a minimum long-term credit rating of:
  - “A” or higher from DBRS Morningstar; or
  - “A–” or higher from Fitch Ratings; or
  - “A3” or higher from Moody’s Investors Service; or
  - “A–” or higher from S&P Global Ratings.

Where there is doubt as to the credit rating or qualification of a Surety Provider, the Director of Finance/Treasurer shall determine whether the institution meets the requirements of this Policy.

#### **2. Form of Surety Bond**

A Surety Bond must:

- a) Be in a form satisfactory to the Township and, unless otherwise approved under this Policy, be in the form of the Township’s standard *Development Agreement Surety Bond* template;
- b) Be irrevocable;
- c) Be payable on demand to the Township upon written declaration of default by the Township, without the Township being required to prove default to the Surety Provider; and
- d) Specify a clear timeframe for payment following the Township’s written demand that is compliant with O. Reg. 461/24.

#### **3. Replacement of Security**

If, at any time, a Surety Provider that has issued a Surety Bond held by the Township ceases to meet the requirements of this Policy, or if the Township is no longer satisfied

that the Surety Bond provides adequate protection, the Township may require the owner to provide replacement Security satisfactory to the Township within fifteen (15) days of written demand. Upon receipt of replacement Security, the Township will return or release the original Surety Bond, as appropriate. If acceptable replacement Security is not provided within the required timeframe, the Township may draw upon the Surety Bond.

#### 4. Township Discretion

Notwithstanding any other provision of this Policy:

- a) The Township may, in its sole discretion, decline to accept a Surety Bond as Security for any Development Agreement, in whole or in part; and
- b) The Township may require Security to be provided in the form of cash or an irrevocable letter of credit where it determines that a Surety Bond is not appropriate.

#### 5. Deviations from Standard Form

Any deviation from the Township's standard *Development Agreement Surety Bond* template must be reviewed and approved by the Director of Finance/Treasurer and the Chief Administrative Officer (CAO), and may, where appropriate, be referred for legal review in accordance with Township practice.

## ATTACHMENT A

**DEVELOPMENT AGREEMENT  
SURETY BOND****BOND NO.:****AMOUNT: \$****KNOW ALL PERSONS BY THESE PRESENTS**, that

,

as Principal, hereinafter called the  
"Principal", and

,

as Surety, hereinafter called the "**Surety**", are held and firmly bound unto , as Obligee, hereinafter called the "**Obligee**", in the amount of Dollars (\$) lawful money of Canada, for the payment of which sum, well and truly to be made, the Principal and the Surety bind themselves, their heirs, executors, administrators, successors and assigns, jointly and severally, firmly by these presents.

**WHEREAS** the Principal and Obligee have entered into, or will enter into, an agreement with reference number with respect to lands known as in the Township of Wellington North (said agreement is by reference made a part hereof and is hereinafter referred to as the "**Development Agreement**").

**NOW THEREFORE**, the condition of this obligation is such that if the Principal shall, in the opinion of the Obligee do and perform all of the stipulations, conditions, covenants and terms of the Development Agreement, then this obligation shall be void and of no effect; otherwise, it shall remain in full force and effect.

**PROVIDED**, however, the foregoing obligation is subject to the following terms and conditions:

1. Whenever the Principal shall be declared in writing by the Obligee to be in default under the Development Agreement, and the Obligee intends to make a claim under this bond, the Obligee shall promptly notify the Principal and the Surety in writing of such default in the form of a Demand, the form of which is attached to this Bond as Schedule "A".
2. On determination by the Obligee, in its sole and absolute discretion, that the Principal is in default of its obligations under the Development Agreement, the Surety and Principal agree that the Surety will make payments to the Obligee for amounts demanded by the Obligee, up to an aggregate of the Bond Amount, within fifteen (15) business days after the Surety's receipt of a Demand from the Obligee at the address noted herein by hand or courier.

3. This Bond is irrevocable and payment will be made notwithstanding any objection by the Principal. Where a Demand in the prescribed form has been delivered to the Surety, it shall be accepted by the Surety as conclusive evidence of its obligation to make payment to the Obligee, and the Surety shall not assert any defence or grounds of any nature or description for not making payment to the Obligee, in whole or in part, pursuant to such Demand, including but not limited to any of the following reasons: that a Default has not occurred, that the Principal committed any fraud or misrepresentation in its application for the Bond, or that the amount set out in the Demand is not appropriate, warranted or otherwise not in accordance with the Development Agreement. The Surety's liability under this Bond is unconditional and shall not be discharged or released or affected by any arrangements made between the Obligee and the Principal or by any dispute between the Surety and Principal, or the taking or receiving of security by the Obligee from the Principal, or by any alteration, change, addition, modification, or variation in the Principal's obligation under the Development Agreement, or by the exercise of the Obligee or any of the rights or remedies reserved to it under the Development Agreement or by any forbearance to exercise any such rights or remedies whether as to payment, time, performance or otherwise (whether or not by any arrangement, alteration or forbearance is made without the Surety's knowledge or consent). All payments by the Surety shall be made free and clear without deduction, set-off or withholding.
4. The Obligee may make multiple Demands under this bond.
5. The amount of the Bond may be reduced from time to time as advised by notice in writing by the Obligee to the Surety.
6. Each payment made by the Surety under this Bond shall reduce the amount of this Bond.
7. In no event shall the Surety be liable for a greater sum than the amount of this Bond.
8. No right of action shall accrue upon or by reason hereof to or for the use or benefit of any person other than the Obligee.
9. When the Principal has completed all works required by the Development Agreement to the Obligee's satisfaction, all maintenance and rectification periods contained within the Development Agreement have expired, and the Obligee has finally assumed all works in writing, the Obligee shall return this Bond to the Surety for termination or advise the Surety in writing that this Bond is terminated, in accordance with the terms of the Development Agreement.
10. If the Surety at any time delivers at least ninety (90) days prior written notice to the Obligee and to the Principal of its intention to terminate this obligation, the Principal shall deliver to the Obligee, not less than thirty (30) days prior to the termination of this Bond, financial security in the amount of this Bond in a form acceptable to the Obligee. If the replacement financial security is not provided by the Principal or is not accepted by the Obligee, this Bond shall remain in effect.
11. Nothing in this bond shall limit the Principal's liability to the Obligee under the Development Agreement.

12. This Bond shall be governed by and construed in accordance with the laws of the Province of Ontario and the laws of Canada applicable thereto and shall be treated, in all respects, as a contract entered into in the Province of Ontario without regard to conflict of laws principles. The Principal and Surety hereby irrevocably and unconditionally attorn to the jurisdiction of the courts of the Province of Ontario.
13. All Demands and notices under this Bond shall be delivered by hand, registered mail or courier to the Surety, with a copy to the Principal at the addresses set out below, subject to any change of address in accordance with this Section. All other correspondence may be delivered by regular mail, registered mail, courier, or email. A change of address for the Surety is publicly available on the Financial Services Regulatory Authority of Ontario website. The address for the Principal may be changed by giving notice to the other parties setting out the new address in accordance with this Section.

**The Surety:**

**Name**  
**Address**  
**Email**  
**Phone**

**The Principal:**

**Name**  
**Address**  
**Email**  
**Phone**

**The Obligee:**

**Name**  
**Address**  
**Email**  
**Phone**

**IN TESTIMONY WHEREOF**, the Principal has hereto set its hand and affixed its seal and the Surety has caused these presents to be sealed with its corporate seal duly attested by the signature of its authorized signing authority.

**SIGNED AND SEALED** this            day of   , 20   , in the presence of:

Per: \_\_\_\_\_

Name:  
 Title:

Per: \_\_\_\_\_

Name:  
 Title:

I / We have the authority to bind the Corporation.

\_\_\_\_\_  
 , Attorney in Fact

## DEMAND – NOTICE OF DEFAULT

Date:

Surety:

Address:

Attention:

Re: Development Agreement Bond No. (the “Bond”) Principal: (the “Principal”

Obligee: (the “Obligee”)

Agreement: (the “Development Agreement”

Dear \_\_\_\_\_,

Pursuant to the above referenced Bond, The Township of Wellington North hereby declares a default under the Development Agreement.

We hereby demand that the Surety honour its fifteen (15) day payment obligation as per the terms of the Bond and we hereby certify that we are entitled to draw on the Bond pursuant to the terms of the Development Agreement and demand payment of \$ \_\_\_\_\_ under the terms of the Bond.

### Payment Instructions:

Yours truly,

## THE TOWNSHIP OF WELLINGTON NORTH





## TOWNSHIP OF WELLINGTON NORTH

TO: Mayor and Council

DATE: 2025-12-15

MEETING TYPE: Open

SUBMITTED BY: Jeremiah Idialu, Treasurer/Director of Finance

REPORT #: TR 2025-016

REPORT TITLE: External auditor's (RLB LLP) audit plan for the 2025 fiscal year

### RECOMMENDED MOTION

THAT the Council of the Corporation of the Township of Wellington North receive Report TR 2025-016 being a report on the external auditor's (RLB LLP) audit plan for the 2025 fiscal year.

### PREVIOUS REPORTS/BY-LAWS/RESOLUTIONS

N/A

### BACKGROUND

Council has previously appointed RLB LLP as the Township's external auditors by by-law for a multi year term. As part of their annual audit process, RLB has provided a 2025 Pre-Audit Communication Letter outlining the planned audit approach and areas of focus, and an engagement letter confirming the terms and responsibilities of both RLB and the Township for the 2025 audit of the consolidated financial statements.

### ANALYSIS

The 2025 audit plan confirms that RLB will perform an audit of the Township's consolidated financial statements in accordance with Canadian generally accepted auditing standards, with a focus on key risk areas identified for the year. The Pre-Audit Communication Letter sets out the scope and timing of the audit (including interim and year-end fieldwork), materiality levels, significant audit areas, and the respective roles of management, Council, and the auditor. Executing the engagement letter formalizes these terms and ensures clarity around expectations, deliverables, and communication with Council throughout the audit.

### CONSULTATION

N/A

## FINANCIAL CONSIDERATIONS

The 2025 audit fee is within the approved 2025 operating budget for external audit services.

## ATTACHMENTS

RLB Pre-Audit Communication Letter to Council

RLB Audit engagement Letter

## STRATEGIC PLAN 2024

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

Approved by: Brooke Lambert, Chief Administrative Officer ☒



December 9, 2025

The Corporation of the Township of Wellington North  
 7490 Sideroad 7 West  
 P.O. Box 125  
 Kenilworth, ON  
 N0G 2E0

Dear Members of Council:

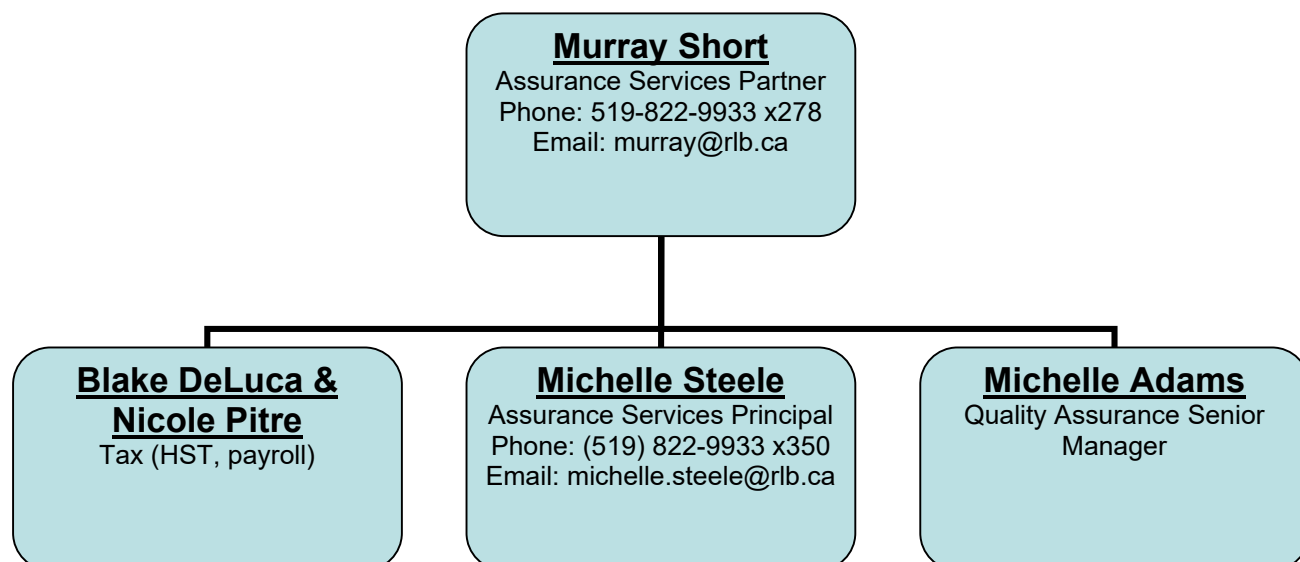
Thank you for re-appointing RLB LLP as auditors of The Corporation of the Township of Wellington North for the year ended December 31, 2025. The purpose of this letter is to communicate our 2025 audit plan for The Corporation of the Township of Wellington North and to ensure that management and Council are aware of the following:

- Objectives and scope of our audit
- Planned approach for the 2025 financial statement audit
- Update on issues that may impact the audit in current and future years
- Areas of emphasis

#### **RLB LLP's Objective and Scope of our Audit**

- Obtain reasonable assurance that the financial statements are free of material misstatement.
- Evaluate the fairness of presentation of the financial statements in conformity with accounting standards established by the Chartered Professional Accountants of Canada.
- Report to management and Council:
  - Significant internal control weaknesses,
  - Matters required under Canadian Auditing Standards,
  - Matters we believe should be brought to your attention.

## RLB LLP's Assurance Service Team



## Financial Reporting Responsibilities

### *Council*

- Set strategic objectives
- Provide effective corporate governance
- Ensure accurate financial reporting and sound internal controls
- Review performance measures

### *Management*

- Maintain cost-effective internal control environment
- Provide timely and accurate disclosure of financial results
- Report results on a fair and consistent basis
- Exercise care in establishing accounting estimates
- Apply appropriate accounting principles

### *RLB LLP*

- Perform cost-effective audits
- Review the effectiveness and reliability of key internal controls
- Assess accounting principles, estimates and financial disclosures
- Provide year end reporting to Council
- Audit report on the financial statements

### Management Deliverables

- Prepare required information as agreed with RLB LLP to be able to perform the audit
- Provide documentation and support for accounting used by management for all significant or unusual transactions and estimates
- Identify related parties, if applicable
- Provide representation letter

### RLB LLP Deliverables

- Communicate with management and Council to review audit plan
- Review financial statements and management letter findings with management and Council
- Provide audit opinion on financial statements
- Prepare and file Financial Information Return
- Report to Council as required under CAS 260, 265 and 580
- Seek pre-approval from management or Council for all additional services

### Audit Approach

- Examine accounting systems and controls for all significant transaction cycles
- Adopt a control reliance strategy where appropriate to increase audit efficiency
  - Taxation revenue, cash receipts, taxes receivable
  - Purchases, disbursements, payables
  - Payroll
  - General computer controls
- Substantive testing of year end balances including grant revenue and receivables
- Search for unrecorded liabilities
- Independence reporting

### Audit Timeline

Interim Audit Testing	December 8 – 9, 2025
Communication of Audit Plan to Management/Council	December 9, 2025
Year-end Testing	May 25 to 29, 2026
Reporting to Council	TBD
Issuance of Audit Report and Financial Statements	To follow Council approval

### **Annual Inquiry Related to the Risk of Fraud**

Please consider the following questions to help determine the specific risks of fraud and error with the municipality. We will provide the annual representation letter for signature by a member of Council and management with the audited Financial Statements, where representation will be made regarding the assessment of fraud at the municipality.

- Are you aware of any instances of fraud perpetrated against the municipality by any of its employees, management, or Council?
- Are you aware of any instances of fraud perpetrated by the municipality against creditors, suppliers, lenders, investors, funders, government agencies, or any other business associates?
- Do you believe there is a high level of risk of fraud being perpetrated against or by the municipality – specifically, which risks are classified as the highest risk, and what specifically is management or those charged with governance doing to mitigate these risks?
- Has Council made an assessment of the entity's susceptibility to fraud?
- Does management have a process for identifying and responding to fraud risk factors?

If you have any information to report to us on the above, please contact Murray Short or Michelle Steele at 519-822-9933.

### **New Public Sector Accounting Standards**

There are no new standards which would impact the audit for the fiscal year ended December 31, 2025. The following new standards will impact future years.

*These are effective for fiscal years beginning on or after April 1, 2026:*

- The Conceptual Framework for Financial Reporting in the Public Sector – defines a conceptual framework and provides additional guidance on the role of financial statements and the objectives of financial reporting.
- PS 1202: Financial Statement Presentation – sets out general and specific requirements for the presentation of information in the financial statements including the identification of financial and non-financial liabilities, a new statement of net financial assets or net financial liabilities, and new budget requirements in order to present an amended budget.

*These are effective for fiscal years beginning on or after April 1, 2030:*

- PS 3150: Tangible capital assets – amendments add a new criterion to the definition of a tangible capital asset, new definition of a collection, new disclosure requirements for works of art, historical treasures and/or collections, and other new guidance for purchased and constructed tangible capital assets.



## 2025 Audit Plan: Materiality

When establishing the overall audit strategy, materiality is determined for assessing the risks of material misstatement and determining the nature, timing and extent of further audit procedures.

- Planning Materiality - \$1,150,000
- Materiality
  - Professional judgment that is made in the context of our knowledge, assessment of risk and reporting requirements
  - The materiality amount impacts the extent of the scope of work we perform, as it is based on high- and low-risk scope levels, which are determined as a percentage of materiality (other testing is done on a random sampling basis and is not affected by materiality)
  - Materiality is based on 0.5-1% of total prior year assets
  - We will review all errors in excess of 2% of materiality

## Areas of Emphasis

- Taxation revenue and receivables - collectability
- Grant revenue and receivables - completeness and existence
- Operating expenses - completeness and existence
- Tangible capital assets - completeness, existence and valuation
- Reserve, reserve funds and amounts set aside by Council - completeness and existence

If you have any questions about these or other matters relating to any of our professional services, we would be pleased to discuss them further with you.

Yours truly,

**RLB LLP**

Per:



Murray Short, MBA, CPA, CA, C. Dir.  
Engagement Partner



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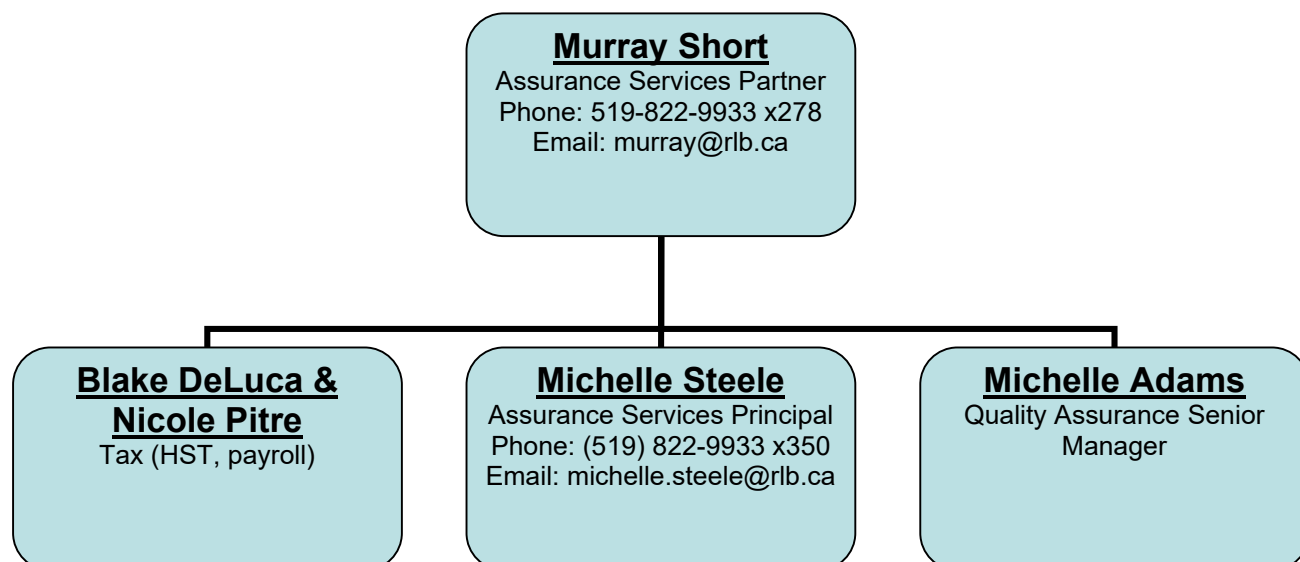
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Yours truly,

**RLB LLP**

Per:



Murray Short, MBA, CPA, CA, C. Dir.  
Engagement Partner





## TOWNSHIP OF WELLINGTON NORTH

TO: Mayor and Council

DATE: 2025-12-15

MEETING TYPE: Open

SUBMITTED BY: Tammy Stevenson, Manager of Infrastructure & Engineering

REPORT #: INF 2025-024

REPORT TITLE: Maple Ridge Estates Subdivision Stage 4 Preliminary Acceptance and Security Reduction

### RECOMMENDED MOTION

THAT the Council of the Corporation of the Township of Wellington North receive Report INF 2025-024 being a report Maple Ridge Estates Subdivision Stage 4 Preliminary Acceptance and Security Reduction;

AND THAT Council receives the correspondence from Dustin Lyttle, Triton Engineering Services Limited, dated December 9, 2025, regarding Maple Ridge Estates Subdivision (Arthur) Preliminary Acceptance Stage 4 Municipal Services;

AND FURTHER THAT Preliminary Acceptance be granted for Stage 4 Municipal Services works for Forest View Estates Subdivision with the guarantee and maintenance period commencing on November 27, 2024;

AND FURTHER THAT Council as per Section 9.3 of the Subdivision Agreement between the Corporation of the Township of Wellington North and Maple Ridge Estate Inc. for its Maple Ridge Estates Subdivision in the community of Kenilworth (Draft Plan 23T-87018) grant a reduction in securities to the retained amount of \$30,000.

