



# Township of Woolwich Committee of the Whole Agenda

Tuesday, September 10, 2024

7:00 p.m.

Council Chambers - Hybrid with YouTube Livestream

24 Church Street West, Elmira ON, N3B 2Z6

Chair: Councillor Evan Burgess

## Pages

### 1. **Public Resolution to Move into Closed Session - ( 5:30 P.M.)**

That the Council of the Township of Woolwich convenes in closed session on Tuesday, September 10, 2024 at 5:30p.m. electronically in accordance with section 239 (2) and (3.1) of the Municipal Act, 2001, for the purposes of considering the following:

- a. Advice that is subject to solicitor-client privilege, including communications necessary for that purpose (Ontario Land Tribunal Matter);
- b. Personal matters about an identifiable individual, including municipal or local board employees and for the purpose of educating or training the members (Staffing Matters); and
- c. For the purpose of educating or training the members (Budget Education).

### 2. **Public Resolution to Reconvene in Open Session (7:00 P.M.)**

That Council reconvenes in open session.

### 3. **Land Acknowledgement**

### 4. **Disclosures of Pecuniary Interest**

### 5. **Items to Come Forward from Closed Session**

6. **Public Meetings**

7. **Presentations**

8. **Delegations**

**Instructions for Delegations**

1. You have a maximum of 7 minutes to speak unless Council or the Clerk has set a different time. There will be a timer on the screen and you will hear a warning when you have 1 minute and when your time is up.
2. Once you are finished, please wait for questions of clarification from Council. When there are no more questions for you, virtual delegates please turn your microphone and camera off again and in-person delegates may return to their seat. You are welcome to stay for the rest of the meeting or leave when you want.
3. Council discussion and debate will start when all questions of clarification have finished.

**8.1 DS31-2024: Official Plan Amendment 3/2024 and Zone Change Application 3/2024 (Trinity United Church) 21 Arthur St N and 4 Cross St, Elmira**

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**Recommendation:**

That the Council of the Township of Woolwich, considering Report DS31-2024 respecting Official Plan Amendment 3/2024 and Zone Change Application 3/2024 (Trinity United Church) 21 Arthur St N and 4 Cross St, Elmira:

1. Recommends approval of OPA 3/2024 in accordance with the amendment as attached in Attachment 5 of this report to the Region of Waterloo;
2. Amend the current site-specific provisions in Section 16.267 to reduce the required parking spaces from 12 to 4 parking spaces for the proposed place of worship;
3. Approve the allocation of sewage capacity within the Elmira Settlement Area equivalent to a population of approximately 94 people (53 units at 1.77ppu) provided the development proceeds within 2 years; and
4. Delegate the removal of the Holding (H) to the director of Development Services to remove once the Record of Site Condition with acknowledgement from the Ministry has been

provided to the satisfaction of the Region of Waterloo.

8.1.1 Delegate: David Playford

*7 minutes*

9. Unfinished Business

10. Consent Items

11. Items Pulled From the Information Package

12. Staff Reports and Memos

12.1 F13-2024: 2023 Surplus/Deficit Distribution 42

Recommendation:

That the Council of the Township of Woolwich, considering Report F13-2024 respecting 2023 Surplus/Deficit Distribution, approve the transfer of the 2023 surplus and deficit distribution as outlined in Attachment 1.

12.2 F14-2024: Budget Parameters - 2025 48

Recommendation:

That the Council of the Township of Woolwich, considering Report F14-2024 respecting Budget Parameters - 2025:

1. Supports existing service levels as provided for in the 2024 Budget be reviewed and any recommended service level changes be advanced in the 2025 Budget for discussion with Council;
2. Supports the 2025 Budget be prepared with a 7.5% base change target for the annual operating and capital budget; and
3. Continues to support the concept of special levies above and beyond the base rate change, and that Council sets the amount for the increase to the Infrastructure Levy at 2.5% and 1.0% for the Climate Action Levy for the 2025 Budget.

12.3 F15-2024: Long Term Financial Framework 66

Recommendation:

That the Council of the Township of Woolwich, considering Report F15-2024 Long Term Financial Framework:

1. Adopt the Long-Term Financial Framework (LTFF) as presented as a basis of financial management in the municipality;
2. Supports and adopts the financial pillars and principles contained in this report; and
3. Requests Staff to further develop the framework, policies and elements in the overall framework and to report back on progress prior to budget parameters in September 2025.

### 13. Other Business

#### 13.1 Council Reports/Updates

#### 13.2 Outstanding Activity List as of Thursday, September 5, 2024

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### 14. Notice of Motion

### 15. Adjournment

#### Resolution

That the meeting adjourns.

*All decisions made at a Committee of the Whole Meeting are subject to ratification at the following Council Meeting.*

This meeting is being live streamed to the Woolwich Township YouTube account and a recording will be published following the meeting. Live meetings will appear on the home page once the live stream has started which may be shortly after the scheduled start time. If you don't see a live video, please be patient and try reloading the page.

To submit comments or participate in the meeting or if you have any questions about the content or outcome of this meeting, please contact the Council and Committee Support Specialist at 519-669-6004 or [councilmeetings@woolwich.ca](mailto:councilmeetings@woolwich.ca)

Should you require an alternative format of any documents within this agenda package, please contact the Council and Committee Support Specialist at 519-669-6004 or [councilmeetings@woolwich.ca](mailto:councilmeetings@woolwich.ca)



## Development Services Staff Report

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Report Number:	DS31-2024
Report Title:	Official Plan Amendment 3/2024 and Zone Change Application 3/2024 (Trinity United Church) 21 Arthur St N and 4 Cross St, Elmira
Author:	Deanne Friess, Director of Development Services
Meeting Type:	Committee of the Whole Meeting
Meeting Date:	September 10, 2024
eDocs or File ID:	DM 127902, 127570, 127856, 127859, 127857, 127854 and 127855
Consent Item:	No
Final Version:	Yes
Reviewed By:	Deanne Friess, Director of Development Services
Final Review:	Senior Management Team

### Recommendation:

That the Council of the Township of Woolwich, considering Report DS31-2024 respecting Official Plan Amendment 3/2024 and Zone Change Application 3/2024 (Trinity United Church) 21 Arthur St N and 4 Cross St, Elmira:

1. Recommends approval of OPA 3/2024 in accordance with the amendment as attached in Attachment 5 of this report to the Region of Waterloo;
2. Amend the current site-specific provisions in Section 16.267 to reduce the required parking spaces from 12 to 4 parking spaces for the proposed place of worship;
3. Approve the allocation of sewage capacity within the Elmira Settlement Area equivalent to a population of approximately 94 people (53 units at 1.77ppu) provided the development proceeds within 2 years;
4. Delegate the removal of the Holding (H) to the director of Development Services to remove once the Record of Site Condition with acknowledgement from the Ministry has been provided to the satisfaction of the Region of Waterloo.

### Background:

GSP Group on behalf of the property owners, Trinity United Church, has submitted the above-noted Official Plan and Zoning Amendment applications proposing changes to the previous approval, to redevelop the properties at 21 Arthur Street North and 4 Cross Street in Elmira. The 0.316-hectare lands are currently designated Core Area in the Township Official Plan and developed and zoned in the following manner:

- 21 Arthur Street North, containing a church and associated parking; and
- 4 Cross Street, containing a single detached dwelling, zoned Residential High Density (R-5).

In January of 2023 (DS02-2023) Council approved Official Plan Amendment 4/2022 and Zone Change Application 9/2022 which permitted the redevelopment of the property with a five storey, mixed-use building with a total of 40 residential units (consisting of 25 one-bedroom units and 15 two-bedroom units ranging in size from 44m<sup>2</sup> up to 88m<sup>2</sup> (473 sq ft to 947 sq ft)). The ground floor of the building was proposed to accommodate a worship area and related space together with one residential unit for the Trinity United Church. Three upper storeys (2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> floors) are proposed for residential use, with the roof top (5<sup>th</sup>) storey proposed as indoor and outdoor amenity space. Parking for the development would be provided in a surface parking lot as well as within an at-grade parking area within the first floor of the proposed building. Council approval included:

- A site-specific Official Plan amendment to permit an increased residential density from 120 to 127 units per hectare. The proposed total residential complement of 40 units equates to a net residential density of 127 units per hectare.
- Amendment to the Zoning from Residential (R-5) and Core Commercial (C-1) with site specific provisions to:
  - Add a holding provision for the Record of Site;
  - The amending By-law being in accordance with the proposed By-law attached as Attachment 5 to this report;
  - Official Plan Amendment 4/2022 coming into effect;
- Approve the allocation of sewage capacity within the Elmira Settlement Area equivalent to a population of approximately 71 people [40 units at 1.77ppu (71 people) provided the development proceeds within 2 years;

The applicant is proposing to further amend those approvals to demolish the existing structures and redevelop the property with a new six storey mixed used building with 53 residential units, being:

- a ground floor to accommodate a place of worship, associated uses and a studio residential unit;
- four storeys for 52 apartment units (32 one bedroom and 20 two-bedroom units); and
- the final storey and roof top being used for indoor and outdoor amenity areas.

Previous site-specific regulations for this property limited the height to 18.1 metres however, the new C-1 zoning provisions now allow a maximum height of 30 metres or 8 storeys, whichever is less. The applicant has submitted a plan that illustrates how this site could be developed based on the proposed amendments.

The following specific amendments are requested to facilitate the proposed development:

- Official Plan Amendment - to amend the maximum net residential density contained in the 21 Arthur Street North Policy Area with an increase from 127 units per hectare to 168 units per hectare.
- Zoning Amendment - to amend the site-specific provisions in Section 16.267 with a proposed reduction in the required parking spaces from 65 to 57 parking spaces for the proposed place of worship and residential units. 53 parking spaces will be provided, as required, for the residential units. Therefore the proposed reduction is to allow 4 parking spaces for the place of worship whereas the by-law requires 12 spaces.

### Supporting Studies

The applicant has submitted the following studies in support of their planning applications:

- Location Map and Site Plan
- Planning Justification Report
- Urban Design Brief
- Functional Servicing Report
- Noise Study
- Hydrogeological information
- Site Plan, Floor Plans, Building Elevations, Perspectives, Shadow Study Plans
- Landscape Plan

A public meeting was held on July 16, 2024.

### **Comments:**

#### **Provincial Policy**

The development is required to conform to the Provincial Policy Statement and the Places to Grow Act. The applicant provided a review in the Planning Justification Report outlining how the application conforms and Township Planning Staff have reviewed and agree with the analysis provided that the use conforms to and is consistent with the Provincial Policy Statement and the Places to Grow Act. The proposed development will result in intensification of the site within the built-up area and will provide efficient use of existing Township infrastructure.

#### **Regional Official Plan**

The proposed development is within a Township Urban Area and Township Urban Growth Centre as per the Regional Official Plan. The redevelopment of the site with a mixed-use development on full services as proposed is consistent with these policies and other associated policies in the Regional Official Plan (both current and Council approved).

Township staff is satisfied that the proposed redevelopment of the site with a mixed-use development as proposed conforms to the Regional Official Plan.

### **Township Official Plan**

The lands are within the Core Area designation and Township Urban Growth Centre as part the Elmira Settlement, and subject to the respective policies in the Official Plan.

The applicant is requesting to amend the Official Plan to increase the density of the site from the previously approved 127 units per hectare to 168 units per hectare. It is noted that 120 units per hectare is permitted elsewhere in the Township.

As 0.316-hectare site, 120 units per hectares would equate to 38 units, the current approval at 127 units per hectare equates to 40 units, and the proposal is for 167 units per hectares for a total of 52 units.

Although this density is above what is permitted elsewhere in the Township the increased density in this particular location will add residential units in the core which will support downtown businesses and provide needed apartment units consistent with the Elmira Settlement policies and the Housing policies.

The site is proposed on full municipal services consistent with the requirements in the Official Plan. The Functional Servicing Study has confirmed how that servicing can be accomplished and that the various water, sanitary and storm system are capable of supporting. It is noted that to address storm water management the applicant will need to provide storage on site, and they are proposing an underground tank in the parking lot to accommodate. Furthermore, it is likely in the building permit stage that that building will require a pump to ensure adequate fire protection.

The development of the site will support the intensification of existing developed areas, using existing services. Consistent with the Official Plan policies and the 3% growth rate (366 people per year for Elmira) the creation of 57 residential units or 101 people (using 1.77 people per unit for approximating servicing) will support the achieving the growth and use servicing capacity set aside for intensification at 20% of the 366 people per year target, being 73.2 people year. The allotment will be provided subject to the development proceeding within 2 years. As the Township has historically not achieved the annual 20% intensification rate more than adequate servicing is available for the subject development. The development will conform to the staging of the development plan.

With respect to conformity to the Core Area designation, staff note the development will have a main floor public oriented space, with the church use and a residential unit to the rear and additional residential on subsequent floors. The proposed building will be setback adjacent to the street which supports good urban design consistent with the Elmira Core Urban Design Study approved by Council in 2022. This includes stepping the building back so as to reduce the dominance of the building along the street.



A portion of the site adjacent to Arthur Street will also be for parking. Parking is not conducive to a pedestrian oriented core, however with some landscaping (planting and fencing etc.) as part of the site plan can ensure the impacts can be mitigated. Further work, at the site plan stage, will consider such item as massing, front entry which will ensure the appropriate front door and window area is provided to ensure and street-oriented development.

A noise study was completed and identified the impacts of road traffic noise on the proposed development. The study concluded central air conditioning and warning clauses are required as well as upgraded building construction in terms windows, walls and doors be designed so that indoor sound levels comply with noise criteria. The implementation of the report will be addressed in the Site Plan approval.

The site is in the Core Area surrounded by commercial, light industrial uses and residential single detached dwellings. It is staff's opinion that the proposed mixed-use development is compatible with these uses.

A shadow study was also completed. The Township does not have any shadow policies or requirements; however, it is appropriate to ensure that neighbouring lands have adequate sunlight access. Adequate access does not mean a property cannot be in a shadow but should allow sunlight on neighbouring properties for part of the day. The applicant provided a shadow study that demonstrates the adjacent lands will still have sunlight through large portions of the day, although the greatest impact will be to the adjacent residential dwelling to the east with a long shadow at certain times of the year. The long shadow will impact the adjacent residence rear yard area. Generally, in staff's opinion the extent and duration of the shadowing does not demonstrate an unacceptable impact.

Amenity Areas are not required in the C-1 zone for residential development; however, the applicant is proposing a roof top area as an amenity space. This amenity space would also provide a Green Building element. A rain garden area is also proposed in the rear parking lot.

Sustainability / Green Building elements will need to be addressed in the site plan phase to be consistent with the Official Plan.

At the site plan stage the applicant will need to finalize landscaping. The applicant will be expected to meet all of the Landscape and Design Guideline items including the provision of 1 tree for every 5 parking spaces and perimeter planting.

The amount of traffic from the site can be accommodated within the existing road network.

A geotechnical and hydrogeological report was provided which demonstrate the building can be constructed on site, and the elements around that report will be addressed in site plan and building permit accordingly.

The Phase 1 and 2 Environmental Reports were received as part of the previous submission and do not suggest any issues that would prevent the residential development of the site.

In summary, the development will support the overall goals and objectives of the Official Plan and the Elmira Settlement, and staff support the Official Plan Amendment for increased density as proposed.

## Zoning

The new zoning by-law allows buildings up to up to 8 storeys and permits places of worship in the zone. The applicant is requesting a reduction in the required parking spaces from 65 to 57 spaces to accommodate the required 53 parking spaces for the residential units but only 4 spaces for the place of worship whereas the zoning requires 12 spaces.

Apartments generally require 1.25 spaces per unit plus the required parking for the commercial uses. In this case the residential would typically require 66.25 spaces and the church and the church would require 23 spaces (total of 90 spaces). However, in the C-1 Zone it does permit off street parking at a 50% reduction, but in no case shall less than 1 space be provided for each use. This calculation would require that they provide one for each residential unit (53 spaces) and 50% of the required parking for the church (11.5 spaces) for a total of 65 spaces.

For the requested reduction they suggest that the parking proposed will provide each residence a space and some parking for regular church use, but realizing most church use will generally on be on Sundays when other off-site parking in the downtown core area is available.

The site is within walking distance of a bus route and options for other travel modes to access the site. On street parking as well as nearby public parking lots are also available for public use. The applicant is also providing bicycle parking which can be secured through site plan approval.

The applicants are not required to request a parking reduction as they also have two other alternatives given the zoning and location in a core area to address the parking deficiency including the following:

- the zoning allows required parking to be located on another property, and
- the Township does allow cash-in-lieu of parking at the rate of \$4000.00 per space for properties in the core

Staff agree that most of the church uses would be at off peak times and as such a reduction to 4 spaces from 12 should have minimal impact to parking use in the core. Any reduction should then be tied to a place of worship use only. Any change of use to commercial or office would require further approvals to seek a reduction, or as noted above, the applicant will need to either enter into an agreement on another property or pay the appropriate cash-in-lieu of parking.

Lastly, the revision to the bylaw will only be in regard to the parking, and the other provisions as previously required by the Region with respect to Holding Provisions for the Record of Site and prohibitions for geothermal will remain as previously approved.

It is staff's opinion that the draft recommended by-law conforms to the Official Plan and is consistent with the application submitted, as attached.