### PREVIOUS REPORTS/BY-LAWS/RESOLUTIONS

Resolution 2022-007 Security Reduction

Maple Ridge Estates Subdivision Agreement

Draft Plan of Subdivision 23T-87018 Maple Ridge Estates

## BACKGROUND

The Maple Ridge Estates Subdivision is located on Sideroad 3E, west of Highway 6, in Kenilworth. Construction of the works started in 2020 under a Subdivision Agreement dated December 13, 2019.

Preliminary Acceptance was granted for Stages 1 and 2 municipal infrastructure services for this development in August 2020 and Stage 3 in October 2020.

The developer's engineer, S. Burnett and Associates Limited, is requesting Preliminary Acceptance for Stage 4 works as part of this subdivision development.

## ANALYSIS

Stage 4 works involve the completion of the final coat of asphalt, sidewalks, topsoil, sodding, trees, driveway ramps, fencing and all other requirement of the Subdivision Agreement.

Municipal consulting engineer, Triton Engineering Services Limited, has reviewed the supporting documentation and works completed to date. Triton recommends granting Preliminary Acceptance of Stage 4 works as shown in Attachment 1 with maintenance period commencing as of November 27, 2024. Triton further recommends a security reduction to the retained amount of \$30,000.

## CONSULTATION

Consultation with Township's CAO and CBO.

## FINANCIAL CONSIDERATIONS

None

## ATTACHMENTS

Attachment 1 Triton Engineering Services Limited letter dated December 9, 2025  
Maple Ridge Estates Subdivision (Kenilworth) – Preliminary Acceptance  
Stage 4 Municipal Services

## STRATEGIC PLAN 2024

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

☒ N/A Core-Service

Approved by: Brooke Lambert, Chief Administrative Officer ☒



105 Queen Street West, Unit 14  
 Fergus  
 Ontario N1M 1S6  
 Tel: (519) 843-3920  
 Fax: (519) 843-1943  
 Email: [info@tritoneng.on.ca](mailto:info@tritoneng.on.ca)

ORANGEVILLE • FERGUS • HARRISTON

December 9, 2025

Township of Wellington North  
 7490 Sideroad 7  
 Kenilworth, Ontario  
 N0G 2E0

Attention: Tammy Stevenson  
 Manager of Infrastructure and Engineering

RE: Township of Wellington North  
 Maple Ridge Estates Subdivision (Kenilworth)  
 Preliminary Acceptance  
 Stage 4 Municipal Services  
 OUR FILE: A5522A

Dear Ms. Stevenson:

Further to a request from the Developer's consultant, Stephen Burnett & Associates (Burnett), dated November 27, 2024 (attached) regarding Preliminary Acceptance of Stage 4 municipal services (i.e. topcoat of asphalt, sidewalks, topsoil & sodding, trees, driveway ramps and fencing) for the Maple Ridge Estates Subdivision, we wish to advise as follows:

- Site inspections have been completed by Triton Engineering Services Limited, Burnett and municipal staff. Deficiencies have been noted during the inspection; however, these do not impact the substantial completion status. A complete deficiency list has been composed and will be forwarded to the Developer. These deficiencies are to be addressed in a timely fashion. Securities currently in place shall be retained to ensure these deficiencies are completed satisfactorily.
- The Developer's consultant has provided written certification that all services have been constructed and installed in accordance with the approved plans and specifications in their November 27, 2024, letter (attached).

Based on the preceding, we recommend that Preliminary Acceptance be granted for Stage 4 municipal services for the Maple Ridge Estates Subdivision. Also, the guarantee and maintenance period commence as of November 27, 2024.

Further, we recommend that the current securities held by the municipality be reduced to **\$30,000** as per the attached November 27, 2024 request from Burnett, which reflects the minimum security to be retained as per Section 9.3.6 of the Subdivision Agreement, subject to confirmation that all outstanding accounts with respect to the development have been paid in full and that the Developer is not in default of its obligations pursuant to its agreement(s) with the municipality.

Please note the request from Burnett, dated November 27, 2024 (attached) further requested final acceptance of Stages 1, 2 and 3 however these are not considered within this recommendation. A separate request will need to be provided.

We trust that this information is satisfactory and should you have any questions please contact the undersigned.

Respectfully,  
TRITON ENGINEERING SERVICES LIMITED

A handwritten signature in blue ink, appearing to read 'DL', with a long horizontal stroke extending to the right.

Dustin Lyttle, P. Eng

Encl.

cc: Darren Jones, Chief Building Official  
Blake Aram, Stephen Burnett & Associates  
Jim Coffey, Royal LePage

November 27, 2024

Township of Wellington North  
7490 Sideroad 7 West, PO Box 125  
Kenilworth, ON N0G 2E0

**Attn:** Tammy Stevenson, Senior Project Manager

**Re:** Maple Ridge Estates, Kenilworth  
Final Acceptance: Stage 1-3  
Preliminary Acceptance: Stage 4  
SBA File No: D14001

Dear Tammy,

On behalf of 940749 Ontario Limited and in accordance with section 4.2 of the subdivision agreement, we are formally writing to request preliminary acceptance for stage (4) from the Township of Wellington North for the Maple Ridge Estates Subdivision (File No. 23T-87018).

S. Burnett & Associates can confirm that all work completed to date has been under the full-time supervision of the developer's engineer and is in general conformance to the approved plans and Township of Wellington North municipal servicing standards. These works include:

- Stage (1) - All underground storm sewer including service connections to street allowance limits, and all storm water management works
- Stage (2) – All road works up to and including granular road base, curb and gutter, base asphalt, boulevard grading, installation of street and traffic signs and installation of conduit for hydro and other utilities.
- Stage (3) – All utility works including hydro distribution system, service connections to the edge of road allowance and street lighting.
- Stage (4) – All remaining work including topcoat asphalt, fencing and landscaping as required.

Additionally, we are requesting that final acceptance be granted for Stages (1), (2) and (3) per the Subdivision Agreement. Preliminary acceptance for Stage (1) and (2) was granted in July 2020 and Stage (3) was granted in October 2020 and therefore all works under theses stages have been maintained for the minimum two (2) year period per Section 5.1 of the Subdivision Agreement. During the summer of 2024, site inspections were conducted with Township staff and their consultants to assess the drainage



and SWM infrastructure and roadworks up to base asphalt. All required remediation work was completed prior to paving of top course asphalt in November 2024.

Now that the Subdivision rights-of-ways have been constructed to finished asphalt, we are respectfully requesting the Township consider assuming the winter maintenance of Paula Crescent and Parker Drive. The subdivision is approximately 80% fully occupied and winter maintenance completed by the Township may be considered more appropriate for these homeowners.

We trust you will find this acceptable and request that the Township issue a Certificate of Preliminary Acceptance for stage (4) and Final Acceptance for stages (1), (2) and (3). Our request for a reduction in securities currently being held by the Township will be submitted separately.

Should you have any questions or require further information, please do not hesitate to contact myself.

Regards,



Blake Aram, P. Eng  
Civil Engineer  
**S. Burnett & Associates Limited**

cc: Dustin Lyttle, Triton Engineering Services Ltd.  
James Coffey, 940749 Ontario Ltd.  
Stephen Burnett, S. Burnett & Associates Ltd.  
Darren Jones, Township of Wellington North

D15001\_Request for Prelim Acceptance\_Stage 4\_FINAL\_28Nov24

November 27, 2024  
Maple Ridge Estates Development  
Kenilworth, ON  
SBA Job #: D15001

APPLICATION FOR REDUCTRION OF SECURITY (Section 9.3, Schedule 'J')

TO: Triton Engineering Services Ltd. Engineer, Township of Wellington North  
DEVELOPER: Maple Ridge Estates Inc.  
AGREEMENT: December 12, 2019  
PROPERTY: PT LT 20 CON WOSR, DIVISION 3 ARTHUR TOWNSHIP; PT LT 20 CON WOSR,  
DIVISION 4 ARHUR TOWNSHIP PTS 1-5, 60R2972; S/T RON78961; WELLINGTON  
NORTH  
APPLICATION NO.: 4

The undersigned, S. Burnett & Associates Ltd., being the Developer's Engineer, hereby confirms that the Works constructed as at the date of this application have been installed by the Developer under the full time supervision of the Developer's Engineer and in accordance the requirements of the Subdivision Agreement between the Developer and the Township.

The Works installed to the date hereof and the calculation of the cost thereof are detailed in the schedule attached hereto.

Further, the undersigned Developer's Engineer hereby confirms that all works as outlined in Schedule 'E' of the Subdivision Agreement have been constructed as at the date of this application and the calculation of the estimated cost thereof are detailed in the schedule attached hereto.

The Township is currently holding a security in the amount of \$309,000.00 associated with LC #3958. We are applying to have this security reduced by \$279,000.00 for new total amount secured of \$30,0000.00, which is the minimum required amount to be held by the Township per Section 9.3 of the Subdivision Agreement.

This application is given and delivered to the Township with full knowledge that the Township Engineer and the Township rely upon the information contained herein in granting a reduction of the security held by the Township pursuant to Section 9.2 of the said Subdivision Agreement affect the above property.

DATED at Orangeville, Ontario on this 27<sup>th</sup> day of November 2024.

Regards,



Blake Aram, P. Eng  
Civil Engineer

**S. Burnett and Associated Ltd.**

Incl. Security Reductions Summary

Cc: James Coffey, 940749 Ontario Ltd.  
Stephen Burnett, S. Burnett & Associates Ltd.  
Dustin Lyttle, Triton Engineering Services Ltd.  
Darren Jones, Township of Wellington North

COPY



Prepared by:  
Checked by:  
Date:  
Revision no.:

B.Aram  
S. Burnett  
2024-11-27  
4

Reduction in Securities  
Maple Ridge Estates - Kenilworth, ON

Project No. D15001

Security Reduction Summary

Section				Total Price	Amount Prev Completed	Amount Cur Completed	Total Completed	Amount Retained
Section A Miscellaneous Costs				\$37,500.00	\$33,000.00	\$4,500.00	\$37,500.00	\$0.00
Section B General Siteworks/Earthworks				\$154,993.50	\$154,993.50	\$0.00	\$154,993.50	\$0.00
Section C Roadworks (Streets A & B)				\$299,968.30	\$251,487.82	\$48,480.48	\$299,968.30	\$0.00
Section D Main Entrance				\$17,343.59	\$10,382.77	\$6,960.82	\$17,343.59	\$0.00
Section E Driveway				\$68,050.00	\$68,050.00	\$0.00	\$68,050.00	\$0.00
Section F Storm Sewers				\$192,750.00	\$188,416.66	\$4,333.34	\$192,750.00	\$0.00
Section G Storm Water Management Pond & Access				\$131,549.50	\$131,549.50	\$0.00	\$131,549.50	\$0.00
Section H Electrical & Utilities				\$129,297.00	\$129,297.00	\$0.00	\$129,297.00	\$0.00
Construction Total				\$1,031,451.89	\$967,177.25	\$64,274.64	\$1,031,451.89	\$0.00
Engineering Design & Approvals	10%	LS		\$103,145.19	\$87,490.48	\$15,654.71	\$103,145.19	\$0.00
Contingencies (10%)	10%	LS		\$103,145.19	\$87,490.48	\$15,654.71	\$103,145.19	\$0.00
Non-Construction Total				\$206,290.38	\$174,980.96	\$31,309.42	\$206,290.38	\$0.00
Project Total				\$1,237,742.27	\$1,142,158.21	\$95,584.06	\$1,237,742.27	\$0.00
Original Amount Secured (LC #3958)				\$1,200,000.00				
100% of incompleted work				\$0.00				
20% of completed work (Phase 4)				\$9,696.10				
Total Amount Retained Rounded				\$30,000.00				
				\$30,000.00				
Current LC #3958 Balance				\$309,000.00				
Total Requested Amount for Release				\$279,000.00				



Project No.

D15001

Items	Description	Quantity	Unit	Unit Price	Total Price	Amount Prev Completed	Amount Cur Completed	Total Completed	Amount Remaining
A	Miscellaneous Costs:								
	Mobilization/Demobilization	1	LS	\$10,000.00	\$10,000.00	\$8,000.00	\$2,000.00	\$10,000.00	\$0.00
	Bonding / Insurance	1	LS	\$20,000.00	\$20,000.00	\$20,000.00		\$20,000.00	\$0.00
	Utility Location / Layout	1	LS	\$2,500.00	\$2,500.00	\$2,500.00		\$2,500.00	\$0.00
	Environmental Mitigation Measures	1	LS	\$5,000.00	\$5,000.00	\$2,500.00	\$2,500.00	\$5,000.00	\$0.00
Total Section A Miscellaneous Costs					\$37,500.00	\$33,000.00	\$4,500.00	\$37,500.00	\$0.00

Items	Description	Quantity	Unit	Unit Price	Total Price	Amount Prev Completed	Amount Cur Completed	Total Completed	Amount Remaining
B	General Siteworks/Earthworks								
	Clearing, Grubbing & Stockpiling of Material	4,014	sq.m	\$6.50	\$26,091.00	\$26,091.00		\$26,091.00	\$0.00
	Relocating Existing Stockpile Material	4,200	cu.m	\$8.00	\$33,600.00	\$33,600.00		\$33,600.00	\$0.00
	Earth Excavation	1,350	cu.m	\$10.00	\$13,500.00	\$13,500.00		\$13,500.00	\$0.00
	Supply, Place, Grade and Compact Fill	1,800	cu.m	\$30.00	\$54,000.00	\$54,000.00		\$54,000.00	\$0.00
	1.8m Chainkink Fencing (Perimeter of Private Driveway & Public School Property)	330	m	\$80.00	\$26,400.00	\$26,400.00		\$26,400.00	\$0.00
	School Access Sidewalk								\$0.00
	1.5m Concrete Sitewalk (OPSD 310.010)	32	sq. m	\$35.00	\$1,102.50	\$1,102.50		\$1,102.50	\$0.00
	• Granular "A" (150mm)	12	tonne	\$25.00	\$300.00	\$300.00		\$300.00	\$0.00
	Total Section B General Siteworks					\$154,993.50	\$154,993.50	\$0.00	\$154,993.50
							\$0.00	\$154,993.50	\$0.00

Items	Description	Quantity	Unit	Unit Price	Total Price	Amount Prev Completed	Amount Cur Completed	Total Completed	Amount Remaining
C	Roadworks (Streets A & B)								
	Sub Base And Base								
	• Granular "B" (450mm)	4,670	tonne	\$20.00	\$93,392.72	\$93,392.72		\$93,392.72	\$0.00
	• Granular "A" (150mm)	1,398	tonne	\$25.00	\$34,961.88	\$34,961.88		\$34,961.88	\$0.00
	Subdrain								
	100mm dia. Perforated subdrain wrapped in filter cloth, under all curbs	840	m	\$20.00	\$16,800.00	\$16,800.00		\$16,800.00	\$0.00
	Subdrain Connection To Structures	10	ea	\$250.00	\$2,500.00	\$2,500.00		\$2,500.00	\$0.00
	Concrete Gutter								
	Concrete Curb & Gutter (OPSD 600.040)	765	m	\$45.00	\$34,425.00	\$34,425.00		\$34,425.00	\$0.00
	Concrete Gutter Spillway (OPSD 604.010)	2	ea	\$400.00	\$800.00	\$800.00		\$800.00	\$0.00
	Asphalt Base and Surface								
	• HL#4 (50mm)	466	tonne	\$115.00	\$53,608.22	\$53,608.22		\$53,608.22	\$0.00
	• HL#3 (40mm)	373	tonne	\$130.00	\$48,480.48	\$0.00	\$48,480.48	\$48,480.48	\$0.00
	Traffic Control Signage	1	LS	\$15,000.00	\$15,000.00	\$15,000.00		\$15,000.00	\$0.00
	Total Section C Roadworks (Streets A & B)					\$299,968.30	\$251,487.82	\$48,480.48	\$299,968.30
									\$0.00



Project No.

D15001

Items	Description	Quantity	Unit	Unit Price	Total Price	Amount Prev Completed	Amount Cur Completed	Total Completed	Amount Remaining
D	<b>Main Entrance</b>								
	Sub Base And Base								
	• Granular "B" (450mm)	200	tonne	\$20.00	\$4,000.50	\$4,000.50		\$4,000.50	\$0.00
	• Granular "A" (150mm)	57	tonne	\$25.00	\$1,414.05	\$1,414.05		\$1,414.05	\$0.00
	Subdrain								
	100mm dia. Perforated subdrain wrapped in filter cloth, under all curbs	35	m	\$20.00	\$700.00	\$700.00		\$700.00	\$0.00
	Concrete Gutter								
	Concrete Curb & Gutter (OPSD 600.040)	35	m	\$60.00	\$2,100.00	\$2,100.00		\$2,100.00	\$0.00
	Asphalt Base and Surface								
	• HL#4 (50mm)	19	tonne	\$115.00	\$2,168.22	\$2,168.22		\$2,168.22	\$0.00
	• HL#3 (40mm)	15	tonne	\$130.00	\$1,960.82	\$0.00	\$1,960.82	\$1,960.82	\$0.00
	Miscellaneous								
	Estate Sign	1	LS	\$5,000.00	\$5,000.00	\$0.00	\$5,000.00	\$5,000.00	\$0.00
Total Section D Main Entrance					\$17,343.59	\$10,382.77	\$6,960.82	\$17,343.59	\$0.00

Items	Description	Quantity	Unit	Unit Price	Total Price	Amount Prev Completed	Amount Cur Completed	Total Completed	Amount Remaining
E	<b>Driveways</b>								
	Sub Base And Base								
	• Granular "B" (300mm)	1,250	tonne	\$20.00	\$25,000.00	\$25,000.00		\$25,000.00	\$0.00
	• Granular "A" (150mm)	630	tonne	\$25.00	\$15,750.00	\$15,750.00		\$15,750.00	\$0.00
	Asphalt Base and Surface								
	• HL#3 (50mm)	210	tonne	\$130.00	\$27,300.00	\$27,300.00		\$27,300.00	\$0.00
									\$0.00
Total Section E Driveway					\$68,050.00	\$68,050.00	\$0.00	\$68,050.00	\$0.00

Items	Description	Quantity	Unit	Unit Price	Total Price	Amount Prev Completed	Amount Cur Completed	Total Completed	Amount Remaining
F	<b>Storm Sewer System</b>								
	Storm Sewer Pipe:								
	400mm Dia. PVC SDR 35	100	m	\$300.00	\$30,000.00	\$30,000.00		\$30,000.00	\$0.00
	300mm Dia. PVC SDR 35	420	m	\$150.00	\$63,000.00	\$63,000.00		\$63,000.00	\$0.00
	250mm Dia. PVC SDR 35 CB Leads	100	m	\$125.00	\$12,500.00	\$12,500.00		\$12,500.00	\$0.00
	100mm Dia. PVC Storm Lateral Service	19	ea	\$1,250.00	\$23,750.00	\$23,750.00		\$23,750.00	\$0.00
	CCTV Storm Sewer	1	LS	\$6,500.00	\$6,500.00	\$2,166.66	\$4,333.34	\$6,500.00	\$0.00
	Manholes and Catchbasins								
	MHCB (1200mm Dia. OPSD)	2	ea	\$4,000.00	\$8,000.00	\$8,000.00		\$8,000.00	\$0.00
	MHCB (1500mm Dia. OPSD)	1	ea	\$4,000.00	\$4,000.00	\$4,000.00		\$4,000.00	\$0.00
	MH (1200mm Dia. OPSD)	3	ea	\$4,000.00	\$12,000.00	\$12,000.00		\$12,000.00	\$0.00
	MH (1500mm Dia. OPSD)	1	ea	\$4,000.00	\$4,000.00	\$4,000.00		\$4,000.00	\$0.00
	MH (1800mm Dia. OPSD)	1	ea	\$4,000.00	\$4,000.00	\$4,000.00		\$4,000.00	\$0.00
	CB (OPSD)	10	ea	\$2,500.00	\$25,000.00	\$25,000.00		\$25,000.00	\$0.00
Total Section F Storm Sewers					\$192,750.00	\$188,416.66	\$4,333.34	\$192,750.00	\$0.00





Project No.

D15001

Items	Description	Quantity	Unit	Unit Price	Total Price	Amount Prev Completed	Amount Cur Completed	Total Completed	Amount Remaining
G	<b>Storm Water Management Pond &amp; Access</b>								
	<u>Storm Water Management Pond</u>								
	Supply and Install Clay Liner	1542	sq. m	\$10.00	\$15,420.00	\$15,420.00		\$15,420.00	\$0.00
	Rip Rap Protection c/w Geotextile Lining (Terrafix 270R or Approved Equivalent) as Indicated on Drawing	70	sq. m	\$50.00	\$3,500.00	\$3,500.00		\$3,500.00	\$0.00
	Topsoil and Hydroseeding	4292	sq. m	\$4.50	\$19,314.00	\$19,314.00		\$19,314.00	\$0.00
	Concrete Headwall (OPSD 804.030)	2	ea	\$4,500.00	\$9,000.00	\$9,000.00		\$9,000.00	\$0.00
	Galvanized Steel Handrail (OPSD 980.101)	2	ea	\$1,200.00	\$2,400.00	\$2,400.00		\$2,400.00	\$0.00
	Outlet Pipe - 650mm Dia. Pipe	180	m	\$350.00	\$63,000.00	\$63,000.00		\$63,000.00	\$0.00
	Connection To Existing Municipal Drain Branch 'B'	1	LS	\$1,500.00	\$1,500.00	\$1,500.00		\$1,500.00	\$0.00
	<u>Storm Water Runoff ROW</u>								
	Ditching	85	m	\$25.00	\$2,125.00	\$2,125.00		\$2,125.00	\$0.00
	Topsoil and Hydroseeding	335	sq. m	\$4.50	\$1,507.50	\$1,507.50		\$1,507.50	\$0.00
	<u>Storm Water Management Pond Access</u>							\$0.00	
	Ditching	81	m	\$25.00	\$2,025.00	\$2,025.00		\$2,025.00	\$0.00
	Topsoil and Hydroseeding	374	sq. m	\$4.50	\$1,683.00	\$1,683.00		\$1,683.00	\$0.00
	<u>Driveway Sub Base And Base</u>								
	• Granular "B" (300mm)	310	tonne	\$20.00	\$6,200.00	\$6,200.00		\$6,200.00	\$0.00
	• Granular "A" (150mm)	155	tonne	\$25.00	\$3,875.00	\$3,875.00		\$3,875.00	\$0.00
	Total Section G Storm Water Management Pond & Access				\$131,549.50	\$131,549.50	\$0.00	\$131,549.50	\$0.00

Items	Description	Quantity	Unit	Unit Price	Total Price	Amount Prev Completed	Amount Cur Completed	Total Completed	Amount Remaining
H	<b>Electrical &amp; Utilities</b>								
	<u>Civil Works</u>								
	Excavation of trenches, masonry sand padding and backfill	1	LS	\$15,000.00	\$15,000.00	\$15,000.00		\$15,000.00	\$0.00
	Supply and install concrete vaults, grounding grid and crush stone for transformers	3	ea	\$1,500.00	\$4,500.00	\$4,500.00		\$4,500.00	\$0.00
	Supply and install Hydro One roadcrossing ductbank	4	ea	\$1,500.00	\$6,000.00	\$6,000.00		\$6,000.00	\$0.00
	Supply and install Hydro One street light roadcrossing ductbank	1	ea	\$1,500.00	\$1,500.00	\$1,500.00		\$1,500.00	\$0.00
	<u>Hydro One Electrical</u>								
	Supply and Install single phase primary underground cable (Red Phase)	796	m(P)	\$25.00	\$19,900.00	\$19,900.00		\$19,900.00	\$0.00
	100mm PVC Type II duct (including pull rope and end caps)	1637	m(P)	\$12.00	\$19,644.00	\$19,644.00		\$19,644.00	\$0.00
	Secondary underground triplex cable 3/0 aluminum from transformers to property line (including marker stakes, 100mm pipe and cable protection)	954	m(P)	\$10.00	\$9,540.00	\$9,540.00		\$9,540.00	\$0.00
	Secondary underground cable 250 kcmil from transformers to property line (including marker stakes, 100mm pipe and cable protection)	426	m(P)	\$12.00	\$5,112.00	\$5,112.00		\$5,112.00	\$0.00
	Cable labeling to hydro One nomenclature	1	LS	\$1,200.00	\$1,200.00	\$1,200.00		\$1,200.00	\$0.00
	<u>Street Lighting</u>								
	Street light cable	467	m(P)	\$8.00	\$3,736.00	\$3,736.00		\$3,736.00	\$0.00
	Street light, base, pole luminaire and grounding (48W LED)	13	ea	\$2,750.00	\$35,750.00	\$35,750.00		\$35,750.00	\$0.00
	Stree lighting pedestal (including secondary feed to transformer, vault and grounding)	1	ea	\$4,000.00	\$4,000.00	\$4,000.00		\$4,000.00	\$0.00
	53mm dia. conduit including pull rope	428	m(P)	\$5.00	\$2,140.00	\$2,140.00		\$2,140.00	\$0.00
	Cable terminations at transformers	3	ea	\$25.00	\$75.00	\$75.00		\$75.00	\$0.00
	<u>Miscellaneous</u>								
	ESA permits, inspection, certification	1	LS	\$1,200.00	\$1,200.00	\$1,200.00		\$1,200.00	\$0.00
	Total Section H Electrical & Utilites				\$129,297.00	\$129,297.00	\$0.00	\$129,297.00	\$0.00



## TOWNSHIP OF WELLINGTON NORTH

TO: Mayor and Council

DATE: 2025-12-15

MEETING TYPE: Open

SUBMITTED BY: Karren Wallace, Director Legislative Services/Clerk

REPORT #: CLK 2025-018

REPORT TITLE: Full cost recovery cemetery

### RECOMMENDED MOTION

THAT the Council of the Corporation of the Township of Wellington North receive Report CLK 2025-018 being a report on full cost recovery for the cemetery.

AND THAT Council approve the 2026 fees and charges for the Cemetery (Schedule C) as follows.

DESCRIPTION	2026 FEE
<b><u>SALES</u></b>	
Single Grave 3 ½ feet x 10 feet plot \$1910.00	\$3,181.00
Care and Maintenance Fund (40% of selling price \$1,272.40)	
Cremation Plots (3 ft x 4 ft with 2 ft sidewalk) \$1,440	\$2,400.00
Care and Maintenance Fund (40% of selling price \$960.00)	
Single niche to accommodate two urns (Niche \$1,910.00)	\$2,247.00
Care and Maintenance Fund (15% of selling price \$337.05)	
Scattering Garden (\$111.00)	
Care and Maintenance Fund (40% \$74.00)	\$185.00

<b><u>INTERMENT/INURNMENT</u></b>	
Adult	\$1,910.00
Child (12 years and under)	\$1,000.00
Cremated remains in standard plot	\$600.00
Double depth charge – extra	\$500.00
Inurnment in niche	\$600.00
Scattering garden	\$600.00
<b><u>Surcharges:</u></b>	
Saturday funerals until 12 noon - standard burial & 12 yrs and under	\$400.00
Saturday funerals until 12 noon - cremated remains & scattering garden	\$260.00
Saturday funerals until 12 noon– niche	\$150.00
Burials inurnments that occur outside the hours of 9 a.m. – 3 p.m. Mon-Fri	\$140.00
Statutory holidays, Easter Monday, Remembrance ay, winter burial if ordered by Public Health Standard rate plus all charges	
<b><u>DISINTERMENT</u></b>	
Standard burial	\$2,000.00
Cremated remains	\$1,100.00
<b><u>VAULT STORAGE</u></b>	
	\$300.00
<b><u>MONUMENT INSTALLATIONS</u></b>	
Staking fee	\$75.00
Monument care & maintenance fund:	
Flat marker (under 1,116.13 sq centimeters-173 sq inches)	NIL
Flat Marker (over 1,116.13 sq centimeters-173 sq inches)	\$100.00
Upright Marker (under 4 ft.)	\$200.00
Upright Marker (over 4 ft.)	\$400.00
<b><u>ADMINISTRATION</u></b>	
Transfer of Interment Rights or resale to municipality per plot	\$100.00
Admin fee and Research per hour	\$55.00
Assisting as Pallbearer (min 1 hour)	\$55.00/hr
<b><u>OTHER</u></b>	
Rental of any equipment	Rate charged

## PREVIOUS REPORTS/BY-LAWS/RESOLUTIONS

CLK 2024-030 cemetery hours of operation (Closed)

CLK 2024-029 cemetery signage update

CLK 2024-026 cemetery by-law

CLK 2024-017 cemetery maintenance update

CLK 2024-007 cemetery entrance design

CLK 2024-006 cemetery full cost recovery;

CLK 2024-002 Cemetery full cost recovery

CLK 2023-037 Cemetery fees and charges

CLK 2023-031 Mount Forest Cemetery Entrance Repair Update Cultural Roundtable

## CLK 2021-017 Cemetery fees and charges

## CLK 2017-037 Mount Forest Cemetery By-law

**BACKGROUND**

Report CLK 2024-006 regarding cemetery full cost recovery was received by Council on March 11, 2024, attached as Schedule A, and the following resolution was passed:

THAT the Council of the Corporation of the Township of Wellington North receive Report CLK 2024-007 cemetery full cost recovery;

AND THAT if Council wishes to move to full cost recovery that a 3-year phase in approach be adopted effective May 1, 2024;

AND FURTHER THAT the fees and charges by-law be amended to reflect the 2024 increase as follows:

Details	Current	2024	2025	2026
Single Grave Purchase	\$900.00	\$1,243.33	\$1,581.52	\$1,909.55
Niche purchase	\$1,275.00	\$1,243.33	\$1,581.52	\$1,909.55
Adult Burial	\$1,000.00	\$1,309.00	\$1,613.37	\$1,908.60
Cremated remains in standard plot	\$400.00	\$468.67	\$536.30	\$601.91
Double depth charge – extra	\$175.00	\$286.58	\$396.49	\$503.11
Inurnment in niche	\$250.00	\$301.50	\$152.23	\$407.43
Scattering garden	\$150.00	\$167.17	\$184.08	\$200.48
Sat until 12 noon – standard burial	\$365.00	\$377.02	\$388.85	\$400.33
Vault Storage	\$185.00	\$224.48	\$263.37	\$301.10
Staking fee	\$50.00	\$58.58	\$67.04	\$75.24

The above table includes the approved rate increases, based on a phased full-cost approach as set out in Report CLK 2024-007.

While the increase in revenue has not kept pace with the actual costs of operating the cemetery, some strides have been made to reduce expenditures and recover costs. In 2025, Owen Sound Vault (OSV) was contracted to do burials, resulting in an approximate 47% reduction in Wellington North staff cemetery wages and benefits.

Alternatively, the burial expenditure has increased 99%, due to the contract with OSV. OSV does charge more for some services than what was approved by Council in Report CLK 2024-006. As a result, in order to keep the OSV related costs as “cost-recovery”, three

categories of approved 2026 fees should be revised to match OSV charges to the Township as follows:

Details	Approved 2026	Proposed 2026
Child 12 years and under	\$300.00	\$1,000.00
Inurnment in niche	\$407.43	\$600.00
Scattering garden	\$200.48	\$600.00

## ANALYSIS

Based on 2024 actuals rebased to factor in the changes made in 2025 for OVS operations, the deficit was \$98,724. In order to reach full cost recovery in 2027, the fees for sales on plots or niches, would need to be increased by \$3,291.40, over and above the current \$1,910.00 for a purchase price \$5,201.40.

It should be noted that contracting with Owen Sound Vault has been a very good partnership with very few downsides. As requested by England Funeral Home, we were able to expand hours of burials and inurnments. One downside has been that winter storage burials can't occur on Saturdays.

Attachment B shows a comparison of revenue and expenditures in other municipalities. It is very difficult to determine if they are achieving full cost recovery as most do not include interfunctional transfers which Wellington North does.

## CONSULTATION

Director of Finance

Deputy Clerk

Local municipalities

England Funeral Home

## FINANCIAL CONSIDERATIONS

There are no financial considerations in receiving this report.

## ATTACHMENTS

Schedule A - Report CLK 2024-006

Schedule B - comparison of revenue and expenditures in other municipalities

## STRATEGIC PLAN 2024

☐ Shape and support sustainable growth

How:

☐ Deliver quality, efficient community services aligned with the Township's mandate and capacity

How:

- ☐ Enhance information sharing and participation in decision-making  
How:
- ☒ N/A Core-Service

Approved by: Brooke Lambert, Chief Administrative Officer ☒





## TOWNSHIP OF WELLINGTON NORTH

TO: Mayor and Council

DATE: 2024-03-11

MEETING TYPE: Open

SUBMITTED BY: Karren Wallace, Director Legislative Services/Clerk

REPORT #: CLK 2024-006

REPORT TITLE: Cemetery full cost recovery

### RECOMMENDED MOTION

THAT the Council of the Corporation of the Township of Wellington North receive Report CLK 2024-006 cemetery full cost recovery;

AND THAT if Council wishes to move to full cost recovery that a 3-year phase in approach be adopted effective May 1, 2024;

AND FURTHER THAT the fees and charges by-law be amended to reflect the 2024 increase.

### PREVIOUS REPORTS/BY-LAWS/RESOLUTIONS

- CLK 2024-002 Cemetery full cost recovery
- CLK 2023-037 Cemetery fees and charges
- CLK 2021-017 Cemetery fees and charges
- CLK 2017-037 Mount Forest Cemetery By-law

### BACKGROUND

At the November 29, 2023 special budget meeting, staff were directed to bring a report to Council outlining what the current fees and charges are for the Mount Forest Cemetery and what increases would be required for full cost recovery.

Report CLK 2024-002 was presented on January 29, 2024, and received for information by Council. At that time, Council directed staff to provide a further report regarding historical operating costs of the cemetery, information about the cemeteries used for comparison regarding their size and if they are operating on a full cost recovery, and a proposed fee schedule with a phased in approach with options for more discussion.

Council requested staff provide historical financial information for consideration.

Chart 1 shows a five year revenue and expenditure summary for Wellington North's Mount Forest Cemetery. Overall, average revenues totalled approximately \$53,600 with average expenses totalling approximately \$128,500 – resulting in an average operating cost of \$74,900. It should be noted that 2020 seems to be somewhat of an outlier given the unique circumstances which took place that year, impacting revenue. Attachment 1 to this report provides more detail.

**Chart 1- Wellington North Mount Forest Cemetery**

	2019 Year to Date	2020 Year to Date	2021 Year to Date	2022 Year to Date	2023 Year to Date
<b>Total Revenues</b>	-\$56,481	-\$28,648	-\$52,702	-\$73,004	-\$57,292
<b>Expenditures</b>	\$91,964	\$145,839	\$134,240	\$128,442	\$142,462
<b>Total Operating Costs</b>	\$35,483	\$117,191	\$81,538	\$55,438	\$85,170

Chart 2 shows revenue and expenditures for the 2023 for comparable cemeteries in our area. Mapleton, Guelph Eramosa, Shelburne and Minto show overall, average revenues totalled approximately \$49,527 with average expenses totalling approximately \$91,454 resulting in an average operating cost of \$41,927.

Attachment 2 to this report provides more detail. It also shows that it is difficult to compare revenue and expenditures between cemeteries as all expenses are not tracked the same.

**Chart 2- Municipal Comparisons**

	Mapleton Drayton 2023 Budget	Mapleton Hollen 2023 Budget	Guelph Eramosa 2021 Year to Date	WN Mount Forest 2023 Year to Date	Shelburne 2023 Est year end	Minto 2023 Budget
<b>Total Revenues</b>	-\$35,252	-\$4,757	-\$30,344	-\$57,292	-\$51,555	-\$76,200
<b>Expenditures</b>	\$73,117	\$30,291	\$13,556	\$142,462	\$142,462	\$106,388
<b>Total Operating Costs</b>	\$37,865	\$25,534	-\$16,788	\$85,170	\$90,907	\$30,188

Chart 3 shows the volume of sales and burials at various comparable cemeteries in our area. This shows that the Mount Forest cemetery is one of the busiest cemeteries in the comparisons after Minto.

**Chart 3 – Sales Volumes**

2023	W North	Palmerston	Clifford	Harriston	Shelburne	Southgate	GET	Drayton	Hollen
<b>BURIALS</b>									
Standard	21	7	5	17	17	7	3	14	1
Ashes in ground	17				25	5			
Niche internments	16	14	5	25	4	1	11		
<b>SALES</b>									
Plot	15	4	12	18	14	1	1	5	Nil
Niche	16	5	3	3	4	2			
Cremated remain plots	N/A			1	2		4		

In assessing MF cemetery's financial information, it's important to understand that direct comparisons with other cemeteries may be challenging. This is due to significant variations in operational practices and financial reporting across different municipalities. Each cemetery is influenced by its unique set of circumstances, making a straightforward comparison difficult. For example Wellington North applies interfunctional transfers to recognize operational costs in different departments in the municipality to deliver this service.

Based on the direction provide by Council, staff have identified several options to move towards full-cost recovery using a phased approach:

Option 1 –3 year phase in with Cost of Living Adjustment (3%) Based on 2024 actual Chart 4

**Chart 4 – Proposed Phase in Cost Rates (2024)**

Details	Current	FULL COST 2024	2024	2025	2026
Single Grave Purchase	\$900.00	\$1,900.00	\$1,243.33	\$1,581.52	\$1,909.55
Niche purchase	\$1,275.00	\$1,900.00	\$1,243.33	\$1,581.52	\$1,909.55
Adult Burial	\$1,000.00	\$1,900.00	\$1,309.00	\$1,613.37	\$1,908.60
Cremated remains in standard plot	\$400.00	\$600.00	\$468.67	\$536.30	\$601.91
Double depth charge – extra	\$175.00	\$500.00	\$286.58	\$396.49	\$503.11
Inurnment in niche	\$250.00	\$0.00	\$301.50	\$152.23	\$407.43
Scattering garden	\$150.00	\$200.00	\$167.17	\$184.08	\$200.48
Sat until 12 noon – standard burial & 12 yrs	\$365.00	\$400.00	\$377.02	\$388.85	\$400.33

Vault Storage	\$185.00	\$300.00	\$224.48	\$263.37	<sup>273</sup> \$301.10
Staking fee	\$50.00	\$75.00	\$58.58	\$67.04	\$75.24

Option 2 would be full cost recovery in 2024 (Chart 4)

Option 3 would be to accelerate or extend the phase in period.

Based on this review staff recommend Option 1 be implemented allowing for notice under our Notice Policy.

## CONSULTATION

Jeremiah Idialu, Treasurer/Director of Finance

Comparable municipalities

## FINANCIAL CONSIDERATIONS

There are no financial considerations in receiving this report.

## ATTACHMENTS

Attachment 1 – CLK 2024-006 Township of Wellington North Cemetery- 5 year revenue and expenditures

Attachment 2 – CLK 2024-006 Comparison of other cemeteries 2023 revenue and expenditures

Attachment 3 – CLK 2024-006 updated 2024 fee chart of other cemeteries fees.

## STRATEGIC PLAN 2024

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

Approved by: Brooke Lambert, Chief Administrative Officer ☒

## Township of Wellington North

## Mount Forest Cemetery -Financial Summary Report

Description	2019 Year to Date	2020 Year to Date	2021 Year to Date	2022 Year to Date	2023 Year to Date
<b>REVENUE</b>					
Cem - Plot Sales	-2,915	-4,070	-20,910	-7,660	-5,200
Cem - Internments - Standard	-12,034	-13,908	-15,896	-22,700	-24,925
Cem - Winter Storage	-1,400	-1,925	-2,100	-2,405	-1,480
Cem - Niche Sales	-4,675	-1,905	-8,415	-18,148	-17,850
Cem - Internments - Cremations	-2,125	-610	-210	-3,245	-2,400
Cem - Misc Revenue	-3,925	-2,900	-3,290	-7,925	-5,437
Cem - transfer from P & C trust	-6,072	-3,330	-1,881	-10,921	0
Cem - trans from Res Fd	-23,335	0	0	0	0
<b>Total Revenues</b>	-56,481	-28648	-52702	-73004	-57292
<b>EXPENDITURE</b>					
Cem - N-2 Salaries	\$21,388	\$27,677	\$28,520	\$27,501	\$38,866
Cem - Benefits	2,967	4,194	4,143	4,306	6,130
Cem - Utilities	334	280	347	365	331
Cem - Building Repairs	4,314	4,002	43	0	34
Cem - Prop Expenses	9,836	7,613	7,068	1,524	6,757
Cem - Maintenance - Monuments	0	710	4,437	0	4,050
Cem - Insurance	1,069	2,407	2,877	2,089	2,189
Cem - Grave Digging	1,073	1,020	1,170	2,700	4,867
Cem - Misc Expenses	866	7,060	-1,646	1,301	893
Cem - Prov Reporting Fee	0	447	0	543	544
Cemetery - Amortization Expense	3,056	3,421	3,247	1,341	0
Cem - Equipment Maintenance	3,561	288	204	4,572	601
Cem - Tfr to Capital	33,500	0	0	0	0
Cem - Transfer to Reserves	5,000	5,000	5,000	5,000	0
Cem - Interfunctional transfer	5,000	81,720	78,830	77,200	77,200
<b>Expenditures</b>	\$91,964	\$145,839	\$134,240	\$128,442	\$142,462
<b>Total Operating Costs</b>	\$35,483	\$117,191	\$81,538	\$55,438	\$85,170

Description	Mapleton Drayton 2023 Budget	Mapleton Hollen 2023 Budget	Guelph Eramosa 2021 Budget	WN Mount Forest 2023 Budget	Shelburne 2023 Est year end	Minto 2023 Budget
<b>REVENUE</b>						
Plot Sales	-\$5,742	\$808	-\$4,748	-\$5,200	-\$9,000	-\$33,345
Internments - Standard	-\$15,167	-\$2,183	-\$12,125	-\$24,925	-\$25,000	-\$40,355
Winter Storage			-\$425	-\$1,480		
Niche Sales				-\$17,850	-\$7,055	
Internments - Cremations				-\$2,400		
Misc Revenue	-\$177		-\$4,112	-\$5,437		-\$1,000
Inspection fees	-\$1,196	-\$230		\$0		-\$1,500
Interest	-\$3,045	-\$2,346	-\$8,934		-\$10,500	
Footstones cornerstones	-\$9,925	-\$806		\$0		
<b>Total Revenues</b>	<b>-\$35,252</b>	<b>-\$4,757</b>	<b>-\$30,344</b>	<b>-\$57,292</b>	<b>-\$51,555</b>	<b>-\$76,200</b>
<b>EXPENDITURE</b>						
Salaries cemetery	\$36,767	\$18,042		\$38,866	\$60,776	\$26,555
Salaries admin					\$28,000	
Benefits	\$10,438	\$4,279		\$6,130		\$7,663
Utilities	\$700		\$191	\$331		
Building Repairs Maintenance	\$3,800		\$368	\$34	\$28,381	\$14
Prop Expenses		\$1,772		\$6,757		\$40,448
Maintenance - Monuments	\$3,898	\$2,729		\$4,050		\$1,444
Insurance	\$740	\$420	\$1,026	\$2,189		\$4,766
Machine time charge						\$20,515
Grave Digging	\$3,332	\$590	\$2,890	\$4,867		
Misc Expenses	\$680	\$2,290		\$893		\$3,616
Prov Reporting Fee	\$3,340	\$59		\$544	\$850	\$1,367
Chapel						
Equipment Maintenance	\$5,406	\$110		\$601		
Debenture			\$2,700			
Supplies and services	\$3,832		\$2,566		\$7,600	
Fuel expense					\$10,400	
Indirect cost transfer			\$2,270			
Registration fees	\$184					
Computer support			\$1,545			
Interfunctional transfer				\$77,200		
<b>Expenditures</b>	<b>\$73,117</b>	<b>\$30,291</b>	<b>\$13,556</b>	<b>\$142,462</b>	<b>\$136,007</b>	<b>\$106,388</b>
<b>Total Operating Costs</b>	<b>\$37,865</b>	<b>\$25,534</b>	<b>-\$16,788</b>	<b>\$85,170</b>	<b>\$84,452</b>	<b>\$30,188</b>