### **Public Comments**

One letter of objection was received noting concerns with:

- The reduced parking. Part of the concern was that some of the parking details were not provided. Staff note that the reports and the site plan contain information on the requirements for parking for the entire building and the deficiency, including the capacity of the sanctuary. The issue around parking has been addressed elsewhere in this report.
- Cross Street and parking. On street parking is provided for anyone and no changes are proposed to on street parking as part of this development. Issues with the adjacent neighbour's driveway and previous road work are separate from this development, but have been noted to Township Infrastructure Staff for consideration.
- The retaining wall which has always been on the neighbouring property and how this will be addressed moving forward. The new development will not change the grading on adjacent properties and will be required to ensure that there is no drainage towards other properties. Detailed grading and drainage plans will form part of the site plan process where the exact details on the grade changes and retaining walls will be finalized. The applicant will need to work with the adjacent land owner for any grading on the adjacent property.

A number of letters of support were received noting the need and value of such a development in the core.

Lastly a comment was received providing comment on the urban design and how to minimize the impact of the parking to the street. This is an item that will be reviewed at the site plan stage to minimize any impacts.

Public comments received are included in Attachment 3.

### **Agency Comments**

Region of Waterloo comments are included as Attachment 3 to this report. Regional staff have no objection to the Official Plan and Zoning By-law Amendment applications. A holding (H) provision is requested with the proposed zoning to ensure a Record of Site Condition and Ministry Acknowledgement Letter is provided to the satisfaction of the Region of Waterloo.

Grand River Conservation Authority (GRCA) has no objection to the zoning.

Other agencies have reviewed the application and had no concerns with the proposed zone change.

### **Interdepartmental Impacts:**

Various internal departments and divisions, including Fire, Building and Development Engineering have reviewed the proposed development and have no objections to the proposed applications but do require some technical elements to be resolved through the site plan approval process.

### **Financial Impacts:**

All costs will be borne by the applicant.

### **Strategic Plan Impacts:**

The application will cultivate long-term economic prosperity by encouraging redevelopment on existing services and creating intensification in the core of Elmira.

### **Conclusion:**

It is staff's opinion that the proposed development conforms to the Provincial Policies, Regional Official Plan, and the Township Official Plan and is an appropriate and compatible use for the subject property.

Therefore, staff recommend that Council of the Township of Woolwich:

- Recommend approval of OPA 3/2024 to increase the density from 127 to 168 units per net residential hectare;
- Amend the site-specific provisions in Section 16.267 with a proposed reduction in the required parking spaces from 12 to 4 parking spaces for the proposed place of worship; and,
- Allocate sewage capacity within the Elmira Settlement Area equivalent to a population of approximately 94 people provided the development proceeds within 2 years.

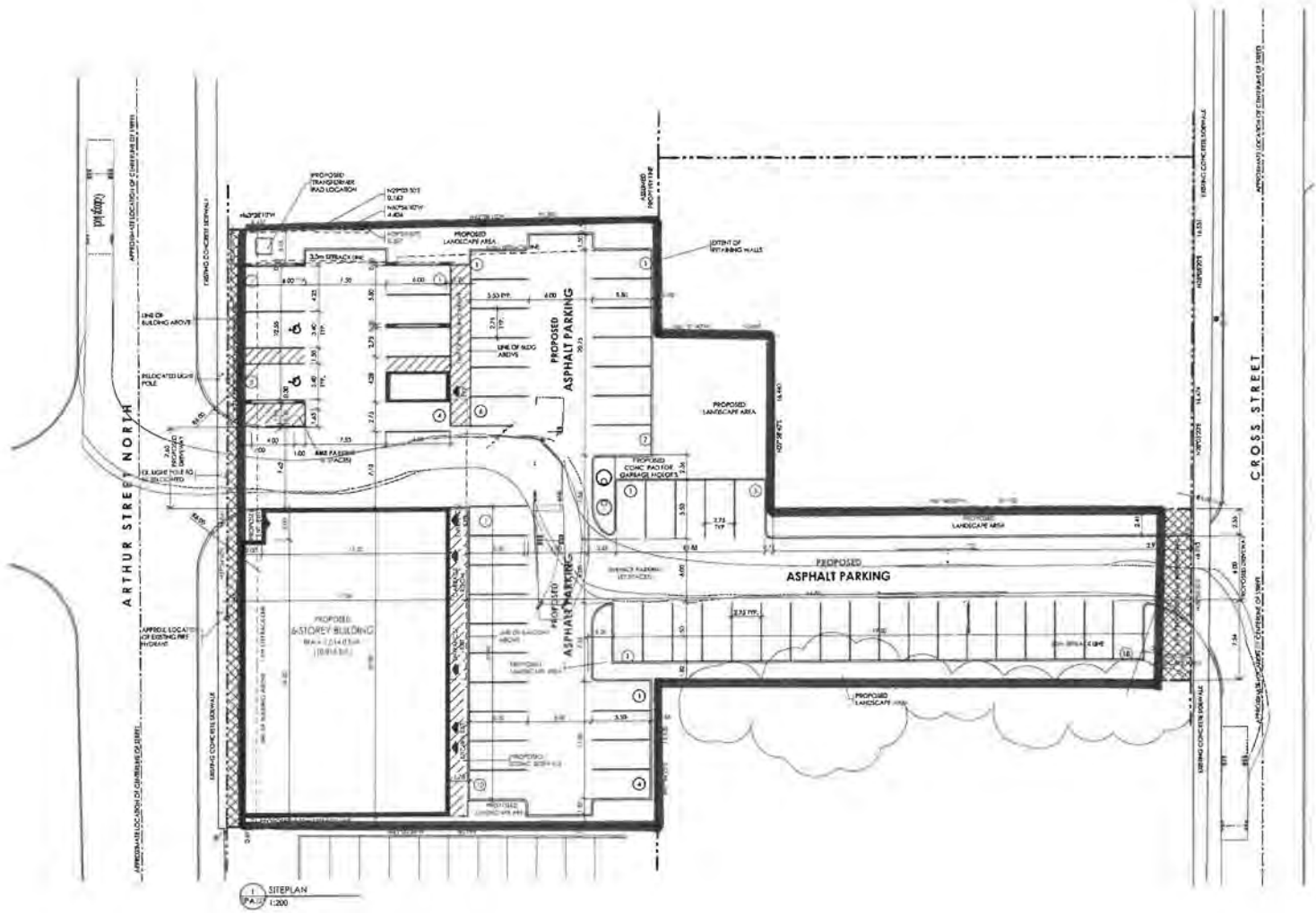
### **Attachments:**

1. Site Plan
2. Minutes of July 16, 2024, Public meeting
3. Public Comments received
4. Comments from Region of Waterloo
5. Proposed Official Plan Amendment
6. Proposed Zoning By-law

# CONCEPT PLAN

## Trinity United Church

### 21 Arthur Street North and 4 Cross Street, Elmira



**Township of Woolwich  
Special Council Minutes**

**EXCERPT – PLANNING PUBLIC**

**Tuesday, July 16, 2024  
7:00 PM**

**Council Chambers – Hybrid with YouTube Livestream  
24 Church Street West, Elmira**

Present from Council: Mayor Shantz (Chairperson)  
Councillor Bryant  
Councillor Cadeau  
Councillor Grant  
Councillor Schwindt

Absent from Council: Councillor Burgess

Present from Staff: Alex Smyth, Deputy Clerk  
Deanne Friess, Director of Development Services  
Jared Puppe, Director of Infrastructure Services  
Colm Lynn, Director of Financial Services  
Stephen Dykstra, Senior Planner  
Sherwin Meloney, Planner  
Clayton Lovell, Engineering Technologist  
Tanya Bettridge, Council and Committee Support Specialist  
Meet Patel, IT HelpDesk/Support Representative

*\*indicates remote participation*

**Land Acknowledgement**

Mayor Shantz read a land acknowledgement.

**Disclosures of Pecuniary Interest**

None.

**Public Meeting**

Mayor Shantz declared the public meeting to be open.

[DS25-2024: Information Report Zone Change ZC 02/2024 \(881 Weber Inc., 881 Weber St. North\)](#)

In a report for information, staff provided an overview of the application, which proposes a site-specific amendment to permit an Agricultural Related Use including orchard processing operations, agricultural research and training, a farm produce stand, as well as seasonal farm help accommodations, and year-round farm help accommodation.

Consultant Brandon Simon of The Planning Partnership (TPP) provided a presentation which highlighted the current orchard operation, uses of surrounding properties, proposed enhancement of the orchard operation, growth of storage and staffing needs, and benefits of the proposal.

Council inquired about properties included in the study, the size of the proposed research centre, if the application would affect the zoning or use of nearby properties, entry/exit access to the property, and future road maintenance in that area.

The Deputy Clerk noted there were no unregistered participants in the meeting.

There were no other members of the public present to speak to the application.

DS27-2024: Information Report Official Plan Amendment OPA 3/2024 and Zone Change Application ZC 3/2024 (Trinity United Church, 21 Arthur St. North and 4 Cross St., Elmira)

In a report for information, staff provided explanations and background information for the proposed Zone Change to Core Commercial (C-1) with site specific provisions to reduce the required parking spaces from 65 to 57 parking spaces for the proposed place of worship and residential units, and the proposed Official Plan Amendment to permit an increased residential density from 127 to 168 units per hectare.