Attachment 3 Revised Rates (February 2024)

	WN	Shelburne	G Valley	Mapleton	Minto	Southgate	GET	UNION	GREENFIELD
SALES									
Single Grave	\$900.00	\$1,080.00	\$972.00	\$1070.00	\$660.00	\$855.00	\$1,413.00	\$900.00	\$900.00
Care & maintenance	\$600.00	\$720.00	\$378.00	\$428.00	\$440.00	\$570.00	\$1,413.00	\$600.00	\$600.00
TOTAL	\$1,500.00	\$1,800.00	\$1,320.00	\$1,070.00	\$1,100.00	\$1,425.00	\$2,826.00	\$1,500.00	\$1,500.00
Niche (2 Urns)	\$1,275.00	\$2,125.00	\$1,100.00	\$900.00	\$1,105.00	\$1,615.00	N/A	\$1,700.00	\$1,530.00
Care & maintenance	\$225.00	\$375.00	\$440.00	\$600.00	\$195.00	\$285.00		\$300.00	\$270.00
TOTAL	\$1,500.00	\$2,500.00	\$1,540.00	\$1,500.00	\$1,300.00	\$1,900.00		\$2,000.00	\$1,800.00
Scattering Garden	\$105.00					\$284.75			
Care & maintenance	\$70.00					\$123.60			
TOTAL	\$175.00					\$335.00			
BURIAL									
Adult Burial	\$1,000.00	\$900.00	\$867.00	\$680.00	\$650.00	\$1,120.00	\$1,650.00	\$1,000.00	\$900.00
Saturday Charge									
Additional	\$365.00	\$520.00	\$433.50	\$550.00	\$500.00	\$100.00	\$890.00		\$400.00
Child (12 & under)	\$300.00	\$430.00	\$400.00		\$300.00	\$370.00	\$909.00		\$575.00
Saturday Charge	\$365.00	\$170.00	\$200.00		\$200.00	\$250.00	\$890.00		\$250.00
Cremated Rem in plot	\$400.00	500.00	\$280.00	\$300.00	\$400.00	\$450.00	\$637.00	\$500.00	
Saturday Charge	\$240.00	\$190.00	\$140.00	\$250.00	\$150.00	\$100.00	\$890.00		
Inurnment in Niche	\$250.00	\$250.00	\$280.00	\$200.00	\$150.00	\$235.00		\$250.00	\$500.00
Saturday Charge	\$130.00	\$150.00	\$140.00	\$250.00	\$100.00				\$225.00
Scattering	\$150.00					\$335.00			
Saturday Charge	\$240.00					\$35.00			
Disinterment standard	\$1,000.00		\$2,600.00	\$1,360.00	\$800.00	\$1,120.00	3 <sup>rd</sup> party market		At cost
Disinterment cremated remains	\$400.00						633.00		
Vault Storage	\$185.00	\$200.00	\$250.00	N/C*	\$100.00	\$225.00**	\$505.00		\$175.00
				*\$150.00 buried elsewhere		**258.00 buried elsewhere	15% surcharge for non residents		\$275.00 buried elsewhere

<b>Mount Forest Cemetery</b>	<b>2024</b>
Revenue	\$63,603.00
Expenditure	\$161,861.00
Impact to levy	(\$98,258.00)
<b>Mapleton 2026*</b>	<b>2026</b>
Revenue	\$41,030.00
Expenditure	\$107,700.00
Impact to levy	(\$66,670.00)
*operates two cemeteries	
<b>Bracebridge*</b>	<b>2024</b>
Revenue	\$68,737.00
Expenditure	\$72,949.00
Impact to levy	(\$4,212.00)
*operates 12 cemeteries	
<b>Centre Wellington*</b>	<b>2024</b>
Revenue	\$327,471.00
Expenditure	\$157,320.00
No Impact to levy	\$170,151.00
*operates two cemeteries	
<b>Minto</b>	<b>2024</b>
Revenue	\$86,585.00
Expenditure	\$127,307.00
Impact to levy	(\$40,722.00)
<b>Hanover</b>	<b>2025</b>
Revenue	\$99,500.00
Expenditure	\$159,800.00
Impact to levy	(\$60,300.00)
<b>Shelburne</b>	<b>2024</b>
Revenue	\$49,400.00
Expenditure	\$115,705.00
Impact to levy	(\$66,305.00)

Matthew & Laura Aston

November 17, 2025

Township of Wellington North

7490 Sideroad 7W

Kenilworth ON N0G 2E0

Attention – Director of Legislative Services / Clerk

Subject: 2026 Township Budget – Public Consultation

Dear Clerk,

Please include this letter in the Council agenda package when public consultation is solicited for the proposed 2026 Township budget. It can hopefully serve as a reminder to include support for the Mount Forest Community Pantry that is consistent with what is provided for the Arthur Food Bank.

Thank you for your service and consideration.

Regards,

MATTHEW AND LAURA ASTON

CC: Director of Finance / Treasurer



## COUNTY OF WELLINGTON

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74 WOOLWICH STREET  
GUELPH, ONTARIO  
N1H 3T9

December 2, 2025

Wellington County  
Member Municipality Clerks

Amanda Knight, Township of Guelph/Eramosa  
Nina Lecic, Town of Erin  
Kerri O'Kane, Township of Centre Wellington  
Larry Wheeler, Township of Mapleton  
Annileene McRobb, Town of Minto  
Karren Wallace, Township of Wellington North  
Justine Brotherston, Township of Puslinch

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[jbrotherston@puslinch.ca](mailto:jbrotherston@puslinch.ca)

Good afternoon,

At its meeting held on November 27, 2025, Wellington County Council approved the following recommendation from the Planning Committee:

**That the report "Bill 60 – Fighting Delays, Building Faster Act, 2025" be received for information; and**

**That the report "Bill 60 – Fighting Delays, Building Faster Act, 2025" be circulated to Member Municipalities for information.**

Please find enclosed the Bill 60 – Fighting Delays, Building Faster Act, 2025 report.

Should you have any questions, please contact Jameson Pickard, Senior Policy Planner at [jamesonp@wellington.ca](mailto:jamesonp@wellington.ca).

Respectfully,

A handwritten signature in black ink that reads "Kim Courts". The signature is written in a cursive style with a horizontal line underneath.

Kim Courts  
Deputy Clerk



## COUNTY OF WELLINGTON

### COMMITTEE REPORT

---

**To:** Warden and Members of the Planning Committee  
**From:** Jameson Pickard, Senior Policy Planner  
**Date:** Thursday, November 13, 2025  
**Subject:** **Bill 60 – Fighting Delays, Building Faster Act, 2025**

---

#### 1.0 Purpose

The purpose of this report is to provide an overview of [Bill 60 - Fighting Delays, Building Faster Act, 2025](#) that was recently introduced into the legislature by the Minister of Municipal Affairs and Housing. The government's stated goal with this legislation is to protect Ontario's economy and keep workers on the job by cutting red tape, getting shovels in the ground faster, and supporting the construction of homes, roads, and infrastructure.

This report reviews changes related to the *Planning Act* but also highlights other consultations and legislative changes proposed through the Bill that may impact other County departments and Member Municipalities. Planning Staff have also included some details about other ongoing provincial initiatives for information.

#### 2.0 Background:

On October 23, 2025, the Province introduced Bill 60 into the Legislature. This Bill proposes changes to sixteen different pieces of legislation, including the *Planning Act*, the *Development Charges Act*, the *Municipal Act*, and the *Residential Tenancy Act*. The Bill proposes a suite of changes that fall into three broad themes:

- Building Homes and Communities
- Fighting Delays at the Landlord and Tenant Board
- Keeping People Moving

The Province also released a technical briefing with the legislation, which further describes the intent behind proposed changes and highlights additional initiatives the Government will be pursuing to support the legislation's objectives. The technical briefing is available [here](#).

Further, a series of Environmental Registry of Ontario (ERO) and Regulatory Registry postings have been released seeking feedback on some of the proposed changes. These postings are listed in Appendix A of this report.

This legislation builds on changes made through [Bill 17, Protecting Ontario by Building Smarter and Faster Act, 2025](#), which received royal assent on June 5, 2025, and made several changes to the *Planning Act*, *Development Charges Act*, and *Building Code Act*. Planning Staff previously reported on Bill 17 through Planning Committee report [PD2025-19](#).

### 3.0 Fighting Delays, Building Faster Act, 2025

Below is a review of the *Planning Act* changes proposed through the Bill and some of the additional planning-related initiatives the Province is pursuing. Where applicable, a reference to previous legislative changes made through Bill 17 is provided. Further, a summary of other proposals that may be of interest to our Member Municipalities is provided for information.

#### 3.1 Planning Act Changes

Schedule 10 of Bill 60 amends the *Planning Act* and proposes the following changes:

<b>Permit certain Minor Variances as-of-right</b>	<ul style="list-style-type: none"> <li>Changes to the <i>Planning Act</i> would establish a broader legislative framework to permit as-of-right variances from prescribed municipal minimum and maximum zoning standards on urban residential land by a prescribed percentage.</li> <li>Changes build on Bill 17 changes, which established a framework to permit as-of-right reductions to municipal minimum setback distances by a prescribed percentage.</li> <li>No prescribed percentages or standards have been established at this time.</li> </ul>
<b>Upper-Tier Municipality Community Improvement Plans (CIPs)</b>	<ul style="list-style-type: none"> <li>Changes to the <i>Planning Act</i> would remove limitations on Upper-Tier municipalities from having a Community Improvement Plan.</li> <li>Currently, only prescribed Upper-Tier municipalities can have CIPs.</li> <li>Currently, the County can operate as a partner in projects approved to receive local CIP support.</li> </ul>
<b>Provincial Policy Test for Minister Decisions</b>	<ul style="list-style-type: none"> <li>Changes to the <i>Planning Act</i> would not require decisions by the Minister of Municipal Affairs and Housing to be consistent with the Provincial Planning Statement or conform to Provincial Plans.</li> <li>Previously, through Bill 17 briefing materials, the Government indicated their interest in making provincial policy tests inapplicable to all Ministers' decisions under the Planning Act.</li> </ul>
<b>Minister's Zoning Order (MZO)</b>	<ul style="list-style-type: none"> <li>Changes to the <i>Planning Act</i> would no longer treat Ministerial Zoning Orders (MZOs) as regulations under the Legislation Act.</li> <li>MZOs would still have the same legislative effect and would still be required to be posted on the Government website (not E-laws).</li> <li>MZOs will still be considered in accordance with the Provincial MZO framework.</li> <li>This builds on changes made through Bill 17 that permitted the Minister to impose conditions of approval on a MZO.</li> </ul>
<b>Protected Major Transit Station Areas (PMTSAs)</b>	<ul style="list-style-type: none"> <li>Changes to the <i>Planning Act</i> would allow official plan amendments that authorize residential uses on all lands within a PMTSA to be exempt from ministerial approval. There are no PMTSA's in Wellington County.</li> </ul>



### 3.2 Additional Planning-related Initiatives

As noted above, the Province released a Technical Briefing and a series of ERO postings which detailed additional consultations the Province would be pursuing to support the objectives of Bill 60 including:

<b>Consultation on Simplifying and Standardizing Official Plans</b>	<ul style="list-style-type: none"> <li>The Government is consulting on a proposed standard format for official plans, including a mandated structure of both chapter titles and order, as well as for standardized land use designations and permissions.</li> <li>ERO Posting <a href="#">025-1099</a></li> </ul>
<b>Consultation on Minimum Lot Sizes</b>	<ul style="list-style-type: none"> <li>The Government is consulting on the linkages between setting minimum lot size requirements on serviced urban residential lands and increased housing options, improved affordability, and expanded access to homeownership across Ontario.</li> <li>ERO Posting <a href="#">025-1100</a></li> </ul>
<b>Consultations on Enhanced Development Standards</b>	<ul style="list-style-type: none"> <li>The Government is consulting on future changes regarding the municipal use of enhanced development standards at the lot level. The goal is to streamline, standardize, and prohibit the mandatory use of enhanced development standards (e.g. Green Development Standards) that do not relate to maintaining health and safety.</li> <li>ERO Posting <a href="#">025-1101</a></li> </ul>
<b>Streamlining the Development of Communal Water and Sewage Systems</b>	<ul style="list-style-type: none"> <li>The Government is consulting on approaches to streamline the municipal consent and provincial approval process for communal water and wastewater systems in rural communities.</li> <li>A similar proposal was included in briefing material for Bill 17.</li> <li>No legislative changes or consultations are proposed at this time.</li> </ul>
<b>Streamlining Municipal Application Processes</b>	<ul style="list-style-type: none"> <li>The Government has indicated that they will consult with key partners to explore the use of technologies, such as AI, that will support a more streamlined municipal land use planning and building code processes.</li> <li>A similar proposal was included in briefing material for Bill 17, however no legislative changes or consultations are proposed at this time.</li> </ul>

Should these matters move forward, Planning Staff will report back to the Planning Committee with additional details.

### 3.3 Development Charges Act Changes

Schedule 3 of Bill 60 amends the *Development Charges Act* and builds on previous changes that were made in Bill 17. The proposed changes would:

- ensure land costs do not inappropriately inflate DCs,
- reduce disputes between municipalities and builders over who should pay for infrastructure needed for new housing, and
- improve transparency and accessibility of DC reporting.

The Province has released two regulatory registry postings ([25-MMAH030](#) , [25-MMAH018](#)) for consultation which review the proposed change in detail and request feedback. Treasury Staff have advised that they are aware of the changes and will incorporate any implications into the 2026 Budget and 10-Year plan.

### **3.4 Ontario Water Resources Act**

Schedule 8 of Bill 60 proposes changes to the *Ontario Water Resources Act* that would allow more small-sized septic systems for on-farm housing for agricultural workers to be regulated through the building code. Updates to the Building Code and the *Environmental Protection Act* to facilitate these changes are detailed in the following ERO postings ([025-0872](#), [025-0899](#), [025-0900](#)).

### **3.5 Water and Wastewater Public Corporations Act, 2025**

Schedule 16 of Bill 60 enacts a new statute called the *Water and Wastewater Public Corporations Act, 2025*. This Act allows the Minister to designate a corporation as a water and wastewater public corporation, which would provide water and sewage services on behalf of lower-tier municipalities. The Act would allow such a corporation to assume ownership and operation of water and sewer utilities and to impose rates and fees on users.

### **3.6 Residential Tenancies Act**

Schedule 12 of Bill 60 proposes changes to the *Residential Tenancies Act*. The stated objectives of the proposed changes are to streamline processes at the Landlord and Tenant Board, provide clarity and consistency, and reduce the likelihood of significant financial losses for both landlords and tenants. The Government indicates that these changes will also support increases in rental housing supply by encouraging landlords to rent out existing units. The County's Housing Services Division advised that they are aware of these changes and are monitoring the Bill as it moves through the legislative process. The following ERO postings provide more details about the proposed changes ([25-MMAH019](#), [25-MMAH024](#), [25-MMAH025](#)).

### **3.7 Building Code Review**

The technical briefing for Bill 60 states that the province intends to complete a section-by-section review of the Building Code. The stated objective of this review is to remove outdated or unnecessary requirements that could add costs or complicate development, while maintaining health and safety.

### **3.8 Enabling Greater Beneficial Reuse of Excess Soil**

The Government has updated the Excess Soil Regulation and Rules for Soil Management and Excess Soil to increase soil management flexibility, provide clarity to reduce costs, and enable greater beneficial reuse of excess soil, especially in relation to infrastructure. Details regarding this decision are provided in the updated ERO posting ([019-9196](#)).

## 4.0 Other Provincial Initiatives

In addition to Bill 60, there are other ongoing Provincial initiatives that are progressing simultaneously. The following sections provide a summary on these initiatives:

### 4.1 Bill 56 - Building a More Competitive Economy Act, 2025

On October 20, 2025, the Government introduced Bill 56 – Building a More Competitive Economy Act, 2025. This omnibus Bill aims to streamline the approval process for major projects in Ontario by proposing changes to 31 different pieces of legislation. The Government fast-tracked the debate of this Bill and gave it third reading on October 30, 2025, and it is now awaiting royal assent. Key proposals in this legislation include changes to the *Clean Water Act*.

The Government has stated that the proposed legislative and regulatory changes to the *Clean Water Act* would accelerate and modernize how we protect sources of drinking water by reducing unnecessary delays. A [technical briefing](#) supporting this legislation was released, as well as two ERO postings seeking feedback on proposed changes ([025-1060](#) , [025-1104](#)). An initial review of the postings by the County Risk Management Official indicates that the changes are generally positive for our Member Municipalities. Source Water Protection staff will provide comments through the ERO.

### 4.2 Bill 21 - Protect Our Food Act, 2025

On May 13, 2025, a private member's Bill called Bill 21—Protect Our Food Act, 2025, was introduced into the legislature. The proposed legislation would establish a Food Belt Protection Plan Advisory Committee tasked with providing recommendations for a Food Belt Protection Plan. This plan would ensure the preservation of a geographically continuous land base. Changes to the *Planning Act* are also proposed that would prohibit local municipalities from passing zoning by-law amendments on agriculturally zoned land unless an agricultural impact assessment has been carried out. The legislation is currently in its first reading.

The Township of Centre Wellington recently passed a resolution supporting the intent of this legislation, and it is included in Appendix B of this report.

### 4.3 Bill 30 – Working for Workers Seven Act, 2025

On May 28, 2025, the Government introduced Bill 30 –Working for Workers Act, 2025. The Bill proposes changes to 7 different pieces of legislation including the *Planning Act*. The changes to the *Planning Act* would establish an exemption from the Act, for development and redevelopment proposals that receive funding through a funding agreement with the Ministry of Labour, Immigration, Training and Skills Development. The Bill is in its second reading and ordered for third reading on October 29, 2025.

## 5.0 Conclusion

The County appreciates the fact that the Province is attempting to create an environment that delivers housing and infrastructure in a more efficient manner. However, the continuous and frequent changes impacting land use planning and development in Ontario are contributing to delays as municipalities continue to adjust to a new and evolving legislative system.

## 6.0 Next Steps

At the time of writing this report, Bill 60 was ordered for second reading in the Legislature. Staff will continue to monitor the proposed legislation and associated proposals that impact upon the County and our Member Municipalities, particularly those that will impact on the ongoing official plan review and impact local autonomy in infrastructure delivery and land use planning.

### Strategic Action Plan:

This report relates to the following objectives and priorities in the County's Strategic Action Plan:

Making the best decisions for the betterment of the Community.

### Recommendation:

That the report “Bill 60 – Fighting Delays, Building Faster Act, 2025” be received for information.

That the report “Bill 60 – Fighting Delays, Building Faster Act, 2025” be circulated to Member Municipalities for information.

Respectfully submitted,



Jameson Pickard RPP, MCIP  
Senior Policy Planner

### In consultation with/approved by:

Aldo Salis, Director of Planning and Development  
Scott Wilson, Chief Administrative Officer

Appendix A Provincial Postings for Comment

Appendix B Township of Centre Wellington Resolution (Bill 21 -Protect Our Food Act, 2025)

## APPENDIX A Provincial Postings for Comment

Below are direct links to the related Environmental Registry and Regulatory Registry postings resulting from Bill 60 Fighting Delays, Building Faster Act, 2025.

### Environmental Registry of Ontario Postings (ERO)

Proposal	ERO Number	Notice Type	Comment Deadline
<ul style="list-style-type: none"> <li>Proposed Changes to the Planning Act (Schedule 10 of Bill 60 - the Fighting Delays, Building Faster Act, 2025)</li> </ul>	<a href="#">025-1097</a>	Act	November 22, 2025
<ul style="list-style-type: none"> <li>Consultation on simplifying and standardizing official plans</li> </ul>	<a href="#">025-1099</a>	Policy	December 22, 2025
<ul style="list-style-type: none"> <li>Consultation on Minimum Lot Sizes</li> </ul>	<a href="#">025-1100</a>	Policy	November 22, 2025
<ul style="list-style-type: none"> <li>Consultation on Enhanced Development Standards – Lot Level (outside of buildings)</li> </ul>	<a href="#">025-1101</a>	Policy	November 22, 2025
<ul style="list-style-type: none"> <li>Policy proposal to regulate additional sewage systems under the Building Code to support construction of on-farm worker housing</li> </ul>	<a href="#">025-0899</a>	Policy	December 7, 2025
<ul style="list-style-type: none"> <li>Streamlining environmental permissions for sewage works servicing on-farm worker housing</li> </ul>	<a href="#">025-0872</a>	Regulation	December 7, 2025
<ul style="list-style-type: none"> <li>Proposal to amend the Ontario Water Resources Act to enable the regulation of additional sewage systems under the Building Code to support construction of on-farm worker housing</li> </ul>	<a href="#">025-0900</a>	Act	November 22, 2025
<ul style="list-style-type: none"> <li>Bill 60 - Fighting Delays, Building Faster Act, 2025 – Supporting the Harmonization of Municipal Road Construction Standards</li> </ul>	<a href="#">025-1140</a>	Act	November 22, 2025
<ul style="list-style-type: none"> <li>Bill 60 - Fighting Delays, Building Faster Act, 2025 – Amendments to the Building Transit Faster Act, 2020</li> </ul>	<a href="#">025-1035</a>	Act	November 22, 2025
<ul style="list-style-type: none"> <li>Bill 60 - Fighting Delays, Building Faster Act, 2025 – Modern Transportation – Prohibiting Vehicle Lane Reduction for New Bicycle Lane</li> </ul>	<a href="#">025-1071</a>	Act	November 22, 2025
<ul style="list-style-type: none"> <li>Proposed amendments to the Municipal Act, 2001 to transfer jurisdiction over water and wastewater to the lower-tier municipalities in Peel Region and a standalone statute to authorize the establishment of water and wastewater public corporations</li> </ul>	<a href="#">025-1098</a>	Act	November 22, 2025
<ul style="list-style-type: none"> <li>Proposed Changes to the GO Transit Station Funding Act, Toronto Waterfront Revitalization Corporation Act and Transit-Oriented Communities Act (Schedule 4, 13 and 15 of Bill 60 - Fighting Delays, Building Faster Act, 2025)</li> </ul>	<a href="#">025-1182</a>	Act	November 22, 2025

## Ontario Regulatory Registry Postings (ORR)

Proposal	ORR Proposal Number	Instrument Type	Comment Deadline
<ul style="list-style-type: none"> <li>Changes to the Development Charges Act, 1997 to Enhance Standardization and Streamlining of the Development Charge (DC) Framework</li> </ul>	<a href="#">25-MMAH018</a>	Act	November 22, 2025
<ul style="list-style-type: none"> <li>Implementing Reforms to the Development Charges Framework</li> </ul>	<a href="#">25-MMAH030</a>	Act	November 23, 2025
<ul style="list-style-type: none"> <li>Seeking Feedback on Proposed Amendments to the Rules Related to Tenants Raising New Issues at a Landlord and Tenant Board (LTB) Rent Arrears Hearing</li> </ul>	<a href="#">25-MMAH019</a>	Act	November 22, 2025
<ul style="list-style-type: none"> <li>Seeking Feedback on Proposed Amendments to Shorten the Rent Arrears Eviction Notice Period</li> </ul>	<a href="#">25-MMAH024</a>	Act	November 22, 2025
<ul style="list-style-type: none"> <li>Seeking Feedback on Proposed Amendments to the Compensation Requirements for Landlord's Own Use Evictions (Act)</li> </ul>	<a href="#">25-MMAH025</a>	Act	November 22, 2025
<ul style="list-style-type: none"> <li>Bill 60 - Fighting Delays, Building Faster Act, 2025 - Modern Transportation - Prohibiting Vehicle Lane Reduction for New Bicycle Lanes</li> </ul>	<a href="#">25-MTO019</a>	Act	November 22, 2025
<ul style="list-style-type: none"> <li>Proposal for amending regulations of the Building Code related to Rapid Transit Stations</li> </ul>	<a href="#">25-MMAH015</a>	Act	November 20, 2025





Reply to: Kerri O'Kane  
519-846-9691 x 243  
[kokane@centrewellington.ca](mailto:kokane@centrewellington.ca)

October 28, 2025

Attn: Nicole Cardow, Deputy Clerk  
County of Wellington

Delivered by email: [nicoleca@wellington.ca](mailto:nicoleca@wellington.ca)

Dear: Ms. Cardow,

**RE: Bill 21 Protect our Food Act**

Please be advised that the Council of the Township of Centre Wellington, at their meeting held October 14, 2025, passed the following resolution with respect to the above noted matter:

*WHEREAS, Ontario farmers produce a wide variety of nutritious and safe food for both domestic and export markets;*

*WHEREAS, Ontario, and Centre Wellington in particular, is home to some of the highest quality agricultural lands and optimal agri-climatic conditions and Ontario is currently losing approximately 319 acres (130 hectares) of farmland every day;*

*WHEREAS, we need to acknowledge that food security and food sovereignty are both critical from a national security perspective and noting Food Security is the ability of individuals to receive adequate nourishment while Food Sovereignty refers to the ability of a country to supply its own food needs;*

*WHEREAS, MPP's Bobbi Ann Brady and Mike Schreiner have jointly presented a Private Member Bill at the Ontario Legislature to protect Ontario farmlands through the establishment of an 'Ontario Food Belt.*

*WHEREAS, the Bill would make farmlands within a designated Food belt permanently protected from development;*

*WHEREAS, the Bill is supported by the Ontario Farmland Trust, the Ontario Federation of Agriculture, the Christian Farmers and the National Farmers Union;*

**THEREFORE, BE IT RESOLVED THAT:**

Township of Centre Wellington 1 MacDonald Square, Elora ON N0B1S0 | 519.846.9691 Fax 519.846.2074

[centrewellington.ca](http://centrewellington.ca)

- (a) *THAT the Township of Centre Wellington gives it's support to the Bill's intent for the Province of Ontario, to create an agricultural working group to more fully outline the contours of an Ontario Food Belt;*
- (b) *That the Township of Centre Wellington request, through our representative at the Rural Ontario Municipalities Association (ROMA), that ROMA support this Bill; and,*
- (c) *That this decision be circulated to all other lower tier municipalities in Wellington County as well as to the County of Wellington.*

Should you have any questions or require anything further, please do not hesitate to contact me.

Sincerely,



Kerri O'Kane  
Manager of Legislative Services and Municipal Clerk

Cc Mike Schreiner, MPP Green Party of Ontario  
Bobbi Ann Brady, MPP for Haldimand-Norfolk  
Area Municipalities in Wellington County



## Newsletter for Municipalities

November 2025

This is to update you about the work we do, in partnership with you, to protect municipal drinking water sources in the Maitland Valley and Ausable Bayfield source protection areas.

### Contents:

1. Changes to Ontario *Clean Water Act*, 2026
2. Source protection committee met in October
3. Local municipalities implement source protection education policy
4. New portal created for well owners submitting water well tests
5. Western University students create salt management video

### 1. Province proposes changes to *Clean Water Act*, 2006

On November 3, 2025, the *Building a More Competitive Economy Act* (Bill 56) received Royal assent. This legislation makes minor amendments to the Clean Water Act (CWA) to streamline the way sources of drinking water are protected. Visit the ERO posting at <https://ero.ontario.ca/notice/025-1060> for details.

The Ministry of the Environment, Conservation and Parks (MECP) is proposing regulations to support amendments made to the CWA. The Province is accepting comments, on the proposed changes, until Dec. 4, 2025. Details can be found at <https://ero.ontario.ca/notice/025-1104>

Among the proposed changes is allowing local source protection authorities to approve certain routine updates to source protection plans. Currently, the amendments require Minister approval.

Another proposed change is to enable the use of new drinking water sources (such as wells and intakes) faster where source water protections are already in place.

### 2. Source protection committee met in October

The Ausable Bayfield Maitland Valley (ABMV) Drinking Water Source Protection Committee (SPC) met on October 22, 2025 at the Central Huron Fire Hall in Clinton. Ted Briggs, Great Lakes Advisor with MECP, spoke about Healthy Lake Huron – Clean Water, Clean Beaches. This is a multi-partner initiative, including departments and ministries, local public health and conservation, non-governmental organizations and other partners in the protection of Lake Huron water quality.

## About Us

### Source Protection Committee

- 12 members plus a Chair
- Represents local municipalities; economic sectors; and Other/Public

### Source Protection Plans (SPP)

- Developed locally
- Approved by Province in 2015
- Updates approved in 2024
- Policies to protect municipal sources of drinking water
- Area covered – Ausable Bayfield and Maitland Valley source protection areas

**Goal:** To protect region's municipal sources of drinking water – aquifers and lakes – from contamination and overuse

### 3. Municipalities implement education policy

Municipalities are implementing bodies, for educating the public about drinking water source protection, through the new education policy 0.11.7.

To support municipalities in their role as education implementing bodies, our source protection region has created resources for social media.

Several municipalities have made use of these resources to educate ratepayers. We thank you.

To find out more about media content to support your educational initiatives, please speak with Communications Coordinator Tim Cumming at [tcumming@abca.ca](mailto:tcumming@abca.ca) or by phone at 519-235-2610 or toll-free 1-888-286-2610, extension 248.

### 4. New portal for private well owners to submit tests for water

Lori Collins, Public Health Manager at Huron Perth Public Health and public health liaison to the SPC, presented, at the October SPC meeting, about the new Online Water Testing Portal for private well owners submitting samples of their well water for testing: <https://www.publichealthontario.ca/en/Laboratory-Services/Well-Water-Testing/Portal>

### 5. Western University students create salt video

A new video, by students at Western University, in partnership with the Thames-Sydenham and Region source protection program, informs the public about road salt as a threat to drinking water sources: <https://youtu.be/tIWRq4NFAIE> The five-minute video underlines how salt accumulates in groundwater, rivers and lakes. It shares how high levels of road salt in drinking water can cause human health impacts from increased sodium levels. Too much salt can corrode pipes and infrastructure, damage aquatic ecosystems, and increase water treatment costs.

The video also educates the public about the increased threat posed by salt in vulnerable areas such as municipal wellhead protection areas and intake protection zones.

The video also provides the public with suggestions on how they can reduce salt pollution:

- Use less road salt – apply only as much as needed.
- Shovel early – clear snow before ice forms.
- Use alternatives such as sand, grit and beet juice de-icers.
- Mix salt with sand – providing traction and reducing salt use overall.
- Store salt properly – keep it dry and covered.

Our source protection region has salt stickers, with information on best practices in salt application, for municipal salt storage bins. Talk to our staff about getting a sticker for your bin.

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Ausable Bayfield Maitland Valley Source Protection Region

c/o Ausable Bayfield Conservation Authority

71108 Morrison Line, R.R. 3

Exeter, ON • N0M 1S5

Telephone: 519-235-2610

Toll-free: 1-888-286-2610

<https://www.sourcewaterinfo.on.ca/>

*This project has received funding support from the Government of Ontario.  
Such support does not indicate endorsement of the contents of this material.*





December 2, 2025

Clerks' Office and Members of Municipal Council  
Township of Wellington North  
7490 Side Road 7W, Box 125  
Kenilworth ON N0G 2E0

**Re: Bill 68: *Plan to Protect Ontario Act (Budget Measures), 2025 (No. 2)* and the Proposed consolidating the 36 Conservation Authorities**

Dear Grand River watershed Municipal Councils,

On October 31, 2025, the Province of Ontario announced its intention to create a new provincial agency, the Ontario Provincial Conservation Agency (OPCA) to provide leadership and coordination across Ontario's 36 Conservation Authorities. These changes have now been enacted through Bill 68: *Plan to Protect Ontario Act (Budget Measures), 2025 (No. 2)*, which has received Royal Assent. As a result, the Conservation Authorities Act has been amended to formally establish the OPCA. Under this new framework, the OPCA will oversee governance, strategic planning, performance standards, and centralized permitting for all Conservation Authorities, led by a provincially appointed board.

On November 7, the Province also proposed consolidating the 36 Conservation Authorities into seven large regional authorities. While this proposal aims to address capacity gaps and improve consistency, it also poses several risks, including the potential loss of local priorities, watershed-specific expertise, and meaningful municipal input. Larger regional structures will distance decision-making from the local context, partnerships, and on-the-ground knowledge that have long supported effective watershed management. Their scale also raises concerns that diverse watershed needs may be overshadowed, local priorities diluted, and long-standing municipal relationships weakened. The Grand River Conservation Authority (GRCA) encourages municipalities to submit comments to the Environmental Registry of Ontario (ERO) before the December 22, 2025 deadline.

The Province has indicated that these reforms aim to address long-standing challenges in the current system, including inconsistent capacity, outdated processes, and variability in permitting and service delivery. The GRCA acknowledges these challenges and supports efforts to improve consistency, efficiency, and technical capacity across Ontario.

On Friday, November 28, the GRCA Board of Directors met to formalize the organization's comments to the Province regarding both the creation of the new provincial agency and the proposed consolidation of the 36 Conservation Authorities into regional bodies. These comments reflect the GRCA's key concerns and recommended path forward.

The GRCA has identified several critical considerations to support a successful transition:

**1. Scale of the Proposed Regional Model**

The proposed regions are significantly larger than current watershed-based frameworks. This expansion of the proposed size could create new challenges, such as distance from local

issues, slower decision-making, and difficulty maintaining local relationships; therefore, finding a balanced approach is essential. Smaller, regionally focused watershed models, such as the current Source Protection Regions, are proven regional models that demonstrate how a balanced governance structure can achieve consistency and efficiency without sacrificing local responsiveness. By operating within manageable geographic areas, such as the Source Protection Regions, CAs can ensure that services are tailored to the unique environmental, social and economic characteristics of each watershed, while still benefiting from shared resources and standardized processes

**2. Protection of Local Knowledge, Assets, and Investments**

The GRCA maintains significant watershed-specific infrastructure, reserves, and land assets built through decades of watershed investment. Key concerns include the potential redistribution of well-developed GRCA reserves to support capital needs in other watersheds that have not made comparable investments, and the risk that the GRCA's mature and efficient infrastructure maintenance program could be weakened if resources become centralized or redirected. Clear assurances are required to ensure these resources remain dedicated to the watershed communities they were intended to serve.

**3. Governance, Accountability, and Municipal Representation**

The GRCA Board has significant concerns about the governance structure of the OPCA. The agency will report to a provincial ministry and be governed entirely by provincially appointed board members. At the same time, conservation authorities, and therefore municipalities, will be required to fund all or a portion of the agency's operations through the existing levy/apportionment process. This means that municipalities may ultimately contribute all or a significant share of OPCA's budget without having any meaningful role in shaping its governance, priorities, or strategic direction.

Additional clarity is also needed regarding the governance responsibilities of the new Regional Conservation Authority Boards. A strong Regional Conservation Authority Board must balance local accountability, fair representation, and operational efficiencies.

The GRCA supports modernization of the Conservation Authorities system but recommends a right-sized regional model more closely aligned with existing Source Protection Regions. This approach would advance provincial objectives for consistency and efficiency while preserving the strengths of watershed-based decision-making, municipal collaboration, and local responsiveness.

The GRCA Board has requested that this background information be shared with watershed municipalities along with a request for your support for the GRCA's concerns and proposed alternate model. A sample resolution for your consideration for submission is as follows:

*"WHEREAS the Government of Ontario recently approved Bill 68, which establishes the Ontario Provincial Conservation Agency;*

*AND WHEREAS the Government of Ontario is proposing the consolidation of the province's 36 conservation authorities into seven regional conservation authorities, including the Grand River Conservation Authority (GRCA), which will be amalgamated amongst eight current authorities to become part of the Lake Erie Regional Conservation Authority (LERCA);*

*AND WHEREAS the 38 municipalities within the GRCA watershed boundaries today and the 81 municipalities that are proposed to make up the LERCA in 2027 will be levied to fund both the regional conservation authority as well as the provincial conservation agency;*

*AND WHEREAS the new organizations will result in the degradation of local governance, local fiscal accountability, local service delivery, local environmental focus and unprecedented funding by local municipalities of both a large regional authority and a provincial agency;*



*AND WHEREAS the GRCA Board of Directors has responded to Bill 68 and the proposal for Conservation Authorities consolidation with a constructive and thoughtful alternative that retains local governance, local service delivery, local environmental focus and local fiscal accountability while responding constructively to the Government of Ontario's concerns about accountability, planning and responsiveness;*

*NOW THEREFORE BE IT RESOLVED THAT the Minister of Environment, Conservation and Parks and the Chief Conservation Executive meet GRCA representatives to review the GRCA alternative proposal to Conservation Authorities consolidation;*

*AND THAT the Minister and the Chief Conservation Executive seriously consider the GRCA proposal for conservation authorities as it enunciates a path forward that will address the Government's concerns most democratically and productively;*

*AND THAT this motion be circulated to the Premier of Ontario, Minister of Environment, Conservation & Parks, Chief Conservation Executive and local Members of Provincial Parliament for their information and action, where appropriate."*

The GRCA will continue to monitor the implementation of Bill 68 and the ERO proposal and will keep municipalities informed as additional details become available. The GRCA has already submitted its formal comments to the Province based on the Board-approved positions summarized above. A copy of the GRCA's comprehensive response to the ERO posting is attached for your reference.

If you have questions or would like a presentation to Council, please reach out to Samantha Lawson, CAO, at any time.

Sincerely,



John Challinor II, Chair  
Grand River Conservation Authority

# Grand River Conservation Authority

**Report number:** GM-11-25-104

**Date:** November 28, 2025

**To:** Membership of the Grand River Conservation Authority

**Subject:** Environmental Registry Posting 025-1257: Proposed boundaries for the regional consolidation of Ontario's conservation authorities

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## Recommendation:

THAT Report Number GM-11-25-104 Environmental Registry Posting 025-1257: Proposed boundaries for the regional consolidation of Ontario's conservation authorities be received as information.

## Summary:

On October 31, 2025, Ontario announced its intent to modernize the Conservation Authorities system, including the introduction of Bill 68 to create the Ontario Provincial Conservation Agency (OPCA), a new provincial body intended to strengthen coordination and oversight. Shortly afterward, the Province released a proposal to consolidate Ontario's 36 Conservation Authorities into seven larger regional bodies. Under this proposal, the Grand River Conservation Authority (GRCA) would become part of the Lake Erie Regional Conservation Authority, an area covering approximately 25,000 km<sup>2</sup> and 81 municipalities. The Environmental Registry posting invites feedback on proposed boundaries, governance structures, transition processes, and approaches to maintaining strong municipal and community relationships throughout the transition.

The GRCA Board recognizes the value in modernizing the current system and supports efforts to enhance consistency, improve permitting, modernize technical standards, and strengthen coordination across Ontario. A more cohesive framework has the potential to address long-standing capacity gaps and provide clearer expectations for municipalities, the development sector, and the public. However, the Board remains concerned that the scale of the proposed regional consolidation may be too large to preserve the strengths that have historically made watershed management successful in Ontario. Effective watershed governance relies on strong connections to local needs, priorities, and knowledge, which in turn guide natural hazard management, shape infrastructure decisions, and strengthen watershed health, stewardship programs, and community partnerships. A region spanning 81 municipalities risks weakening local accountability, distancing decision-making from watershed-specific realities, and diluting the local focus that is foundational to effective watershed management. Moreover, if municipalities are expected to continue funding conservation authority operations, including the new regional structures and potentially the OPCA, municipalities will require a strong governance model that ensures meaningful municipal input, influence, and direction on watershed issues.

The GRCA further notes that consolidation at this scale could impact long-standing watershed investments, including approximately \$1 billion in flood management infrastructure and 50,000 acres of conservation lands that have been managed in alignment with watershed priorities for decades. Maintaining the direct link between funding, local decision-making, and watershed needs is essential to sustaining this work.

The Board believes the Province's modernization goals can still be achieved more effectively through a refined, right-sized regional model aligned with the scale of existing Source Protection

Regions. Such an approach would strengthen province-wide consistency and capacity while preserving meaningful municipal involvement and ensuring that watershed management continues to be guided by the local priorities, expertise, and partnerships that have long supported effective conservation across Ontario.

## Report:

On October 31, 2025, the Province of Ontario issued a news release announcing its intent to create a new provincial agency to provide leadership and coordination for Ontario's 36 Conservation Authorities. The stated aim of the agency is to improve consistency, accountability, and efficiency across the conservation authorities system, particularly in the areas of permitting, planning, and watershed management.

On November 6, the Province introduced Bill 68: *Plan to Protect Ontario Act (Budget Measures), 2025 (No. 2)*. Schedule 3 of the Bill proposes amendments to the *Conservation Authorities Act* that would enable the establishment of the Ontario Provincial Conservation Agency (OPCA). Under the proposed framework, the OPCA would oversee the governance framework of the new regional conservation authorities, exercise authority over their operations, and recover costs and expenses through apportionment to those authorities. The agency would also be responsible for assessing, reporting on, and providing direction regarding regional finances, strategic planning, performance standards, and centralized permitting, as well as advising the provincial government on the progress of regional authorities. Governance of the OPCA would rest with a provincially appointed board of 5 to 12 members. Bill 68 has passed First Reading and is currently in its Second Reading, with Royal Assent anticipated in short order.

On November 7, the Ministry of the Environment, Conservation and Parks (MECP) posted a proposal on the Environmental Registry of Ontario (ERO) seeking feedback on proposed boundaries and criteria to consolidate Ontario's 36 Conservation Authorities into seven regional conservation authorities, organized primarily along watershed boundaries. The Grand River Conservation Authority (GRCA) is proposed to be included in the Lake Erie Regional Conservation Authority. This Regional Conservation Authority will consolidate the following conservation authorities: Essex Region, Lower Thames, St. Clair Region, Upper Thames River, Kettle Creek, Catfish Creek, Long Point Region, and the Grand River. The area of this Regional Conservation Authority is approximately 25,000km<sup>2</sup> and includes 81 municipalities; no upper-tier municipalities are listed. The posting also contains five consultation questions relating to the transition into regional conservation authorities, governance considerations, and approaches to ensure strong relationships with municipalities and communities within the new structure. The ERO posting is open for public comment until December 22, 2025.

The Chair and the CAO have attended meetings with provincial staff and the Minister of the Environment, Conservation and Parks (MECP) to discuss the proposed OPCA and the associated ERO posting. The Chair and the CAO also participated in a recent special meeting of the Conservation Ontario Council on Schedule 3 of Bill 68 and the ERO posting to gain a clearer understanding of the perspectives and approaches of other conservation authorities and Conservation Ontario. The Province hosted a webinar for Conservation Authorities to highlight key components of the ERO proposal and answer questions. In addition, the GRCA's Conservation Authorities Act Ad-hoc Committee met to review the proposed legislative amendments and the ERO posting and provided direction to staff in preparing the comments outlined below.