Valerie Schmidt of GSP Group spoke to Council about the applications, providing an overview of the purpose of the applications, noting how a project such as this addresses housing needs and enhances the community, and highlighted the data that supports the development.

In response to Council's inquiry, Cheryl Fisher, representing the applicant, explained the parking that is needed, uses and activities happening at the Church throughout the week and weekend, and the demographics of those looking to find housing in this development.

Council discussed the layout of the building and inclusion of a residential unit on the main floor.

The Deputy Clerk noted there were no known unregistered participants in the meeting.

Mayor Shantz asked if there are members of the public present who wished to speak to the application.

Unregistered Participant Joseph Metz expressed concerns regarding parked vehicles interfering with access to and from his business property.

Unregistered Participant Randy Warren spoke in support of the application, citing urgent housing needs, describing situations where senior residents have had to leave the community in search of housing that serve their needs, and how this application would enhance the community of Elmira.

Unregistered Participant Perry Martin spoke to Council about his support for affordable housing, but added his concern is availability of parking on neighbouring streets due to the limited parking spots proposed in the application..

Unregistered Participant Reverend Sue Campbell spoke in support of the application, identifying the support that the Church has provided to the community, acknowledging the challenge of parking but stating that the benefits outweigh the concerns.

Council discussed the potential for additional parking within the proposed development.

As there were no further speakers, Mayor Shantz declared the public meeting to be closed.

**From:** [Ray Bauman](#)  
**To:** [Planning](#)  
**Subject:** [EXT] Trinity United Church  
**Date:** July 9, 2024 10:10:06 PM

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I am an adjoining neighbour to the Trinity United Church. I tried to register for the meeting on Tuesday July 16, but the web address given on the paper notice is just producing a server error.

Concerns I have about the application proposed are as follows:

- increasing the number of apartment units without extra parking is just absurd to any logic, when the original proposal was already insufficient.
- there has been no indication of the size (seating capacity) of the sanctuary proposed on the main floor. The parking allowance has not even accounted for the sanctuary use.
- there is a studio unit also proposed for the main floor, adding yet another parking space insufficiency.
- what exactly is the amenity area proposed for the 6th floor? Will this allow for further gathers that will again need extra parking spaces?
- it looks like an underground parking space may be a better solution.

Concerns affecting Cross St.:

- Cross St. has always been a busy narrow street making passage through there frequently precarious. Having the change to one side only parking has improved the passage through there, but has just compounded the street available parking to a problem often. The additional residential units will only add to the problem. There is already an overflow of vehicles on our street when the other, sanctuary type, facility is rented out, and the Elmira service centre rarely has room for vehicles either.
- there is also an error with the Cross St. reconstruction that was done in about 1995, that has never been corrected. This error causes frequent bumper scraping entering our driveway from the street. This will be the same problem with the new parking lot entrance which is proposed to be directly next to ours. The error that was originally made in about 1995 was with the curb on the west side of the street being about 6 inches lower than was drawn on the engineered drawings. During construction, a line was stretched from the crest of hill at 8 Cross St., all the way up to church street. The line at the church st end was about a foot lower than it was supposed to be and the curb has been installed already before it was noticed. The correction they made was only from the existing Trinity Church driveway, up to Church St., leaving our driveway with the bumper scraping steep portion from the street to the sidewalk. This a full correction that should be made before any new development is worked on. It has been a pain to my existence all these years.

Concerns with the retaining wall that will be needed next to our property.

- the existing retaining wall next to the existing church parking lot has always been on our property. We have very much appreciated the accommodation that has been extended to us over the years to leave a car parked there as needed. I have just had no interaction to know how this transition between our property levels will be expected to occur. I would appreciate some interaction on this prior to any decision making.

I would also appreciate getting regular reports about this application on this email.

Please forward this to anyone it needs to go to.

Thank you.

Ray Bauman, Cross St. Elmira



**From:** Barb Taylor  
**Sent:** Thursday, July 11, 2024 10:01 AM  
**To:** Jeremy Vink <jvink@woolwich.ca>  
**Subject:** [EXT] Trinity United Church Development Project

I am writing to support this development. Our town is growing out and not up and this is our opportunity to grow in a good way in the centre of downtown.

The people who could rent at this building will be able to access all the amenities we have to offer either by walking, biking or public transit. The fact that the building has so many options it will be good for all ages, especially seniors because it has an elevator. The options for seniors to move into apartments in Elmira is extremely limited due to the access situation. There are only buildings with no elevators! I would like to move into a building like this and have put my name on the list of potential renters. Elmira strongly needs to diversify it's housing perspective and this provides an excellent opportunity to do so.

This space will go a long way towards vitalizing the downtown area, as there will be public spaces available for community use. I urge the Township to move forward with this much needed housing option for our community.

Sincerely,  
Barbara, William and Corinne Taylor  
Memorial Avenue Elmira, Ontario N3B 2R2  
Sent from Mail for Windows

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**From:** Sheryl Bertrand **Sent:** Thursday, July 11, 2024 10:47 AM  
**To:** Jeremy Vink <jvink@woolwich.ca>  
**Subject:** [EXT] Trinity United Redevelopment project

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I want to register my support for the Trinity United Church redevelopment project. My husband and I have owned a home in Elmira for 43 years. When it comes time to sell our home and downsize we want to be able to stay in the Elmira Community. Currently there are few options for rental apartments in Elmira. Friends of ours moved to Waterloo because of this situation. I think these apartments are badly needed to allow older residents to stay in this community.

Sheryl Bertrand

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Sent: Thursday, July 11, 2024 10:50 AM  
To: Jeremy Vink <jvink@woolwich.ca>  
Subject: [EXT] Trinity Redevelopment Project

I am writing to express my support for the Trinity Elmira Redevelopment Project. There is a great need for more housing in Elmira. The location of this project is ideal for accessibility to the downtown area - great for people without vehicles. The housing crisis needs to be addressed in every way that it can be. Much thought has gone into this development project and I see it as a win-win situation on many levels. The church will have the smaller amount of space that it needs and 1 and 2 bedroom apartments will be available for a variety of situations - seniors, singles, couples, small families. This project needs to be approved and needs to go ahead as soon as possible. Thank you.

This email was sent to you by Jamie Groh

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Sent: Thursday, July 11, 2024 11:13 AM  
To: Jeremy Vink <jvink@woolwich.ca>

Hi

I am the Chair of the Trinity Elmira Development and am in full support of this project It will be a very important part of the community as it will be a important part of service to the community.  
thank you I will be in attendance at the meeting Tuesday to support thank you

Peter Kupfer Chair

**From:** [Jenny Hurlburt](#)  
**To:** [Planning](#)  
**Subject:** [EXT] By-law and Official Plan Amendment for Trinity United Church, 21 Arthur Street N and 4 Cross Street, Elmira  
**Date:** July 11, 2024 9:14:45 AM

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Please add us to your mailing list. We would like to be kept informed of future meetings and reports regarding the application and decision regarding the proposed amendments for the development pertaining to Trinity United Church, 21 Arthur Street N and 4 Cross Street, Elmira.

Thank you very much,

**Jenny & Lloyd Hurlburt**  
**Elmira**

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**From:** Brad Roth **Sent:** Thursday, July 11, 2024 12:12 PM  
**To:** Jeremy Vink <jvink@woolwich.ca> **Subject:** [EXT]

I'm in complete support for this new build. The more affordable units we can get in Elmira the better. Of course we will have atleast 1 whiner in the neighborhood who opposes everything for the greater good. This person should go live in the bush so they won't have anything to complain about.

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**Date:** July 14, 2024 at 4:19:10 PM EDT  
**To:** Jeremy Vink <jvink@woolwich.ca>  
**Subject:** [EXT] Trinity United Church Redevelopment Project

[

We are current members of Trinity United Church, Douglas having served as Trinity's Pastor from 1989 to 2001. We are well aware of the need for additional housing in Waterloo Region and Elmira specifically. Trinity's proposal will help considerably in alleviating the housing shortage. Many Elmira residents continue to ask when this project will be completed as they wish to remain residents in Elmira when transitioning from their homes to apartment rental accommodation. Surely this is a positive and much-needed step forward, enabling the congregation of Trinity United to better serve this community.

We will be present at the council meeting this Tuesday, July 16.

Sincerely

Douglas and Ruth Kellough

---

**Date:** July 14, 2024 at 4:24:51 PM EDT  
**To:** Jeremy Vink <jvink@woolwich.ca>  
**Subject:** [EXT] wholehearted support for the Trinity United Church redevelopment project in Elmira

Jeremy Vink,  
Manager of Planning, Development Services,  
Township of Woolwich

Dear Jeremy,

We wanted to express our wholehearted support for the Trinity United Church redevelopment project in Elmira. As longstanding members of the church we are excited about the proposed new facilities for our congregation as well as the new housing options we are able to offer the community at large. Through the years we have known far too many people (especially seniors) that have had to leave Elmira because they couldn't find appropriate, affordable housing. Elmira desperately needs this type of housing and kudos to the people at Trinity United Church, the developers, the Township of Woolwich and the Region of Waterloo for making it happen. Our only regret with this project is that it has taken so long to reach this point (10 years and counting). We urge the Township of Woolwich to give this project its final approval as soon as possible.

Regards, John & Shelley Osborne  
Crane Drive, Elmira, Ontario



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**Date:** July 13, 2024 at 1:22:23 PM EDT  
**To:** Jeremy Vink <jvink@woolwich.ca>

Hello, If I had a vote, I would be in favour of amending the Official Plan and approving the Zone Change for the property of Trinity United Church, Elmira. The proposed development will increase the number of apartments available for rent in Elmira while still providing Trinity a space to offer its many activities in the community. From the beginning of our dreaming, many people have expressed interest in being on a wait list, especially those residents down-sizing from houses to apartments. The congregation of Trinity has been dreaming, planning, and preparing for this development for 10 years, and is hopeful that Woolwich Township Planning Committee supports the amendment to the Official Plan and Zone Change.

Thank you for your careful consideration of the applications.  
Karen Ross

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Sent: Thursday, July 11, 2024 1:21 PM  
To: Jeremy Vink <jvink@woolwich.ca>  
Subject: [EXT] Trinity Development

We feel a project like this would be a real plus to our town. We have a lot of 'seniors' that we know that have moved out of town simply because there was not a rental like this available. And having a space in the downtown area is so convenient for day to day shopping & supporting those merchants too. Thank you for your time & consideration,  
John & Linda Hastings, Anna St Elmira

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**Date:** July 14, 2024 at 10:40:31 PM EDT  
**To:** Jeremy Vink <jvink@woolwich.ca>  
**Subject:** [EXT] Trinity United Church redevelopment

Email Sent By: Lisa Howell

I support Trinity United Church's redevelopment plan.

It helps address the desperate need for diverse housing and rental units within Elmira.

It provides young people an option to stay instead of being forced to a bigger centre.

Current homeowners will have an option to remain in Elmira when the need/desire to downsize is upon them.

Staying in a community with your established network cannot be understated. Starting over in another community can be very difficult.

The housing location being so near to downtown will allow tenants to obtain most of their every day needs without having to drive. Foot traffic may increase for downtown businesses. The housing may also add to the vibrancy of the core.

I commend this church for recognizing that things have changed. Through this development they can repurpose their footprint to better meet the needs of their church and the community at large.

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**Date:** July 15, 2024 at 12:53:15 PM EDT  
**To:** Jeremy Vink <jvink@woolwich.ca>  
**Subject:** [EXT] re- 21 Arthur St. N Development

Mr. Vink

I support this very important residential 6 storey development that the Trinity United Church has come up with.

It helps address the desperate need for diverse housing and rental units within Elmira.

It provides young people an option to stay instead of being forced to a bigger centre.

Current homeowners will have an option to remain in Elmira when the need/desire to downsize is upon them.

Staying in a community with your established network cannot be understated. Starting over in another community can be very difficult.

The housing location being so near to downtown will allow tenants to obtain most of their everyday needs without having to drive. Foot traffic may increase for downtown businesses. The housing may also add to the vibrancy of the core.

A few years ago, the old swimming pool site was turned down when the neighbours commented on the height issues. Times have changed a lot and I hope the Council will move ahead on this project.

Will this email be distributed to all Council members and the mayor prior to this week's meeting ? Please pass on my comments.

Thank you.

Patrick  
Patrick Gleeson  
Elmira  
resident

July 13, 2024

Jeremy Vink  
Manager of Planning  
Township of Woolwich

Re: Trinity United Church Redevelopment Project

Dear Mr. Vink:

I am writing this letter to express my very strong support of the Trinity United Church redevelopment project that is being proposed and coming to council on Wednesday, July 17, 2024.

I feel this project needs to be approved to help create some additional housing/rental options in Elmira, to maintain a strong and active local church in our community, and help ensure the downtown of Elmira remains strong and vibrant.

With respect to the housing/rental options I feel there is a very strong need for additional apartments for individuals to rent in Elmira, especially for some of our older residents. I know of three individuals who were downsizing from a house of their own and looking to find an apartment that was clean, easy to access, felt safe and secure and would allow them to walk to most of the services they needed. Unfortunately, after several months of looking for options in Elmira and not being able to find anything they ended up renting apartments in Waterloo. They were very disappointed in having to do this as they have lived in Elmira for years and wanted to stay in Elmira where friends, family and all of the services they use are. A loss for them, but also a loss to our town and the many businesses and services that these individuals would have continued to use if they could have stayed in Elmira.

With respect to the church portion of this building, Trinity United Church has been in this location for years and it would be great to support them coming back to this location. It is wonderful to see they want and need space and want to be back in this location versus shutting down or locating elsewhere. I know the members of this church are eager for this new space with the intent to have it not only as a worship space, but also have many ideas and definite intentions of making it a community hub and are designing their space to reflect this.

Yes, it will be a higher building than we may be use to having in Elmira and not everyone in the building will have multiple parking spots, but this is a great opportunity for Elmira to add to the rental units in our community, keep residents close to downtown and having the ability to walk to many shops and services or easily access the Community Bus or the GRT bus to get to locations outside of downtown. Let's make use of space within our town instead of always

going to the outskirts of town and using farmland and having to build additional roads, sidewalks and all of the services required.

I sincerely hope the Woolwich Township Council will fully endorse this project and allow it to move forward as quickly as possible.

Yours truly

Randy Warren  
William Street  
Elmira, ON

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Sent: Friday, July 12, 2024 8:55 AM  
To: Jeremy Vink <jvink@woolwich.ca>  
Subject: [EXT] Trinity Church Development

As a long time resident of Elmira having served the community for more than 20 years as a Family Physician, I feel I have a grass roots feel for the needs of the community. This need includes availability to more affordable housing. I am fully in favour of the proposed Trinity development

This email was sent to you by Scott Morlock

**From:** [Jeremy Vink](#)  
**To:** [Nancy Thompson](#)  
**Subject:** Fwd: [EXT] July 16 - Trinity Church Redevelopment Proposal , Church St N , Elmira  
**Date:** July 16, 2024 2:57:59 PM

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Jeremy Vink  
Manager of Planning  
Township of Woolwich

Sent from my iPhone

Begin forwarded message:

**[EXTERNAL EMAIL]** DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

Hi Jeremy

I'm aware that a Public Meeting is being held tonight and as a resident of Elmira I do have an architectural thought for the proposed Street Elevation . Based on what was published in the paper I support the fact that they have created a front façade that is somewhat undulating and has incorporated partial pitched roof to create a somewhat more residential feel that what a straight cube building would have presented . My thought for consideration would be that the potential of creating a part or full wall , even without windows , to screen the view from the street to the partial covered parking lot at the north end of the development would enhance the streetscape in my opinion. In Waterloo this has been mandatory for a number of years for grade level parking and does enhance the view from the street for sure. An example that was very well done is the City of Waterloo multi storey garage in the downtown across from their "civic Square " area . This is not on the same scale but the street scape in "small town Elmira " is of interest to me .

Thanks for your consideration  
Brian Shantz



**From:** [noreply@woolwich.ca](mailto:noreply@woolwich.ca) on behalf of [Woolwich Township](#)  
**To:** [Nancy Thompson](#)  
**Subject:** [EXT] Report on Public Meeting of Trinity United Church  
**Date:** July 18, 2024 5:12:24 PM

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[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

Email Sent By: sheila b matthews

Is there a a report about this meeting?

Is there a list to put your name on to get an apartment? Who would you contact? We lived in Elmira for 40 years before our house burned down on Eldale Rd. we couldn't find any suitable accommodations when we decided to down size at the time. We have been looking for years to find a way to come back to our home town and our church community.

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PLANNING, DEVELOPMENT  
AND LEGISLATIVE SERVICES

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www.regionofwaterloo.ca

August 21, 2024

Deanne Freiss  
Development Services Department  
Township of Woolwich  
24 Church Street West, P.O. Box 158  
Elmira, ON N3B 2Z6  
E-mail: sdykstra@woolwich.ca

Dear Mr. Freiss,

**Re: Final Regional Comments  
Official Plan Amendment Application OPA-03/2024  
Zone Change Application ZCA-03/2024  
Trinity United Church  
21 Arthur Street North and 4 Cross Street, Elmira  
TOWNSHIP OF WOOLWICH**

The subject properties at 21 Arthur Street North and 4 Cross Street in Elmira, within the Township of Woolwich, were previously subject to By-Law No. 08-2023 (OPA No. 1) adopted on January 30, 2024. The purpose of this amendment was to permit a density increase on the subject properties of 127 units per net residential hectare. In addition, By-Law No. 09-2023 was adopted to amending the Township of Woolwich's Zoning By-Law 55-86 from Residential High Density and Core Commercial to Core Commercial with site specific provisions. This included a Holding Provision for the completion of a Record of Site Condition and Ministry Acknowledgement Letter to the satisfaction of the Region of Waterloo. This was to facilitate the development of the subject lands with a 5-storey building containing a place of worship, 40 residential units, parking spaces and amenity space.