## ERO Questions and Responses

### ***1. What do you see as Key Factors to support a successful transition and outcome of the regional conservation authorities consolidation?***

A new regional conservation authority must be grounded in the fundamentals that ensure effective watershed management, which include:

- protecting life and reducing property damage from flooding and erosion;
- supporting municipal partners, the development community, and landowners with timely, reliable service;
- enhancing the economic, environmental, and community health of the watershed;
- providing meaningful opportunities for people to connect with nature; and,
- continually evolving as an organization to meet the demands of a rapidly growing region

Maintaining this clear, locally informed focus will be essential for the success of any new regional conservation authority. The following suggestions are some considerations to support a successful transition:

- I. Development of a Transition Plan: There needs to be a clear, phased transition plan to help avoid any service disruptions during the transition process. This plan must provide a detailed roadmap that clearly outlines timelines, milestones, and phasing. During this transition phase, the province will need to clearly identify roles and responsibilities during the “in-between” period when multiple similar but distinct organizations are merging. Communication of this plan must also be shared with regional watershed municipalities and other interest holders, such as the development/homebuilders' sectors, the agricultural sector, and other groups that require approvals or receive deliverables from various programs and services. This level of planning is essential because the proposed boundaries represent major watershed restructuring and the merging of multiple complex organizations, which requires coordinated efforts that cannot be rushed. A longer implementation timeline would ensure that these issues are fully considered and addressed. In addition, phasing in the required standards, guidelines, and directives across all conservation authorities before consolidation could provide greater stability. This phased approach would avoid multiple significant changes occurring at the same time, reduce the risk of disruptions to program delivery, and create conditions for a more effective and successful consolidation process.
- II. Retention of Local Knowledge and Staff Expertise: Retaining staff and preserving local watershed knowledge is critical to the success of the new regional conservation authorities. This knowledge is rooted in a deep understanding of historic and current land uses, cultural connections to watersheds, and the community values, needs, and stewardship priorities that shape local decision-making. Effective watershed management depends on integrated expertise in hydrology/hydraulics, natural hazards, ecology, creating connections to the watershed features and planning, as well as familiarity with the unique conditions of each sub-watershed. Conservation authorities depend on strong, established partnerships with a wide range of local groups and interest holders, including municipalities, community and stewardship organizations, private landowners, farmers, and the development industry, to deliver their programs and services effectively and address new or emerging watershed challenges. These partnerships are crucial for navigating complex regulatory frameworks, accessing funding programs, and advancing projects that provide both environmental and economic benefits. Preserving this network, and the staff who hold this knowledge, is vital during consolidation, as experienced personnel carry the institutional memory and trust that communities depend on. Staff retention ensures continuity, protects decades of cultivated relationships, and supports a smooth transition that maintains both service quality and community confidence in the new regional authority.
- III. Comprehensive Communication Strategy: A clear and well-coordinated communication strategy will be essential to support the transition from individual watershed-based

authorities to larger regional conservation authorities. This strategy must provide timely and accessible information on the new regional boundaries, updated points of contact, any changes to permitting or operational processes, and how municipal relationships and responsibilities will function throughout the transition period. Its success will depend on province-wide, consistent messaging that reinforces shared objectives while also incorporating region-specific details and local implementation examples to maintain familiarity and trust. Early outreach to municipalities, Indigenous communities, landowners, agricultural groups, developers, and other key interest holders will help set expectations and reduce uncertainty. A variety of communication tools, such as dedicated transition webpages, FAQs, newsletters, continued access to the province's interactive boundary maps, direct email briefings, and social media updates, can ensure information is accessible and tailored to different audiences. Personalized engagement, including town halls, small-group stakeholder meetings, and one-on-one conversations with municipal representatives, will provide opportunities to address region-specific questions and reinforce local connections. Establishing clear escalation pathways, contact lists, and creating a transition-specific regional service desk will further support clarity. Together, these measures will help create a consistent, transparent, and responsive communication approach that builds confidence and supports a smooth transition to the new regional watershed model.

Another key factor to consider during the transition to amalgamation is protecting watershed reserves, infrastructure, and land assets. Many watershed municipalities and the GRCA are concerned about how their locally funded reserves, land assets, and long-term capital programs will be treated within an amalgamated structure. Strong assurances are needed to ensure that assets built over decades through local investment are not diverted to support unrelated regional priorities.

The GRCA owns approximately \$1 billion in floodplain infrastructure, supported by an efficient maintenance and capital renewal program and healthy reserves intentionally built to support lifecycle and risk-management needs. In addition, the GRCA owns approximately 50,000 acres of land, including conservation areas, ecological lands, water management properties, and other lands, each acquired and managed in accordance with long-standing watershed-specific priorities.

In an amalgamation or consolidation into a larger regional entity, strong protective measures are required to ensure that the GRCA's resources and assets are maintained in ways that continue to support long-standing watershed priorities. Key concerns include the potential redistribution of well-developed GRCA reserves to support capital needs in other watersheds that have not made comparable investments, and the risk that the GRCA's mature and efficient infrastructure maintenance program could be weakened if resources become centralized or redirected. GRCA watershed municipalities have emphasized that the GRCA's 50,000 acres of land must receive the same level of stewardship attention as existing infrastructure and financial reserves, including the protection of passive recreation trails that hold significant local value. Long-standing conservation and land management priorities, along with the community benefits provided by these local trails, must remain stable under any regional model. Protective measures must also ensure that resources for flood protection, capital renewal, and land management remain dedicated to the watershed where they originated, and that high-performing programs are not required to subsidize deferred maintenance in less-resourced areas. Additional concerns relate to the possibility that reduced local decision-making authority could limit the ability of municipalities and the GRCA to safeguard the intent and priorities attached to these important assets. These concerns can be mitigated by establishing clear financial and reserve-protection policies, maintaining watershed-level tracking of revenues and expenditures, creating transparent and equitable capital prioritization frameworks, preserving local advisory roles through watershed-based committees, and ensuring that land,

infrastructure, and reserve management practices respect existing infrastructure needs, stewardship commitments, and long-standing community investments.

A further consideration is the amalgamation of organizations with separate supporting foundations; in such cases, ensuring the integrity of fundraising is critical. Donors often prefer to support initiatives at the watershed or community scale, where the impacts of their contributions are visible and tied to local priorities. A regionalized model risks diluting this connection, potentially affecting donor engagement and revenue. To maintain donor confidence, an amalgamated structure must include mechanisms to preserve watershed-based fundraising and reporting, and publicly acknowledge donors in ways that reflect the specific locations/projects they choose to support rather than treating all contributions as part of a single regional fund.

## ***2. What opportunities or benefits may come from a regional conservation authority framework?***

Consolidating conservation authorities into a regional framework can create more consistent permitting practices, technical standards, and service levels across municipalities, reducing the variation that currently exists between the 36 agencies. A unified structure also supports stronger alignment with provincial expectations through shared permitting systems, common GIS platforms, and standardized public portals that modernize service delivery and improve accessibility.

Consolidation can also lead to a more equitable distribution of resources, giving smaller or rural municipalities access to specialized expertise that may have been limited by local budgets or staffing. Larger organizations are generally better positioned to secure federal or provincial funding for broader, high-impact projects.

The administrative framework in place at larger organizations also provides an opportunity for efficiency, as they have subject matter experts who perform dedicated internal service roles. These roles can be leveraged in consolidation to provide dedicated attention to organizational compliance, such as health and safety legislation, and risk management.

The size of each regional unit is a very important consideration. Consolidating too many areas into one very large authority can create new challenges, such as distance from local issues, slower decision-making, and difficulty maintaining community relationships; therefore, finding a balanced approach is essential. A regional model can still support strong local representation and responsiveness when designed thoughtfully. Municipal priorities can be maintained through governance structures that include voices from all participating municipalities, supported by sub-regional offices and advisory committees that keep decision-making connected to local needs. Harmonizing policies and fee structures can be done collaboratively, providing opportunities for municipalities and interest-holder groups to help shape fair and consistent standards for the region. Setting clear service expectations, such as defined response times, local points of contact, and accessible public information, helps to ensure that a larger agency remains responsive and reliable.

Greater consistency across policies, standards, and processes also creates a more stable operating environment for municipalities, developers, and the public. When expectations are predictable (clear permitting requirements, uniform fees, and consistent timelines), people can plan with more confidence. By using its (proposed) authority to create directives that support these elements, the OPCA can further reinforce this predictability and clarity. This stability strengthens customer service because staff use the same tools and guidance across the region, reducing confusion and delays. Ultimately, consistent service delivery helps ensure that watershed communities receive the same level of support regardless of their size or location, provided the regional units are scaled in a way that supports both efficiency and meaningful local engagement.



**3. Do you have suggestions for how governance could be structured at the regional conservation authority level, including suggestions around board size, make-up and the municipal representative appointment process?**

A successful governance model for the new regional conservation authorities must balance local accountability, fair representation, and operational efficiency. In regions with very large numbers of municipalities, such as the proposed Lake Erie Regional Conservation Authority, which would include at least 81 municipalities, a one-member-per-municipality board is unrealistic and would make strategic decision-making extremely difficult. A streamlined, revised Board of Directors is therefore essential.

A revised Board structure should be small enough to function strategically while still representing the diversity of the watershed. A board of approximately 25–30 members, similar to the Board of Directors for the GRCA, could achieve this balance if seats are allocated proportionally by population and geography and with regard to financial contribution. To avoid concentration of influence, no single municipality should be able to dominate board decisions. The new Board should contain elected officials only. Shorter board terms could be introduced to promote shared leadership, especially in cases where several municipalities are represented through a single grouped seat. At the regional level, the Board would retain independent responsibility for the budget, hearings, staffing decisions, policy approval, and overall governance authority.

To maintain strong local accountability while keeping the main board streamlined, the governance model should incorporate a clear subcommittee and advisory structure. Local Watershed Advisory Committees could be established for each major watershed or sub-basin (e.g., Grand, Thames, St.Clair, etc), composed of municipal councillors and/or citizen appointees. These committees would provide advice for local context on program policy, advise on watershed-level programs and services, and offer input on budget priorities. Additional advisory committees at either regional or watershed scale could be created based on local needs, such as agricultural advisory groups or home-builder liaison committees. Given the presence of approximately seven First Nations within the proposed regional area, an Indigenous Advisory Circle would support meaningful engagement and ensure that Indigenous perspectives are incorporated respectfully and consistently into decision-making.

Under a consolidated Conservation Authority framework, the governance model should:

- Maintain a small, strategic, and efficient board.
- Ensure strong local and watershed-specific input through subcommittees and grouped representation.
- Provide fair, transparent representation across the jurisdiction.
- Protect the voices of rural, agricultural, and small municipalities.
- Ensure that local program priorities (e.g., Wastewater Optimization, Rural Water Quality Programs, etc.) continue to be addressed.
- Deliver consistent, predictable, and accountable decision-making across the jurisdiction.

This structure supports efficiency and coordination while preserving meaningful local input. It helps ensure that the new conservation authority can operate effectively at a larger scale without compromising its responsiveness to the communities it serves.

The relationship between the Regional Conservation Authority Board and the OPCA is not clearly defined in the proposed model, and this lack of clarity may have significant implications for governance effectiveness. If the OPCA operates as a highly centralized umbrella board with substantial authority over regional conservation authorities, the independence and responsibility traditionally held by regional boards could be greatly reduced. A diminished governance role would make it far less likely that qualified individuals (both municipal representatives and, if permitted, citizen appointees) would be willing to serve on regional boards, as the scope for meaningful decision-making and local accountability would be substantially constrained. Clear

articulation of roles and authorities will be essential to avoid undermining board capacity, local engagement, and accountability.

***4. Do you have suggestions on how to maintain a transparent and consultative budgeting process across member municipalities within a regional conservation authority?***

A transparent and consultative budgeting process for a larger regional conservation authority requires a clear, consistent, and accessible approach that supports all participating municipalities, regardless of size or capacity. Establishing a standardized multi-year budget framework can improve predictability and help municipalities plan their own budgets effectively.

A transparent apportionment formula based on criteria such as assessment value, population, and portion of watershed area located within municipalities is currently used and could be used moving forward. Where portions of municipalities are in different conservation authority jurisdictions, consideration could be given to geo-referencing property tax assessment roll numbers so that the apportionment calculation is based on current value assessment (CVA) in a watershed rather than the percentage of geographical area applied to the municipality's total CVA.

To maintain meaningful local input within a large region, a Municipal Budget Advisory Committee could be established as a sub-committee of the Regional Board, and could include membership from the local watershed advisory committees, including both rural and urban municipality representation. Additionally, sub-regional or watershed-based consultation meetings could be held to ensure that local priorities and capital needs are considered in budgeting decisions. Budget documents should be publicly available, written in clear language, and shared/consulted on early enough to align with municipal budget cycles. Offering multiple engagement opportunities, for example, presenting at councils when requested, providing virtual workshop sessions, soliciting written feedback, and conducting one-on-one briefings, ensures that any municipality, regardless of size and location, can participate fairly in the process. Finally, reporting back on municipal input, producing accessible annual financial reports, and clearly and consistently distinguishing between Category 1, 2, and 3 program and service costs, revenues, and grant funding all reinforce transparency and accountability.

***5. How can regional conservation authorities maintain and strengthen relationships with local communities and stakeholders?***

Regional conservation authorities can maintain and strengthen relationships with local communities and interest-holders by staying deeply connected at the local municipal level, even as they operate on a broader scale. The size of each regional authority is critical: if the conservation authority becomes too large, municipalities risk being under-represented, and their specialized watershed needs, such as agricultural programs/issues, drinking water management, localized flooding concerns, or unique outdoor experiences and priorities, can become diluted within a large administrative structure. Municipalities want assurance that scaling up will not cause their distinct issues to be overshadowed by larger population centres or to become a lesser priority due to the increased diversity of issues and competing interests that will inevitably exist within a much larger jurisdiction. A balanced, right-sized regional framework preserves this visibility and ensures that local concerns remain central to decision-making.

Maintaining watershed offices, expertise in local issues and knowledge, ability to maintain on the ground presence, and consistent points of contact ensures that residents, businesses, farmers, and municipalities can easily access staff who understand their watershed's specific conditions and community priorities. With the proposed size of regional conservation authorities, establishing local watershed-specific advisory committees ensures that decisions are grounded in local knowledge and that specialized concerns are effectively addressed.

Finally, ensuring service delivery remains responsive, through timely permitting, accessible staff, and clear pathways for raising concerns, helps communities feel heard and supported during and after the transition to a regional model. A thoughtfully sized regional authority can achieve the benefits of consolidation while still preserving the visibility, voice, and specialized needs of every watershed and municipality.

### **Additional Comments**

The GRCA is providing additional comments on the proposed OPCA and offering an alternative regional consolidation model that we believe will effectively address the Province's concerns while preserving strong local engagement and watershed-focused decision-making.

### ***Modernizing Conservation Authorities While Preserving Local Responsiveness***

The Board recognizes and respects the Province's concerns regarding the current state of Conservation Authorities. Over time, the conservation authority system has become fragmented, with varying levels of capacity, outdated processes, and inconsistencies in service delivery. Individual conservation authorities also face significant disparities in size and resources, with some lacking access to modern tools, technology, and technical expertise needed to deliver certain programs and services effectively, as well as the capacity to support evidence-based decision-making. We acknowledge that these capacity gaps mean some conservation authorities face challenges in sustainably delivering the full range of programs and services expected of them. Modernization is needed, and there is clear value in creating a permitting system that is further streamlined, more transparent and predictable, and better able to support economic growth, reduce delays, and protect watershed communities. Likewise, reducing duplication, adopting consistent standards, and leveraging shared technology and internal services are sensible and necessary steps toward strengthening Ontario's overall watershed management framework. From this perspective, consolidation can help address real issues by improving coordination, enhancing efficiency, and enabling more reliable service delivery across the province.

At the same time, the GRCA Board has significant concerns that the proposed regional model is too large in scale to be effective. While consolidation can help address capacity challenges, overly expansive regions risk weakening the very principles that have made watershed-based management successful. The Grand River watershed is a notable example. Established in 1934, the Grand River Conservation Commission, one of the founding organizations of today's GRCA, has long demonstrated that effective watershed management relies on strong collaboration with municipal partners and on programs designed to meet watershed-specific needs and issues. This locally grounded approach has allowed decisions to be informed by practical, locally based knowledge and supported by strong, responsive relationships with the municipalities and communities most directly affected. For example, the Grand River watershed has a network of flood-management infrastructure, including multipurpose reservoirs, dikes, and flood-control berms. These structures form an integrated system operated and maintained through close collaboration between the GRCA and watershed municipalities. Sustaining this partnership is essential to ensuring the effective operation and upkeep of flood-management infrastructure, as well as protecting lives and reducing property damage caused by flooding and erosion. A regional structure that is too broad may unintentionally distance decision-making from this essential local context. It can also reduce meaningful municipal participation, which is vital to maintaining public trust and effective environmental stewardship across Ontario.

Smaller, regionally focused watershed models, such as the current Source Protection Regions, are a proven regional watershed model and demonstrate how a balanced governance structure can achieve consistency and efficiency without sacrificing local responsiveness. This scale aligns well with having one effective governance board over multiple organizations, science-based watershed boundaries, and support for coordinated planning among municipalities. It also helps maintain decision-making at a scale where local knowledge and community involvement

remain strong and effective, while accounting for the need for grouped CAs to share and manage technical resources. The current number of Source Protection Regions in Ontario is 19. By operating within manageable geographic areas, they ensure that services are tailored to the unique environmental, social, and economic characteristics of each watershed, while still benefiting from shared resources and standardized processes.

In summary, the GRCA Board agrees that modernization is needed and that consolidation, when appropriately scaled, can address real capacity and consistency issues. However, a balanced approach that enhances efficiency without eroding local engagement is essential. A refined model aligned with the scale and logic of existing source water protection regions would better meet provincial objectives while preserving the strengths of Ontario's long-standing watershed-based planning and management system. Consideration could also be given at this stage to whether a Provincial Agency would be required to support and implement this model.

### ***Assessing the OPCA: Benefits, Risks, and the Importance of Local Oversight***

The GRCA Board recognizes the Province's intention in establishing the Ontario Provincial Conservation Agency (OPCA) to modernize the conservation authority system in a way that supports timely development and local infrastructure projects, while strengthening the essential role conservation authorities play in managing watersheds and protecting communities from floods and other natural hazards. These goals are both important and necessary. A system that delivers services more consistently, transparently, and predictably will benefit municipalities, developers, and communities alike, particularly as Ontario continues to grow and climate-related risks intensify. The GRCA Board agrees that modernization is needed and supports efforts to enhance both efficiency and environmental protection across the province.

The creation of the OPCA aims to provide centralized leadership, efficient governance, and strategic direction for all conservation authorities. In principle, this offers several clear advantages: a coordinated provincial body can help ensure faster, more consistent permitting and provide the oversight needed to align conservation authorities with modern standards and best practices. By strengthening core watershed management functions and focusing on natural hazard protection, the OPCA has the potential to reinforce the foundational mandate of conservation authorities. This direction is appropriate, as communities across Ontario depend on timely, science-based decisions to address increasing flood risks, aging infrastructure, and complex development pressures.

The OPCA will also lead several key modernization initiatives, including developing a single digital permitting platform, standardizing service delivery through province-wide performance expectations, and supporting updated floodplain mapping to ensure decisions are grounded in the best available data. These initiatives have the potential to significantly improve customer service, reduce delays, and enhance consistency across the province. Likewise, centralized data systems and modern tools can help staff make better, evidence-based decisions. Streamlining processes and reducing duplication are logical steps toward a more efficient and reliable permitting system.

The agency will also oversee the implementation of a regional, watershed-based consolidation of conservation authorities. The GRCA Board understands the rationale for consolidation, addressing disparities in size and capacity, modernizing outdated processes, and ensuring that all conservation authorities can meet provincial expectations. With stronger tools, shared technology, and enhanced technical resources, many of the conservation authorities will indeed be better positioned to deliver high-quality services. Ensuring that updated maps, hydrologic modelling, and modern data platforms are available across Ontario is essential support to help provide consistent natural hazard management.

The GRCA Board is concerned about the proposed governance structure of the OPCA. As currently designed, the agency will report to a provincial ministry and be governed entirely by

provincially appointed board members. At the same time, conservation authorities, and therefore municipalities, will be required to fund all or a portion of the agency's operations through existing levy/apportionment processes. This means that municipalities may ultimately contribute all or a significant share of the OPCA's budget without having any meaningful role in shaping its governance, its priorities, or its strategic direction. For municipalities that rely heavily on conservation authority guidance for land-use planning, hazard management, infrastructure development, and emergency response, this creates a disconnect between financial responsibility and decision-making influence.

Not only would this be a precedent-setting method for funding a provincial agency, it also establishes a system in which municipalities help fund a provincial agency but have no formal avenue to participate in its oversight, which raises significant concerns about accountability, responsiveness, and the long-term alignment of provincial direction with local needs. The scale of the proposed regional conservation authority consolidation model amplifies these concerns. Larger regional conservation authorities risk limiting opportunities for local input and reducing the nuanced, watershed-specific decision-making that has historically made conservation authorities effective.

The GRCA Board acknowledges the Province's desire for greater consistency, efficiency, and alignment across conservation authorities and supports these goals. This could be achieved under the current model through additional regulations and verifying compliance at all conservation authorities, or it could be achieved through the actions of the new agency. Regardless, modernization efforts must maintain a strong connection to local priorities, local expertise, and municipal perspectives. Achieving the right balance between centralized oversight and meaningful local involvement will be key to ensuring the OPCA strengthens watershed management across Ontario while preserving the collaborative principles that have long underpinned successful conservation work in the province.

### **Conclusion**

In conclusion, the GRCA Board supports the Province's goal of modernizing Ontario's conservation authority system and acknowledges the value of enhancing consistency, efficiency, and technical capacity throughout the province. The Board has emphasized the importance of a thoughtful, well-planned transition, the preservation of local knowledge and municipal relationships, and the need for a governance model that ensures accountability to the municipalities that will both rely on and will continue to fund the new system. While consolidation offers meaningful opportunities, the scale of the proposed regional structure and the governance framework of the OPCA present risks that could weaken local responsiveness and watershed-based decision-making. A more balanced, right-sized regional model, grounded in strong municipal involvement and science-based watershed boundaries, would better achieve the Province's objectives while maintaining the strengths, partnerships, and community trust that have defined conservation authority work in Ontario for decades.

### **Financial Implications:**

Not applicable.

### **Other Department Considerations:**

Not applicable.

### **Submitted by:**

Samantha Lawson  
Chief Administrative Officer

November 21, 2025

SENT VIA EMAIL - [minister.mecp@ontario.ca](mailto:minister.mecp@ontario.ca)

The Honourable Todd J. McCarthy  
Minister of Environment, Conservation and Parks  
College Park, 5<sup>th</sup> Floor  
777 Bay Street  
TORONTO, Ontario  
M7A 2J3

Dear Minister McCarthy:

On October 31, 2025, the Ontario Ministry of Environment, Conservation and Parks (MECP) announced proposed amendments to the *Conservation Authorities Act* (CAA), to establish the Ontario Provincial Conservation Agency (OPCA) to provide leadership, governance, and strategic direction to Conservation Authorities (CAs). The agency will be responsible for:

- Developing a single digital permitting platform;
- Streamlining and standardizing service delivery by setting provincewide performance, standards  
as well as maintaining centralized data and updated floodplain mapping; and
- Overseeing the consolidation of Conservation Authorities.

The Ministry of Environment, Conservation and Parks are proposing that the agency would require the local Conservation Authorities to pay for the costs of the Ontario Provincial Conservation Agency.

Additionally, the MECP has introduced an amendment to the Conservation Authorities Act that outlines the proposed boundaries for establishing Regional Conservation Authorities. The proposed consolidation will entail, including reducing the number of Conservation Authorities from 36 to 7.

MECP has indicated that they plan to consult with stakeholders, municipalities, conservation authorities, and Indigenous communities. This consultation includes a policy proposal notice period posted on the Environmental Registry of Ontario for 45 days, inviting feedback on the



proposed boundaries and criteria for the regional consolidation of Ontario's 36 CAs with a deadline of December 22, 2025.

The Town understands that the timelines for the proposed CAA amendments are as follows:

- Consultation occurs throughout the Q1 2026;
- Conservation authorities operate within current governance structure until after the 2026 Municipal election; and
- Changes come into force January 1, 2027.

The Town of Goderich has identified several concerns relating to the proposed CAA amendments:

- What is the cost of establishing and operating the proposed Ontario Provincial Conservation Agency (OPCA)? The OPCA would require significant resources while local watershed advisory boards would still be needed to guide priorities and provide oversight.
- What is the anticipated total cost of consolidating the 36 Conservation Authorities to 7?
- As a local organization, the Maitland Conservation is responsive to community needs. Municipalities, landowners and community partners drive the services and priorities of the organization. A move to the OPCA, and the consolidation of Conservation Authorities, would mean less municipal input on service priorities, yet member municipalities currently financially contribute over 80% of the MVCA's operating budget, while the Province provides approximately 2%.
- Will the needs of rural communities and the agricultural sector will be adequately recognized and prioritized in this consolidation? Particularly since the lead Conservation Authority, for each of the 7 new regional conservation authorities, is expected to be in an urban setting in each region.
- A core priority for Maitland Valley Conservation Authority is reducing the risk of loss of life and community damage caused by flooding and erosion. MVCA are responsible for approving development in or near natural hazard areas, ensuring that new construction and additions are not at risk from flooding or erosion in floodplains or along the Lake Huron shoreline.
- MVCA's permitting process is efficient and consistent. In 2024, the average time to process all types of permits was just 5.7 days. The average time for reviewing and issuing permits by all conservation authorities is 12.5 business days.

- From start to finish, MVCA staff work closely with landowners, emphasizing customer service and helping them identify safe building locations outside hazardous areas. Will the proposed digital permitting platform be able to match MVCA's turnaround times and maintain this high level of customer experience? Additionally, what will the costs be for developing, implementing and maintaining this new platform?

The Town of Goderich encourages the Provincial government to partner with the current Conservation Authorities to build capacity and support local solutions to watershed issues. This will require a multi-year commitment to reinvesting in Conservation Authorities.

In order to protect Ontario's prosperity, the Town would like to see an emphasis placed on developing and protecting the health of watersheds. They are the foundation of not only our economic prosperity but our life support system as well. Clean water, diverse forests and healthy soils directly support key sectors like tourism, forestry and agriculture, which in turn support economically strong local communities.

Healthy Lake Huron (HLH) is a model of collaboration between federal, provincial and county agencies, 5 Conservation Authorities and several community groups. HLH has been successful in supporting stewardship initiatives aimed at improving water quality along the Lake Huron shoreline. Using this collaborative approach across all the watersheds in Ontario to build healthy watersheds would result in effective, cost-efficient results.

Working seamlessly together, we can achieve superior results.

Respectfully,



Chief Administrative Officer

Cc: The Honourable Doug Ford, Premier of Ontario  
The Honourable Lisa Thompson, Minister of Rural Affairs, and MPP for Huron-Bruce  
The Honourable Rob Flack, Ministry of Municipal Affairs and Housing  
Association of Municipalities of Ontario  
Environmental Registry of Ontario  
Ed McGugan, Chair of the Maitland Valley Conservation Authority

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

**BY-LAW NUMBER 084-2025**

**BEING A BY-LAW TO AMEND BY-LAW 135-2022 BEING A BY-LAW TO APPOINT MEMBERS TO THE MOUNT FOREST BUSINESS IMPROVEMENT AREA BOARD OF DIRECTORS**

**NOW THEREFORE** the Council of The Corporation of the Township of Wellington North enacts as follows:

1. **THAT** By-law 135-2022 be amended and the following members be appointed to the Mount Forest Business Improvement Area Board of Directors for the 2022-2026 term.  
 Andrew Coburn; Chair  
 Dwight Benson  
 Bill Nelson  
 Jessica McFarlane  
 Rachel Whetham  
 Kyle Dallaire  
 Erin Kiers (non voting)  
 Councillor Sherry Burke
2. **THAT** the Mayor and the Clerk are hereby authorized and directed to sign the by-law.
3. **THAT** this By-law shall come into effect on passage.

**READ AND PASSED THIS 15TH DAY OF DECEMBER, 2025.**

\_\_\_\_\_  
**ANDREW LENNOX, MAYOR**

\_\_\_\_\_  
**CATHERINE CONRAD, DEPUTY CLERK**

## THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH

### BY-LAW NUMBER 085-2025

#### BEING A BY-LAW TO ESTABLISH THE FEES AND CHARGES FOR VARIOUS SERVICES FOR 2026 PROVIDED BY THE MUNICIPALITY AND TO REPEAL BY-LAW 083-2024

**WHEREAS** *Municipal Act*, 2001 (hereinafter called “the Act”) permits a municipality and a local board to pass by-laws imposing fees or charges on any class of persons; and

**WHEREAS** *The Planning Act*, provides that a Council of a municipality may pass a by-law to prescribe a tariff of fees for the processing of applications made in respect of planning matters.

**WHEREAS** the *Building Code Act*, provides that a Council of a municipality may pass a by-law to prescribe fees for the processing of applications for permits or for the issuance of permits.

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

1. **THAT** the fees and charges for various municipal services are established as shown in the Schedules attached hereto and forming part of this By-law:  
  

Schedule “A”	-	Administration
Schedule “B”	-	Building Department
Schedule “C”	-	Cemeteries - deferred
Schedule “D”	-	Fire/Rescue
Schedule “E”	-	Licensing & Lotteries
Schedule “F”	-	Planning Department
Schedule “G”	-	Engineering and Transportation
2. **THAT** all fees and charges will be subject to applicable taxes [including but not limited to, Harmonized Sales Tax (H.S.T.).
3. **THAT** unpaid fees and charges imposed pursuant to this by-law are subject to an interest rate of one and one-half percent per month.

4. **THAT** all charges payable under this by-law including taxes, interest and collection costs constitute a debt of the person or persons charged and if unpaid, where permissible, shall be added to the tax roll for any property in the Township of Wellington North owned by such person or persons and may be collected in the same manner as taxes, in accordance with the *Municipal Act*, 2001.
5. **THAT** this by-law shall be known as the "Fees and Charges By-law".
6. **THAT** this by-law shall come into force effective January 1, 2026.
7. **THAT** By-law Number 085-2025 be repealed on January 1, 2026.

**READ AND PASSED THIS 15TH DAY OF DECEMBER, 2025**

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**ANDREW LENNOX, MAYOR**

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**CATHERINE CONRAD, DEPUTY CLERK**



**SCHEDULE "A"**  
**ADMINISTRATION**

DESCRIPTION	2026 FEE
Marriage Licence	\$135.00
Marriage Ceremony (1 hr max)	\$375.00
Marriage Rehearsal (1 hr max)	\$100.00
Travel time for ceremonies outside 25km one way	\$25.00/hr & mileage
Certification of Documents	\$20.00 per document
Commissioning Documents	\$35.00 per document
Completion of Pension Forms (Township resident only*)	No Charge* \$35.00 per document – Non Residents
Flags Wellington North	\$100.00
Freedom of Information Requests (legislated fees)	\$5.00 application fee plus disbursements (i.e. photocopying) plus Record Preparation at \$12.55 per quarter hour
NSF Cheque Charge	\$30.00
Tax Certificate (required for purchase and sale of properties)	\$50.00
Tax Account Statement or Bill Reprint (required for personal income tax purposes)	\$20.00
Tax Sale Proceedings	\$250.00
Burial Permit	\$20.00
Fee for services provided by municipal employees per hr per employee	\$55.00
Tax Arrears Penalties & Interest	Refer to the current Tax Rates By-law
Civic Addressing Initial 911 Sign & Post installed	\$120.00
Replacement Sign 911 no installation	\$25.00
Electric Vehicle Charging Station	Level 2: \$0.04/minute Level 3: \$0.25/minute
Reclamation election signs	\$25.00/sign
AGCO Agency Letter of Approval *not for profit, charities and service clubs	\$50.00 *
AGCO Municipal Information for liquor sales *not for profit, charities and service clubs	\$50.00 *
AGCO Municipally Significant Event *not for profit, charities and service clubs	\$50.00
Exemption from noise by-law letter Charities and local events exempt from fee	\$50.00
Tile Drainage Application Fee	\$250.00
Tile Drainage Inspection Fee	\$100.00
Municipal Drain Agreements plus associated legal fees	\$250
Request to purchase municipal property	\$500



**SCHEDULE "B"**  
**BUILDING DEPARTMENT**

SECTION NO.	DESCRIPTION	2026 FEE	
		Per Sq. Ft.	Admin. Fee
1.1	Assembly and Institutional Occupancies (Group A & B)		
	a) New construction	0.97	\$371
	b) Renovation/alteration less than 500 Sq. Ft.	0.00	\$371
	c) Renovation/alteration greater than 500 Sq. Ft.	0.48	\$371
1.2	Residential Occupancies (Group C) New Construction	<b>FLAT RATE</b> (includes \$371.00 admin fee)	
	a) Single family detached		\$3,399
	b) Semi-detached/Row-house per unit		\$2,369
	c) Apartment per unit		\$1,339
1.3	Residential Occupancies (Group C) Addition/Renovation		
	a) New construction	0.97	\$371
	b) Basement with ceiling height $\geq 6'-11"$ (2,100 mm)	0.34	\$371
	c) Renovation/alteration less than 500 Sq. Ft.	0.00	\$371
	d) Renovation/alteration greater than 500 Sq. Ft.	0.34	\$371
	e) Attached garage or carport	0.41	\$371
	f) Detached garage or carport	0.42	\$371
	g) Accessory building	0.20	\$237
	h) Deck/porch/veranda	0.20	\$237
1.4	Business and Mercantile Occupancies (Group D & E)		
	a) New construction	0.97	\$371
	b) Renovation/alteration less than 500 Sq. Ft.	0.00	\$371
	c) Renovation/alteration greater than 500 Sq. Ft.	0.41	\$371
1.5	Industrial Occupancies (Group F)		
	a) New construction	0.55	\$371
	b) Renovation/alteration less than 500 Sq. Ft.	0.00	\$371
	c) Renovation/alteration greater than 500 Sq. Ft.	0.41	\$371

**SCHEDULE "B" (CONTINUED)**

1.6	Agricultural and Farm Building		
	a) New livestock/Ag processing buildings and additions	0.33	\$371
	b) Livestock renovations	0.02	\$371
	c) Sheds/shops	0.18	\$371
	d) Quonset/economy structure	0.13	\$237
	e) Silos/grain bins	0.05	\$237
	f) Manure storage or Pit silos		
	i. Uncovered	0.05	\$237
	ii. Covered	0.13	\$237
	iii. Roof over existing	0.07	\$237
1.7	Temporary Structure		
	a) Portables, meteorological towers, etc.		\$371
	b) Special occasion tent		\$237
1.8	Septic Systems		
	a) All classes, new or replacement		\$639
	b) Tank replacement		\$237
	c) Leaching bed replacement		\$505
1.9	Commercial Wind Turbines	\$371 admin. plus \$63 per \$1,000 of const. value	
2	Buildings or Structures that do not fit elsewhere in this Schedule	\$371 admin. plus \$14 per \$1,000 of const. value	
3	Demolition Permit		
	a) Class "A"		\$237
	b) Class "B"		\$639
4	Conditional Permit Full permit fee as calculated under Section 1. Additional permit security may be required. Designated Structure the same as Section 1.		\$371
5	Transfer permit		\$371
6	Change of Use (no construction)		\$237
7	Reapplication		\$237
8	Inspection of wood burning appliance installation		\$237
9	Pool Enclosure Fence		\$237
10	L.L.B.O. inspections and letters for occupant loads		\$237
11	Certificate of Compliance – Building and Zoning		\$100
12	Works Damage/Lot Grading/C.C.T.V./Tree/Apron	<b>Deposit</b>	<b>Fee</b>
		\$1,900.00	\$100.00

**NOTE TO SCHEDULE**

An investigation fee equal to the applicable building permit fee shall be applied where work has commenced prior to the issuance of the required building permit in addition to the building permit fee to be charged when permit is issued, at the discretion of the CBO.

**SCHEDULE "C"**  
**CEMETERIES- DEFERRED**

**SCHEDULE "D"**  
**FIRE/RESCUE**

<b>DESCRIPTION</b>	<b>2026 FEE</b>
<b>Inspections: By Request Only</b>	
Single Residence	\$100.00
Institution / Industrial / Commercial	\$125.00
Apartments / Condominiums	\$100.00 plus \$10.00 per unit
<b>Fire Search Fees / Approvals</b> Fire Reports	\$200.00
Fire investigation reports	\$200.00
<b>Motor Vehicle Incidents:</b> Non-residents/non-taxpayers of Wellington North are involved in a motor vehicle accident within the municipal boundary of the Township of Wellington North that require the Fire / Rescue to respond to the scene, will be invoiced firstly to the owner's insurance provider. In the case where there is no insurance payable, the owner shall be billed directly	Current rates established and published by the MTO for fire responses to MTO roads
<b>Administration &amp; Enforcement:</b> Spills Act and Transportation of Dangerous Goods Act: The cleanup of hazardous material spills	Current rates established and published by the MTO for fire responses to MTO roads  Clean up costs to cover materials used  <b>Plus</b>  Administration Fee of \$50.00 per hour
<b>Open Air Burning:</b> Where burn is in contravention with Open Air Burn By-law and/or Fire Prevention and Protection Act	Current rates established and published by the MTO for fire responses to MTO roads  <b>Plus</b> Administration Fee of \$50.00 per hour per Fire-fighter
Securing of Premises after a fire	\$50.00 per hour per Fire-Fighter

**SCHEDULE "D" (CONTINUED)**  
**FIRE/RESCUE**

DESCRIPTION	2026 FEE
<b>False Alarms:</b> The following procedures and fees shall apply only when it has been determined at the discretion of the responding officer of the Township of Wellington North Fire Department that the false alarms were preventable. The totals shall be calculated within each calendar year with each year being considered separately.	
First False Alarm - Warning	n/c
Second False Alarm	n/c
Third False Alarm	\$600.00
Four or More False Alarms	\$1,200.00
Fire Alarm Monitoring/Fire Watch	\$450.00 per vehicle per hour \$255.00 per half hour thereafter
Liquor Occupancy Permit Authority Have Jurisdiction Letter to Alcohol and Gaming Commission	\$150.00
Fire Safety Plan Review	\$150.00
Fire Extinguisher Training	\$100.00 per hour
Mobile/Seasonal Vendors Inspection	\$25.00
Chemicals used to suppress or prevent fires or explosions (often referred to as foam agents)	\$200.00 per container

**Extraordinary Expenses**

If Wellington North Fire responds to a fire or other emergency at a property and determines, or the Officer in Charge determines, that it is necessary to retain a private contractor, rent special equipment, or use consumable materials other than water, and medical supplies, in order to suppress or extinguish a fire, preserve property, prevent a fire from spreading, or otherwise control and eliminate an emergency, the property owner shall be charged the expenses incurred by Wellington North Fire for retaining a private contractor, renting special equipment and/or using consumable materials, as applicable.

If Wellington North Fire responds to a fire or other emergency at a property and incurs damage or contamination to equipment such as personal protective equipment, hoses or other non-consumable materials that require cleaning and decontamination or replacement thereof, as a result of the service to suppress or extinguish a fire, preserve property, prevent a fire from spreading, or otherwise control and eliminate an emergency, the property owner shall be charged the expenses incurred by Fire & Emergency Services for cleaning and decontamination or replacement of equipment, as applicable, and shall be recovered as a fee under this By-law.

**SCHEDULE "E"**  
**LICENCING AND LOTTERIES**

<b>DESCRIPTION</b>	<b>2026 FEE</b>
<b>Animal Control</b>	
New Kennel Licence	\$500.00*
Renewal of Kennel License	\$250.00*
	*plus inspection fee charged by animal control officer
Kennel Inspection fee annual	inspection fee charged by animal control officer
Impound fee	\$150.00
Boarding fees for impounded dog/dog	fee charged by pound
Additional Charges may apply pursuant to the Canine Control Bylaw	
<b>Business Licensing Fees</b>	
Food Vehicle Stand	\$125.00
Donation Box	\$160.00
Temporary Vendor	\$200.00
Replacement license	\$25.00
Administrative Penalty	\$300.00
Donation Box removal	Actual cost of labour
<b>DESCRIPTION</b>	<b>FEE</b>
Lottery Licences	
• Raffle	\$20.00
• Blanket	\$20.00
• Bingo	\$20.00
• Other	\$20.00
Break Open Tickets	\$10.00 per box



**SCHEDULE "F"**  
**PLANNING**

<b>DESCRIPTION</b>	<b>2026 FEE</b>	
Committee of Adjustment – Minor Variance	\$2,652.00	
Zoning Amendment	\$10,609.00	
Holding Zone Removal By-law	\$1,061.00	
Any other applications pursuant to the provisions of the Planning Act i.e. Consent Agreement	\$1,061.00	
Certificate of Compliance Plan of Subdivision/Condominium, Site Plan and Development Agreements	\$250.00	
Part Lot Control	\$1,061.00	
Clearances for Severance Conditions	\$250.00	
Cash in Lieu of Parkland	\$7,500.00 per unit	
Fee for services provided by Municipal employees	\$125.00 (per hour, per employee)	
Copy of Zoning By-law	\$50.00	
	<b>ADMINISTRATION (non-refundable)</b>	<b>DEPOSIT (refundable)</b>
Plan of Subdivision or Condominium	\$10,609.00	under 100 units \$15,000.00
New or Amendment including conditions of approvals to both Wellington North and the County of Wellington		100-300 units \$30,000.00
		over 300 units \$40,000.00
Review of Draft Plan of Subdivision, Condominium or Official Plan Amendment	\$6,365.00	\$5,000.00
Site Plan Control Approval and Agreement Minor	\$2,122.00	\$3,500.00

**SCHEDULE "F" (CONTINUED)  
PLANNING**

Site Plan Control Approval and Agreement Complex	\$3,183.00	\$7,500.00
Site Plan Control Amendments	\$318.00	\$1,000.00
Development Agreement	\$2,122.00	\$5,000.00
Condominium Agreement	\$2,122.00	\$5,000.00
Pre-consult	\$530.00	Deposit required as listed above for corresponding application
Pre-servicing Application	\$2,122.00	\$7,500.00
Site Alteration Application	\$2,122.00	\$7,500.00
Site Alteration Application - Major	\$4,244.00	\$20,000.00

**Deposits**

- Deposits less the disbursement fees and third party fees will be refunded. upon final disposition of the planning application, including all appeals related thereto.
- Disbursements may include but are not limited to: postage, laminating, registration of documents and photocopying, faxing, etc.
- Third Party fees including, but are not limited to, planners, engineers, solicitors and township staff technical review, site inspections, attend meetings, review of security reduction request, advertising of notices and similar costs.
- Every applicant for a planning matter referred to in Schedule "F" hereof shall make an application on forms provided by the Municipality and in addition shall sign a deposit agreement in the prescribed form and pay any applicable deposit to the Municipality.
- The Clerk/Deputy Clerk/Development Clerk and/or Treasurer/Deputy Treasurer are hereby authorized to execute the deposit agreement on behalf of the Township.