The owner/applicant is now proposing further amendments to the Township's Official Plan through Official Plan Amendment Application 03-2024 and Zoning By-Law Amendment application 03-2024. OPA-03-2024 proposes to amend the maximum net residential density from 127 to 168 residential units per hectare. ZCA-03-2024 proposes to amend the site-specific provisions to reduce the required parking spaces from 65 to 57 parking spaces and to change the permitted height from 18.1 to 30 metres.

The revised proposal will continue to include a place of worship, associated uses and a studio residential unit on the ground floor. Additionally, the following 4 storeys propose 52 residential units while the fifth storey and rooftop will include indoor and outdoor amenity areas.

## **Regional Comments**

### **Archaeological:**

The subject lands continue to possess the potential for the recovery of archaeological resources. Given the proposed footprint of the building is to be constructed on lands already developed/deeply disturbed, an archaeological assessment is **not required**. However, the owner/applicant should be made aware that:

- If archaeological resources are discovered during development or site alteration of the subject property, the owner/applicant will need to immediately cease alteration/development and contact the Ministry of Tourism, Culture and Sport. If it is determined that additional investigation and reporting of the archaeological resources is needed, a licensed archaeologist will be required to conduct this field work in compliance with S. 48(a) of the Ontario Heritage Act; and/or,
- If human remains/or a grave site is discovered during development or site alteration of the subject property, the owner/applicant will need to immediately cease alteration and must contact the proper authorities (police or coroner) and the Registrar at the Bereavement Authority of Ontario in Compliance with the Funeral, Burial and Cremation Services Act, 2002 S. 96 and associated Regulations.

### **Geothermal Systems:**

Regional Staff note that a prohibition on all geothermal systems (closed and open-loop and shallow horizontal) must be included in the site specific zoning by-law for the subject development.

### **Salt Management Plan:**

As per previous comments, Regional Staff advised that a Salt Management Plan will be required as part of a future Site Plan application for the proposed development.

### **Record of Site Condition:**

Regional Staff acknowledge receipt of the Phase I and Phase II Environmental Site Assessment authored by Rubicon Environmental (2008) Inc dated July 30, 2018. However, the requirement for a Record of Site Condition and Ministry Acknowledgement Letter for the subject lands (not required for the road widening) is still outstanding.

Regional Staff require that the Record of Site Condition and Ministry Acknowledgement Letter requirement continue to be secured through a Holding Provision on the rezoning application.

Staff advised that enhanced infiltration measures where soil or groundwater contamination is present are not supported.

**Water Services:**

Regional Staff have reviewed the Functional Servicing Report authored by Witzel Dyce Engineering Inc. (May 2024) and the revised version dated August 2024. Staff confirm that the owner/applicant has demonstrated that the existing infrastructure can provide adequate servicing for the proposed development.

- 1) The Appendix F Water System Analysis has been updated to include the fire flow test results. However, a key value is missing from the data: the flow hydrant static pressure circled in red below. This data is important when calculating the available fire flow under 20 psi conditions.

GM BluePlan Hydrant Testing Field Sheet										
<b>Test Information</b>										
Test No:	1			Tested For:	Township of Woolwich					
Name of System:	Elmira			Field Crew:	GMBP					
Date of Test:	July 18, 2024			Test Location:	21 Arthur Street North					
Time of Test:	9:00 AM			Weather:						
<b>Hydrant Information</b>										
	Flow Hydrant (H-F)		Pressure Hydrant 1 (H-1)		Pressure Hydrant 2 (H-2)					
Hydrant ID:	130489		130589		130490					
Model Reference:										
Closest Model Node:										
<b>Hydrant Details:</b>										
	H-F		H-1		H-2					
Hydrant Elevation (m):			360.00		360.00					
Logger to Ground (m):			0.60		0.45					
Logger ID:										
Static Pressure (psi):			82.5		82.0					
<b>Test Results</b>										
	Nozzle Size (in)	Residual Pressure FH		Residual Pressure 1		Residual Pressure 2		Flow		
		psi	kpa	psi	kpa	psi	kpa	L/s	US.GPM	
One Port	2.5	20.0	138	81.0	558	80.0	552	47	751	
Two Port	2.5	17.0	117	78.0	538	78.0	538	87	1384	
<b>Hydrant Fire Flow Calculation</b>										
	H-F	H-1	H-2							
Static Pressure (psi)	0.0	82.5	82.0							
Flow Pressure (psi)	20.0	81.0	80.0							
Flow (L/s)	47	47	47							
Available Flow @ 20 PSI	47	355	303							

- 2) Despite the missing data, Regional Staff note that it is reasonable to estimate what the static pressure is at the flow hydrant based on the static pressure available at the residual hydrants. Assuming that the flow hydrant static pressure is 80 psi, the test results indicate that the available fire flow at 20 psi is approximately 182 L/s based on my own calculations, and not the 47 L/s calculated in the above sheet in yellow.

- 3) Appendix F does not refer to the required fire flow outlined in the FSR under Appendix D, where the calculation show that the required fire flow is 156 L/s.
- 4) Ultimately, the available fire flow is 182 L/s and the required is 156 L/s so the submission is acceptable and we have no further comments.

**Noise:**

Regional Staff confirm receipt of the revised study entitled, “Noise Feasibility Study Proposed Mixed Use Development 21 Arthur St N, Elmira, ON” authored by HGC Engineering (March 27, 2024) and provide the following comments:

This study is an update to the previous study entitled Noise Feasibility Study, Proposed Mixed Use Development 21 Arthur St N, Elmira ON dated January 28, 2021 and also prepared by HGC Engineering. The revised study includes the latest site plan and increased storeys to the proposed building.

The report indicates that the primary source of noise impacting the site is road traffic on is Regional Road #21 (Arthur Street North). Negligible impact from road traffic was also observed on William Street, Riverside Drive East, and Cross Street.

The report indicates that the acoustical impacts are above acceptable levels and mitigation, including central air conditioning, upgraded glazing, and noise warning clauses are required to ensure indoor noise levels do not exceed acceptable levels noted in NPC-300. The report indicates that all units in the proposed development will be supplied with central air conditioning. The location, installation and sound ratings of the air conditioning devices should comply with NPC-300.

The report indicates that upgraded glazing construction is required for the west facing units with the livingroom/diningroom windows to have a minimum STC-32 and the bedroom windows a minimum of STC-30. It also indicates that upgraded glazing construction is required for the south facing units with the livingroom/diningroom windows to have a minimum STC-30.

The report notes that for all remaining dwelling units construction meeting the Ontario Building Code (OBC) will provide sufficient sound insulation for the indoor spaces. Since a noise source, Regional Road #21 (Arthur Street North), is a roadway under the jurisdiction of the Region of Waterloo, an agreement with the Region of Waterloo to implement the recommendations of the noise study will be required.

The report recommends the following noise warning clauses be registered on title for all dwelling units. The owner would be required to enter into an agreement with the Region of Waterloo and that the following clauses be included in agreements of Offers of Purchase and Sale, lease/rental agreements and condominium declarations. This will be required to be secured as part of a future development application submitted under the Planning Act (i.e. Plan of Condominium and/or Site Plan):

## All Dwelling Units

### **Type B:**

*“Purchasers/tenants are advised that despite the inclusion of noise control features in the development and within the building units, sound levels due to increasing road traffic may occasionally interfere with some activities of the dwelling occupants as the sound levels exceed the Municipality’s and the Ministry of the Environment, Conservation and Parks noise criteria.”*

### **Type D:**

*“This dwelling unit has been supplied with a central air conditioning system which will allow windows and exterior doors to remain closed, thereby ensuring that the indoor sound levels are within the sound level limits of the Municipality and the Ministry of the Environment, Conservation and Parks.”*

Prior to the issuance of any building permits, the Township of Woolwich’s Building Inspector will certify that the noise attenuation measures, including central air conditioning, are incorporated in the building plans and upon completion of construction, the Township of Woolwich’s Building Inspector will certify that the dwelling units have been constructed accordingly.

### **Stormwater Management**

Regional Staff have undertaken review of the Preliminary Stormwater Management Report authored by WitzelDyce Engineering Inc. (May 2024). Regional Staff issued a letter dated July 15, 2024 to WitzelDyce Engineering Inc. indicating the plan and report to be satisfactory in association with the proposed development applications. The letter (attached to these comments) details the requirements for the future Site Plan process.

### **Condition of Approval for the Future Application:**

#### **Regional Road Dedication**

The Regional Official Plan identifies Regional Road 21 (Arthur Street North) with a designated road width of 20.117 metres. Regional Staff estimate that an approximate road widening of 1.1 metres will be required along the Arthur Street North frontage of the subject properties. The owner/applicant must engage an Ontario Land Surveyor (OLS) to prepare a draft reference plan, which illustrates the road widening prior to registering the reference plan, the OLS should submit a draft copy of the plan to the Transportation Planner for review.

This may be deferred to Site Plan; however, we recommend that the owner/applicant start the road dedication process now.

The property under development at 21 Arthur Street North is identified in the Region’s Threats Inventory Database as potentially contaminated. A Phase 1 and 2 Environmental Site Assessment have been submitted for this development. Please

exclude road widening dedication land from the Record of Site Condition. This will be deferred to Site Plan.

Access Permit:

A Regional Access Permit will be required for the proposed access to Regional Road 21 (Arthur Street North). The proposed access must comply with the Regional Access Policy. The owner/applicant will be responsible for all costs associated with the proposed access and the fee for issuance of this permit is \$230.00.

The application can be found at the following link

<https://www.regionofwaterloo.ca/en/doing-business-applications-licences-and-permits.aspx>

A Regional Access Permit (no fee) will be required for the closure of one of the existing access(es) to Arthur Street North. An Access Location Review Study will also be required. This will be deferred to Site Plan.

Application Fees

A \$300 Preliminary Site Plan consultation fee and a \$805 Site Plan review fee will be required for a Site Plan Application. This fee shall be provided to the Region of Waterloo directly.

**Regional Staff have no objection to Official Plan Amendment Application OPA-03-2024.**

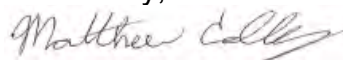
**Regional Staff have no objection to proposed Zoning By-Law Amendment Application ZCA-03-2024, subject to the following Holding Provision:**

- 1) The inclusion of a Holding Provision in the Zoning By-Law requiring the submission of a Record of Site Condition and Ministry Acknowledgement Letter for the entirety of the subject lands, to the satisfaction of the Region of Waterloo.

**General Comments**

Any issuance of a building permit for future development on this property will be subject to provisions of Regional Development Charge By-law 19-037 or any successor thereof. Please accept this letter as our request for a copy of the staff report, decision and minutes pertaining the above-noted application. Should you require Regional Staff to be in attendance at the meeting or have any questions, please do not hesitate to contact the undersigned.

Yours truly,



Matthew Colley  
Senior Planner, MCIP, RPP



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July 15, 2024

John Vleeming  
WitzelDyce Engineering Inc  
826 King St N, Unit 20,  
Waterloo, ON N2J 4G8

File No.: C14-60/21 WOOL

Dear Mr. Vleeming:

**Re: Regional FSR/ Preliminary SWM Clearance, Official Plan and Zoning By-law Amendment 03 2024, 21 Arthur Street North & 4 Cross Street, Trinity United Church, Township of Woolwich**

Staff have reviewed the Grading Plan/ Servicing Plan (C2.0) as part of the report entitled Arthur Street, Elmira 6 Storey Mixed Use Development - Functional Servicing and Preliminary Stormwater Management Report dated May 2024, prepared by WitzelDyce Engineering Inc. and have found the plans and report satisfactory. For the purposes of the planning approvals associated with this development application, Corridor Planning deems this matter concluded.

Staff provide the following comments which should be reflected in the detailed servicing plans submitted with the future Site Plan application. This will not affect the Official Plan and Zoning By-law Amendment application but will be required with the future Site Plan application.

- *Please provide landscape, removals and composite utility plan drawings;*
- *Any abandoned, decommissioned or existing unused municipal services shall be fully removed from the Region's road allowance;*
- *Check/confirm/verify all locations, sizes and materials of existing infrastructure within Regional road allowance;*
- *Maintenance holes are not permitted to be installed or left within an access;*
- *Shallow utilities that need to cross a Regional Road shall be placed within or immediately adjacent to the restoration limits of the deep service road impacts, and the restoration works are ultimately the responsibility of the Developer/Owner; and*
- *If there is more than one road cut including curb removals the extent of the hard surface restoration will be at the discretion of Regional Corridor Management.*

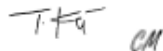


*This may result in the extent of the asphalt restoration to be the full limits of the hard surface impacts.*

Any new servicing connection(s), modifications to existing servicing, modifications to previously approved servicing plans or removal of existing services would require Regional approval through a separate process of Municipal Consent. Municipal Consent must be provided prior to any works commencing within the Regional right-of-way. For Servicing approval the applicant will be required to submit through the Region of Waterloo website (<https://rmow.permitcentral.ca/>).

Prior approval must be obtained from the Region of Waterloo by anyone planning to work on or adjacent to a Regional road. A work permit is required for anyone wanting to occupy a Regional road, shoulder, sidewalk or right-of-way, even if the work is not expected to damage the road. The permit must be obtained in advance of the work being done via the Region of Waterloo website (<https://rmow.permitcentral.ca/>).

Yours Truly,

Handwritten signature of Tanikia Kinear, consisting of the initials 'TK' followed by a stylized 'K' and the letters 'CM'.

Tanikia Kinear C.E.T  
Transportation Planner  
519-897-5691

APPENDIX 5

TOWNSHIP OF WOOLWICH

BY-LAW NUMBER XX-2024

A BY-LAW TO ADOPT OFFICIAL PLAN AMENDMENT NUMBER -----

TO THE OFFICIAL PLAN OF THE WOOLWICH PLANNING AREA

(Trinity United Church – 21 Arthur Street North and 4 Cross Street, Elmira)

The Council of the Corporation of the Township of Woolwich, in accordance with the provisions of Section 21, of the Planning Act, 1990, as amended, hereby ENACT AS FOLLOWS:

- 1. THAT Amendment Number \_\_\_ to the Official Plan of the Township of Woolwich consisting of the attached text, is hereby adopted.
- 2. THAT the Clerk is hereby authorized and directed to make application to the Council of the Regional Municipality of Waterloo for approval of Amendment Number \_\_\_, to the Official Plan of the Township of Woolwich.
- 3. THAT this By-law shall come into force and take effect on the final passing thereof.

PASSED THIS DAY OF 2024.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Clerk

## TOWNSHIP OF WOOLWICH OFFICIAL PLAN AMENDMENT

### PART A - PREAMBLE

The purpose of this Amendment is:

1. To permit a density on the property at 21 Arthur Street North and 4 Cross Street in Elmira of 168 units per net residential hectare.

### LOCATION

This Amendment applies to 21 Arthur Street North and 4 Cross Street in Elmira, which is 0.3157 hectares in size.

### BASIS OF THE AMENDMENT

The proposed amendment is appropriate because it facilitates the construction of a mixed-use development that is consistent with Provincial policy and conforms to Regional and Township policy regarding intensification within the Township Urban Growth Centre. The development provides additional housing choice within the Township and conforms to the Township's policies regarding an active first floor use.

### PART B - THE AMENDMENT

The Amendment consists of the following components:

1. That Section 7.29.5.2. of the Township of Woolwich Official Plan, as amended, the be further amended to increase the density from 127 to 168 units, and so amending to read as follows:

7.29.5.2 Y: 21 Arthur St N Special Policy Area

- a) Notwithstanding Section 7.29.5.2(c) the maximum permitted net residential density shall be 168 units per hectare.

## ATTACHMENT 6

## The Corporation of the Township of Woolwich

## By-law No. XX-2024

A By-law to Further Amend Zoning By-law 26-2024, of the Township of Woolwich (21 Arthur Street North and 4 Cross Street, Elmira – Trinity United Church)

---

**Whereas** on [Date], the Council of Woolwich deems it desirable to further amend By-law 26-2024, as amended;

**Now therefore the Council of the Corporation of the Township of Woolwich hereby Enacts as follows:**

1. To amend **Section 16.267** of By-law 26-2024, as amended and as it applies to the subject lands, be amended to add a new b) and renumber accordingly to read as follows:

**16.267** Notwithstanding any other provisions of this By-law, the lands illustrated on the plan forming Section 16.267 of Schedule 'A' of this By-law (the "Plan") are subject to the following specific provisions, in addition to the applicable regulations of the C-1 zone:

- a) Geothermal units are not permitted;
- b) Reduced parking for a Place of Worship use from 12 spaces to 4 spaces; and,

Holding Provision

- c) That no development of the land shown on the Plan shall be permitted until the Record of Site Condition and Ministry Acknowledgement Letter for the entirety of the lands has been provided to the satisfaction of the Region of Waterloo.

This by-law shall come into full force and effect on the date it is passed.