### SCHEDULE "G" ENGINEERING AND TRANSPORTATION

DESCRIPTION	INSPECTION FEE	*DAMAGE DEPOSIT
Road Crossing Permit	\$450.00	\$3,000.00
Entrance Permit - Urban	\$200.00	\$2,000.00
<b>Rural/Semi-Urban Entrance Installations</b> The applicant would be responsible for all costs to supply a culvert over 600 mm in diameter and/or to supply over 12 meters of culvert and/or to upgrade an existing entrance. Costs would be charged at the current rates. *Damage Deposit Fees shall be collected when a Building Permit is issued.		
<b>Entrance Permit – Rural:</b>		
a) Requires up to 12m culvert (up to and including 600mm) including inspection fee		\$2,600.00 **
b) Entrance up to 12m that does not require a culvert including inspection fee		\$2,000.00 **
<b>** Note:</b> Items a & b above within Schedule “G” can be increased in width by 3m increments to a maximum of 20m. Each additional 3m increment carries an associated additional cost of \$600.00.		
	<b>FEE</b>	
Cost of hidden driveway sign installed	\$200.00 each	
Civic Addressing - 911 Sign and Post	\$120.00 each	
*Replacement sign and post charged at same rate		
Grader rate – at the discretion of the township.(available only to Township of Wellington North ratepayers)	\$175.00/hr	
Labourer/Driver Rate	\$60.00/hr	
Resident Request for Tree Inspection and Assessment	\$100.00 per tree	
<b>Infrastructure Development Fees:</b>		
Fee for services provided by municipal employees	\$125.00 (per hour, per employee)	
Sewage Allocation Application	\$285.00 per Development	
Watermain Form 1 Authorization	\$1,500.00	
Service Connection Permit Pre-Consultation		
Service Connection Demolition Permit Application and Inspection fee		
Service Connection Demolition Deposit		
Low Pressure Sanitary Service Connection	\$1,030.23 per connection	
Storm Service Connection Fee	\$1,751.83 per connection	
Sanitary Service Connection Fee**	\$2,898.81 per connection	
Water Service Connection Fee**	\$2,342.15 per connection	
Service Connection Permit-New Service Application and Inspection (1 service)	\$1,500.00	
Service Connection Permit-New Service Application and Inspection (2 services connections for same building unit)	\$2,000.00 per 2 connections for same building unit	

Service Connection Permit-New Service Application and Inspection (3 services for same building unit)	\$2,500.00 per 3 connections for same building unit
Service Connection New Service Permit Deposit	100% of cost of construction up to a maximum of \$20,000.00
Copies of Traffic Count	\$30.00 per location
<b>Consolidated Linear Infrastructure Environmental Compliance Approval (CLI-ECA):</b>	
a) Storm Sewer (adding, changing, replacing or extending)	\$3,000.00
b) Quality Device, i.e. Oil/Grit Separator	\$2,500.00 (each appurtenance)
c) Stormwater Management Facility	\$5,000.00 (each system)
d) Low Impact Development	\$3,700.00
e) Sanitary (sewage) Sewer (adding, changing, replacing or extending)	\$3,000.00
f) Sanitary Sewage Pumping Station or Forcemain	\$5,000.00 (each facility or forcemain)
g) Sanitary appurtenance (examples: odour and corrosion control, etc.)	\$3,000.00 (each appurtenance)
h) Review of CLI ECA Amendment Application for MECP submission	\$1,000.00 (each system)
<b>Site Alteration Fees</b>	
Site alteration and fill application fee (Inspection and review not included)	\$2,000.00 Plus deposit \$10,000.00
Site alteration and fill application fee <b>Major</b> (Inspection and review not included)	\$5,000.00 Plus deposit \$20,000.00
Heavy truck fill movement fee (municipal)	\$2.00 per m3
Renewal fee	\$500.00
Revision fee (deducted from application deposit fee) Administrative fee	Engineer fees \$150.00
Consultant Engineer fee administration and inspections (deducted from application deposit fee) Administrative fee	Consultant fees 15%
Minimum 4 hour municipal call out time for grading gravel road surface	\$1,000.00 Additional fees over 4 hours

Minimum 4 hour municipal call out time to vehicle accident scenes as requested by OPP	\$3,000.00 Additional fees over 4 hours
<b>Technical Review Fee</b>	
a) Subdivision over 300 units	\$10,000.00
b) Subdivision over 100 units	\$7,000.00
c) Subdivision under 100 units	\$5,000.00
d) Condominium Review	\$2,600.00
e) Site Plan Review	\$2,600.00
f) Site Plan Review Major (Over 20 residential units)	\$3,500.00
Additional Submission (4 <sup>th</sup> Submission or more)	\$50.00 (per lot/block/unit)
<b>Note:</b> 1. Technical review fee shall be applied at the first submission of a planning application. This cost shall be applied to the application deposit account. 2. <b>Peer Review</b> – the applicant is responsible for the full costs of undertaking peer reviews for any studies or drawings submitted in support of the applications. These costs shall be applied to the application deposit account.	
<b>Administration and Inspection Construction Work Fees:</b>	
Subdivision	0.7% of Value of Construction of Municipal Services – Payable upon execution of subdivision Agreement.
<b>Re-Inspection</b>	
a) Subdivision over 300 units	\$5,000.00
b) Subdivision over 100 units	\$3,500.00
c) Subdivision under 100 units	\$2,500.00
d) Site Plan Large Scale (11 units and over)	\$1,750.00
e) Site Plan Small Scale (10 units and under)	\$750.00

**Note to Schedule G**

1. An investigation fee equal to the applicable infrastructure permit fee shall be applied where work has commenced prior to the issuance of the required infrastructure permit in addition to the infrastructure permit fee to be charged when permit is issued, at the discretion of the Infrastructure Services Department.
2. Fees and charges of various services on Schedule "G" are HST Except unless noted.

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

**BY-LAW NUMBER 086-2025**

**BEING A BY-LAW TO ESTABLISH THE FEES AND CHARGES FOR  
2026 WATER AND SEWER SERVICES PROVIDED BY THE  
MUNICIPALITY AND TO REPEAL BY-LAW 084-2024**

**WHEREAS** Section 391. (1) of *the Municipal Act*, 2001 S.O. Chapter 25 as amended (hereinafter called “the Act”) permits a municipality and a local board to pass by-laws imposing fees or charges on any class of persons

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

1. **THAT** the fees and charges for various municipal services are established as shown in the Schedules attached hereto and forming part of this By-law:  
  
Schedule “A” - Water & Sewer  
Schedule “B” - Water & Sewer Rates
2. **THAT** the effective date of the fees and charges is January 1, 2026
3. **THAT** all fees and charges will be subject to applicable taxes [including but not limited to, Provincial Sales Tax (P.S.T.), Goods and Services Tax (G.S.T.) and Harmonized Sales Tax (H.S.T.).
4. That unpaid fees and charges imposed pursuant to this by-law are subject to an interest rate of one and one-half percent per month.
5. **THAT** all charges payable under this by-law including taxes, interest and collection costs constitute a debt of the person or persons charged and if unpaid, where permissible, shall be added to the tax roll for any property in the Township of Wellington North owned by such person or persons and may be collected in the same manner as taxes, in accordance with Section 398 *Municipal Act*, 2001 S.O. Chapter 25 as amended.



6. **THAT** this by-law shall be known as the “2026 Water and Sewer Fees and Charges By-law”.
7. **THAT** By-law 084-2024 is hereby repealed.

**READ AND PASSED THIS 15TH DAY OF DECEMBER, 2025**

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**ANDREW LENNOX, MAYOR**

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**CATHERINE CONRAD, DEPUTY CLERK**

**SCHEDULE "A"**  
**WATER AND SEWER**  
**Effective January 1, 2026**

DESCRIPTION	2026
<p>Swimming Pool Rate:</p> <p>In addition to the charges for water, being the Residential Rate or the General Service Rate in Arthur and Mount Forest hereinbefore set out, there shall be a separate water rate of \$81.20 payable annually to the Township by the landowner for each swimming pool located on a parcel of land during each year or part thereof. For the purposes of this paragraph a swimming pool shall be an inground or aboveground swimming pool containing 8,000 gallons of water or more.</p>	\$81.20
<p>Bulk Water Pick-Up or Supply:</p> <p>Persons wanting bulk water pick-up or supply must contact the Water and Sewer Department Office Monday to Friday between the hours of 7:30 A.M. and 4:00 P.M. to schedule the pick-up or supply. A member of the Township's Water Department must be present when any water is loaded. Unauthorized opening of any Township hydrant is an offence that will have legal implications.</p>	\$162.38
<p>Disconnection/Reconnection of Water Services:</p> <p style="padding-left: 40px;">(a) At the request of owner to facilitate private water system maintenance; or</p> <p style="padding-left: 40px;">(b) Will only be allowed if the electrical service is also disconnected or reconnected for the same period of time.</p> <p>A service fee will be charged per disconnect/connect (1 water turn off, 1 water turn on).</p>	<p>\$81.20 (During Business Hours)</p> <p>\$108.26 (After-Hours)</p>
<p>Service Call:</p> <p>Any property owner requesting a service call will be charged a minimum \$81.20 fee if the problem is found to be on the landowner's property. Any involvement by the Township in the repair of services on private property shall be billed to the property owner on a time and material basis.</p>	<p>\$81.20 (During Business Hours)</p> <p>\$108.26 (After-Hours)</p>
<p>Water-Sewer Operator Fee (Per hour) – During Business or After Hours</p>	\$64.95

**SCHEDULE "B"**  
**WATER & SEWER RATES**  
Effective January 1, 2026

DESCRIPTION	2026
<b>Water</b>	
Residential (flat rate)	
Residential - monthly	\$50.43
Residential - annually	\$605.13
Non-residential Customers – Annual Flat Rate	\$725.49
Non-residential	
Rate per cubic metre	\$2.22
Meter Maintenance Fee (Commercial / Industrial) - monthly	\$18.77
<b>Wastewater (Sewer)</b>	
Residential (flat rate)	
Residential - monthly	\$63.24
Residential - annually	\$758.86
Non-residential Customers – Annual Flat Rate	\$909.72
Non-residential	
Rate per cubic metre	\$2.78
Special Rate (Non-residential) – 460 Durham St E (Green House)	\$83.20
<b>Water Account Set up</b>	\$27.07
<b>Sewer Account Set up</b>	\$27.07

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

**BY-LAW NUMBER 087-2025**

**BEING A BY-LAW TO ADOPT A BUDGET INCLUDING ESTIMATES OF ALL SUMS REQUIRED DURING 2026 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 shall come into force effective immediately on its passage.

**READ AND PASSED THIS 15TH DAY OF DECEMBER, 2025**

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**ANDREW LENNOX, MAYOR**

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**CATHERINE CONRAD, DEPUTY CLERK**

TOWNSHIP OF WELLINGTON NORTH  
2026 OPERATING BUDGET (By Account Groupings)  
BY-LAW 087-2025  
SCHEDULE "A"

	2024 BUDGET	2025 BUDGET	2026 Budget	NET BUDGET CHANGE	
				\$	%
REVENUE					
General Expenses/revenues (Surplus fwd)	-	-	-	-	0.0%
Tax Levy Requirement	9,646,763	10,723,018	11,325,235	602,217	5.6%
PIL'S and Supplementary Taxes	538,337	598,420	497,514	(100,906)	-16.9%
OMPF Allocation	1,300,600	1,483,600	1,585,400	101,800	6.9%
Tax Write/Offs	(93,200)	(65,000)	(67,000)	(2,000)	3.1%
Grants and Subsidies	69,000	70,600	76,600	6,000	8.5%
Municipal Recoveries	159,000	165,000	142,000	(23,000)	-13.9%
Licences, Permits and Rents	748,966	755,666	737,573	(18,093)	-2.4%
Fines and Penalties	130,000	160,000	180,000	20,000	12.5%
User Fees and Charges	6,343,081	6,392,196	7,241,532	849,336	13.3%
Sales Revenue	64,350	86,877	92,500	5,623	6.5%
Other Revenue	626,281	731,675	674,545	(57,130)	-7.8%
Internal Recoveries	795,210	738,570	748,680	10,110	1.4%
Capital Project Recovery	-	-	-	-	0.0%
Transfer from Reserves/Reserve Funds	676,097	480,465	546,265	65,800	13.7%
Total Revenue	21,004,485	22,321,087	23,780,844	1,459,757	6.5%
EXPENDITURES					
Salaries, Wages and Employee Benefits	6,944,518	7,363,484	7,531,262	167,778	2.3%
Long Term Debenture Charges	810,481	565,253	565,253	(0)	0.0%
Materials, Supplies and Equipment	3,924,230	3,997,655	4,348,070	350,415	8.8%
Contracted Services	2,282,942	2,768,110	2,916,881	148,771	5.4%
Rents, Insurance and Financial Expenses	680,925	713,068	740,505	27,437	3.8%
External Transfers	75,100	336,437	358,118	21,681	6.4%
Internal Charges	795,210	738,545	748,680	10,135	1.4%
Total Expenditures	15,513,406	16,482,552	17,208,769	726,217	4.4%
Net Revenue Before Transfers	5,491,079	5,838,535	6,572,074	215,565	4.1%
Transfer to Reserves	1,984,609	1,433,923	1,940,298	506,375	35.3%
Transfer to Reserve Fund	5,000	5,000	5,000	-	0.0%
Transfer to Capital Fund	3,501,470	4,399,612	4,626,776	227,164	5.2%
Surplus (for transfer to reserves - Estimated)	-	-	-	-	0.0%
	5,491,079	5,838,535	6,572,074	733,539	12.6%
Net Operating Surplus (Deficit)	-	-	-	-	-

Tax Levy Increase	<b>602,217</b>
% Tax Levy Change	<b>5.62%</b>
% Organic Growth	<b>2.46%</b>
% Tax Levy Impact	<b>3.16%</b>

TOWNSHIP OF WELLINGTON NORTH  
2026 CAPITAL BUDGET  
BY-LAW 087-2025  
SCHEDULE "B"

	2024 BUDGET	2025 BUDGET	2026 BUDGET
<b>Project Expenditures</b>			
Council Directed Projects	-	-	-
20in20 Initiatives	-	-	-
Development Projects	-	-	-
Roads & Drainage	5,703,945	7,874,943	4,787,850
Waterworks	484,557	908,419	100,000
Sanitary Sewers	434,556	646,699	485,335
Fleet	930,000	865,000	1,500,000
Parks & Recreation	806,950	934,500	1,048,000
Fire	160,000	76,000	79,700
Admin & Property	932,000	1,344,180	627,815
Cemetery	20,000	21,080	80,800
Arthur Wastewater Treatment Plant – Phase 2 Upgrade	13,500,000	-	-
<b>Total Expenditures</b>	<b>22,972,009</b>	<b>12,670,821</b>	<b>8,709,500</b>

<b>Funding</b>			
Revenue (levy, user fees, etc)	3,531,471	4,444,612	4,626,776
Grants	1,074,123	58,500	-
Devt Chrgs & Reserves	1,873,852	4,843,679	1,417,801
Developer Contributions	22,500	1,124,564	50,000
External Debt	-	-	-
Gas Tax	1,287,768	514,360	159,045
Sustained OCIF	1,682,295	1,685,106	1,405,878
Unfunded Amounts (Debt Financing)	-	-	1,050,000
Arthur Wastewater Treatment Plant – Phase 2 Upgrade	13,500,000	-	-
<b>Total Funding</b>	<b>22,972,009</b>	<b>12,670,821</b>	<b>8,709,500</b>

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

**BY-LAW NUMBER 088-2025**

**BEING A BY-LAW TO AMEND BY-LAW NUMBER 085-2025  
BEING A BY-LAW TO ESTABLISH FEES AND CHARGES FOR VARIOUS  
SERVICES PROVIDED BY THE MUNICIPALITY**

**WHEREAS** the Township of Wellington North wishes to amend fees and charges By-law 088-2025

**THEFORE THE COUNCIL OF THE TOWNSHIP OF WELLINGTON NORTH ENACTS AS  
FOLLOWS:**

- 1. THAT** the Schedule C in By-law 085-2025 be replaced by the Schedule attached to this by-law.

**READ AND PASSED THIS 15TH DAY OF DECEMBER, 2025**

\_\_\_\_\_  
**ANDREW LENNOX, MAYOR**

\_\_\_\_\_  
**CATHERINE CONRAD, DEPUTY CLERK**



SCHEDULE C

DESCRIPTION	2026 FEE
<b><u>SALES</u></b>	
Single Grave 3 ½ feet x 10 feet plot \$1910.00	\$3,181.00
Care and Maintenance Fund (40% of selling price \$1,272.40)	
Cremation Plots (3 ft x 4 fx with 2 ft sidewalk) \$1,440	\$2,400.00
Care and Maintenance Fund (40% of selling price \$960.00)	
Single niche to accommodate two urns (Niche \$1,910.00)	\$2,247.00
Care and Maintenance Fund (15% of selling price \$337.05)	
Scattering Garden (\$111.00)	
Care and Maintenance Fund (40% \$74.00)	\$185.00
<b><u>INTERMENT/INURNMENT</u></b>	
Adult	\$1,910.00
Child (12 years and under)	\$1,000.00
Cremated remains in standard plot	\$600.00
Double depth charge – extra	\$500.00
Inurnment in niche	\$600.00
Scattering garden	\$600.00
<u>Surcharges:</u>	
Saturday funerals until 12 noon - standard burial & 12 yrs and under	\$400.00
Saturday funerals until 12 noon - cremated remains & scattering garden	\$260.00
Saturday funerals until 12 noon– niche	\$150.00
Burials inurnments that occur outside the hours of 9 a.m. – 3 p.m. Mon-Fri	\$140.00
Statutory holidays, Easter Monday, Remembrance ay, winter burial if ordered by Public Health Standard rate plus all charges	
<b><u>DISINTERMENT</u></b>	
Standard burial	\$2,000.00
Cremated remains	\$1,100.00
<b><u>VAULT STORAGE</u></b>	\$300.00
<b><u>MONUMENT INSTALLATIONS</u></b>	
Staking fee	\$75.00
Monument care & maintenance fund:	
Flat marker (under 1,116.13 sq centimeters-173 sq inches)	NIL
Flat Marker (over 1,116.13 sq centimeters-173 sq inches)	\$100.00
Upright Marker (under 4 ft.)	\$200.00
Upright Marker (over 4 ft.)	\$400.00
<b><u>ADMINISTRATION</u></b>	
Transfer of Interment Rights or resale to municipality per plot	\$100.00
Admin fee and Research per hour	\$55.00
Assisting as Pallbearer (min 1 hour)	\$55.00/hr
<b><u>OTHER</u></b>	Rate
Rental of any equipment	charged



*Preserving, promoting, and developing Wellington North's unique cultural resources to build a vibrant community and a prosperous economy.*

## **CULTURAL MOMENT FOR DECEMBER 15, 2025 CELEBRATES 10 YEARS OF 88.7 THE RIVER**

As 2025 marks the tenth anniversary of 88.7 The River broadcasting from downtown Mount Forest, the station's journey reveals a story of vision, perseverance, and transformation.



The seeds were planted in June 2011, when a proposal at a Township of Wellington North Economic Development meeting set in motion the idea of a community radio station. Over the next two years, dedicated work behind the scenes led to the CRTC granting a license in September 2013, officially establishing Saugeen Community Radio Inc. The founding board — Dale Small, Shawn McLeod, John McGovern, Chris Byrnes, Tim Boggs, and chair John Tyson — appointed Rob Mattice as the first General Manager, setting the stage for what was to come.

The station's identity was initially in flux. It launched as "The Spark," but the community's involvement soon shaped its future. In late 2015, after a public contest, the station adopted the name "The River," suggested by Kameron Nicholson, who now hosts the weekday show "Mel's Diner." Broadcasting began from a temporary studio at Plume's Main Street Interiors, with a team of volunteers and contributors including by not limited to John Patrick, Bob and Jamie Radojcin, Axy Leighl, Betty Lou Roxburgh, Roslyn Fortier, Deedee Eurig, John Harada, Len Robinson, Eric McLeod, Chris Holden, Brian Campbell, Erin Keirs, and Murray Calder bringing a diverse range of programming to the airwaves.

The River's foundation was built on local engagement, but its true transformation began with the move to a permanent home on Main Street and the expansion of its team. Strategic hires in sales and administration, along with new programming, allowed the station to reflect the interests and needs of Mount Forest and its surrounding communities. The River became a fixture at local events, hosting festivals and fundraisers, and using its platform to amplify community initiatives.

Challenges were inevitable. Technical setbacks, the loss of key personalities, and changes in leadership tested the station's resilience. Each transition, however, brought new voices and perspectives. Programming evolved to meet changing audience interests, and partnerships with local businesses and organizations grew stronger. The

station's tagline shifted from "Your. Local. Radio." to "Local radio at its best!"—a reflection of its commitment to quality and relevance.

Over the years, The River's impact has become increasingly visible. Since July 2019, its on-air talent have served as master of ceremonies at the Mount Forest Fireworks Festival. The station is the title sponsor of the annual Wellington North Mayor's Charity Bonspiel and the Mount Forest Curling Club's Family Day Bonspiel, supports local sports teams, and presents the Chamber of Commerce's Citizen of the Year Award. Milestones have been celebrated, such as "Broadway Hits & Bits" reaching 300 episodes, and volunteers who are no longer with us, like the late John McGovern, have been honoured for their contributions.

Today, The River is more than a broadcaster—it is a catalyst for connection. With Chris Holden as General Manager, Gary Lizotte in sales, Eric McLeod in production, and a board of directors including Shawn McLeod (chair), Dale Small, Lynn Williamson, Bill Yelland, and Mike Wilson, the station remains driven by and for the community. Ten years on, 88.7 The River stands as a testament to the power of local voices and the enduring value of community radio.

*Submitted by the Wellington North Cultural Roundtable*

# THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH

## BY-LAW NUMBER 089-2025

### 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 15, 2025

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

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

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

1. The action of the Council of the Corporation of the Township of Wellington North taken at its meeting held on December 15, 2025 in respect of each motion and resolution passed and other action taken by the Council of the Corporation of the Township of Wellington North at its meeting, is hereby adopted and confirmed as if all such proceedings were expressly embodied in this By-law.
2. That the Mayor and the proper officials of the Corporation of the Township of Wellington North are hereby authorized and directed to do all things necessary to give effect to the action of the Council of the Corporation of the Township of Wellington North referred to in the proceeding section hereof.
3. The Mayor and the Clerk are authorized and directed to execute all documents necessary in that behalf and to affix thereto the Seal of the Corporation of the Township of Wellington North.

**READ AND PASSED THIS 15TH DAY OF DECEMBER, 2025.**

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**ANDREW LENNOX, MAYOR**

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**CATHERINE CONRAD, DEPUTY CLERK**