**Finally passed and enacted this [day] of [Month], 2024.**

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Clerk



## Financial Services Staff Report

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Report Number: F13-2024  
 Report Title: 2023 Surplus/Deficit Distribution  
 Author: Richard Petherick, Manager of Accounting & Deputy Treasurer  
 Meeting Type: Committee of the Whole Meeting  
 Meeting Date: September 10, 2024  
 eDocs or File ID: F05, eDocs #127726  
 Consent Item: No  
 Final Version: Yes  
 Reviewed By: Colm Lynn, Director of Finance & Treasurer  
 Final Review: Senior Management Team

### Recommendation:

That the Council of the Township of Woolwich, considering Report F13-2024 respecting 2023 Surplus/Deficit Distribution, approve the transfer of the 2023 surplus and deficit distribution as outlined in Attachment 1.

### Background:

With the 2023 audit near completion, staff have calculated an accurate year-end surplus figure. The following table outlines the breakdown of the surplus/deficit experienced in 2023.

<b><u>2023 Surplus</u></b>	
Tax-supported Operating	\$216,544
Tax-supported Capital	\$223,575
Water Operating	\$85,261
<b><u>2023 Deficit</u></b>	
Wastewater Operating	(\$486,346)

The tax-supported surplus represents approximately 3.07% of the total levy requirement for 2023.

### **Comments:**

In general, when allocating the year-end surplus/deficit balances, the Reserve and Reserve Fund By-law indicates that these balances are a source of funding to either contribute or draw from for specific reserve and reserve funds and their related activities. A revised reserve and reserve fund policy will be presented to Council in Fall 2024 which will outline our reserve policy in more detail. The distribution of year end surplus/deficit balances is still, however, at the sole discretion of Council.

### **Tax-supported Operating Surplus**

The tax-supported Operating Budget experienced a surplus of \$216,544 in 2023. The following list outlines the key drivers of the surplus:

- The Township received approximately \$473,000 more in interest income primarily due to substantial increases in Canada's Prime Bank Rate.
- The Township received \$114,000 more in supplemental tax revenue than budgeted.
- The volunteer fire fighter wage costs were over budget by approximately \$197,000, due to the increased number of hours for training and development activities required for the Township's fire services, as well as responding to fire calls.
- The Township did not spend out the budgeted amount for OLT (Ontario Land Tribunal).
  - The 2023 Budget had an allocation of \$150,000 and the Township only spent close to \$11,300. Staff recommend that these unspent funds would be directed into the OMB/OLT Reserve for future tribunal expenses.
- Equipment allocation in Infrastructure Services was over budget by approximately \$316,000. For Council's benefit, Infrastructure Services are a combination of roads, water and wastewater which share equipment. As equipment is used, whether it is roads, water or sewer works, they are charged out according to established equipment rates. General equipment rates are set based on historical levels of expenditures related to the operation and maintenance of this equipment.
  - In 2023, there were very large expenditures related to significant repairs to one of the Township's Graders.
- Salary expenses in the Recreation & Facility Services department were in total over budget by approximately \$387,000 due to staff directly involved in the delivery of recreation services.
  - While this overage was partially offset by increased recreation fee revenue, approximately \$162,000, there still was an overall shortfall.

### **Tax-supported Capital Surplus**

The tax-supported Capital Budget experienced a surplus of \$223,575 in 2023. The surplus generated in the capital program Information Technology Services and Infrastructure Services Capital Program areas.

Information Technology Services (ITS) capital program had a tax levy surplus of \$16,773 at the end of 2023, mainly due to unspent funds from the Facility UPS Replacement project. Directing the surplus to the capital contingency will allow ITS to use this funding into future IT projects as required.

The tax levy surplus generated in Infrastructure Services was mainly due to shifting grant dollars which had capital levy as a funding source. As the recording of expenses for 2023 was coming to a conclusion, staff realized that OCIF (Ontario Community Infrastructure Fund) grant dollars that was budgeted for the Hot Mix Resurfacing Program would not be fully utilized in 2023. This created the opportunity to shift OCIF grant dollars to the road conversion project, which freed up capital levy dollars, which can then be directed to the Infrastructure Reserve Fund for future projects. Using OCIF for road conversion works still met the intention of the grant for 2023, as it was used for works on the Township's road network.

Over the last number of years Council has chosen to distribute surplus experienced in the capital program either to the Infrastructure Reserve Fund and/or the Capital Contingency Reserve. By doing so these surpluses can be used for future infrastructure projects to help address the Township's infrastructure deficit. The 2023 tax-supported capital surplus is being recommended to be directed to the Infrastructure Reserve Fund for the surplus generated through Infrastructure Services and the capital contingency for the surplus generated from Information Technology Services.

### **Water Operating Surplus**

At the end of the fiscal period 2023 the Water Operating Program experienced a surplus in the amount of \$85,261. The Township's net controllable costs (i.e., costs for work conducted on our water system) were lower than expected by approximately \$52,000. Second, the Township caught up on missed water billings from 2022. This resulted in approximately \$245,000 in additional net revenue (i.e. difference between water revenue and Regional Billings) being recorded in 2023 than budgeted.

On the negative side, the Township's equipment allocation was overbudget. Infrastructure Services operations uses shared equipment and as overages occur they are proportionally allocated over general operating, water operating and wastewater operating budgets.

Given that no surplus or deficit was budgeted for in 2023 it is staff's recommendation that the surplus is transferred to the Water Reserve Fund as per our reserve and reserve fund by-law.

### **Wastewater Operating Deficit**

The Wastewater Operating Program ended 2023 in a deficit position of \$486,386. This was driven by two key factors. The first is Township's regional billings were significantly above budget expectations due to an overall wet year and Elmira, St. Jacobs and Breslau currently having inflow and infiltration issues. Which caused increased costs to the



Township. The second factor is the decline in Township wastewater revenues which has been showing a decline in recent years despite and increase in rates. This revenue issue is continuing throughout 2024 and staff are currently analysing the wastewater program in more detail to determine the cause.

It should be noted that both Water and Wastewater have no rate stabilization reserve. As a result any deficit in the operating program will need to be funded from the capital reserves. Staff are recommending that the 2023 deficit be funded from the wastewater reserve fund which may have an impact on future capital works. This 2023 year end deficit draw will create a negative balance in the wastewater reserve fund which will need to be addressed. Staff will report back to Council in Fall 2024 on the wastewater program in more detail outlining options to reach financial sustainability.

### Interdepartmental Impacts:

None.

### Financial Impacts:

Upon approval, all transfers will be made within the 2023 fiscal year. Staff have added a chart below which shows the effect that the recommended 2023 Surplus/Deficit Distribution will have on the applicable Reserve & Reserve Funds.

<b>Reserve/Reserve Fund</b>	<b>2024 Projected Balance</b>	<b>2023 Surplus/(Deficit)</b>	<b>Balance Effect</b>
Capital Contingency Reserve	\$148,611	\$16,773	\$165,384
Infrastructure Reserve Fund	\$173,804	\$206,802	\$380,606
OMB Legal Reserve	\$162,254	\$138,703	\$300,957
Operating Contingency Reserve	\$364,912	\$77,463	\$442,375
Wastewater Reserve Fund**	\$283,130	(\$486,346)	(\$203,216)
Water Reserve Fund	\$13,300	\$85,261	\$98,561

- *Note: The projected balances in the table above includes the projected revenues and expenses based on the 2024 Budget but does not include any current or projected deficits experienced in 2024*
- *\*\*The Wastewater Reserve Fund is now in a deficit position and a plan will need to be developed to reach sustainability*

**Community Strategic Plan Impacts:**

Not applicable.

**Conclusion:**

Staff recommend that Council approve the distribution of the 2023 operating, capital, water, and wastewater surplus as outlined in report F13-2024.

**Attachments:**

1. 2023 Surplus/Deficit Distribution Details

## F13-2024 Attachment 1

### 2023 Surplus/Deficit Distribution Details

<u>From</u>	<u>To</u>	<u>Amount</u>
Tax Levy	Infrastructure Reserve Fund (from Capital Levy)	\$206,802
Tax Levy	Capital Contingency Reserve – IT (from Capital Levy)	\$16,773
Tax Levy	Operating Contingency Reserve (from Operating Levy)	\$77,463
Tax Levy	OMB Reserve (from Operating Levy)	\$138,703
Tax Levy	Special Circumstances Reserve - Grants (from Operating Levy)	\$378
Water Operating	Water Reserve Fund	\$85,261
Wastewater Reserve Fund	Wastewater Operating	\$486,346



## Financial Services Staff Report

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Report Number:	F14-2024
Report Title:	Budget Parameters - 2025
Author:	Senior Management Team
Meeting Type:	Committee of the Whole Meeting
Meeting Date:	September 10, 2024
eDocs or File ID:	File
Consent Item:	No
Final Version:	Yes
Reviewed By:	Senior Management Team
Final Review:	Senior Management Team

### Recommendation:

That the Council of the Township of Woolwich, considering Report F14-2024 respecting Budget Parameters - 2025:

1. Supports existing service levels as provided for in the 2024 Budget be reviewed and any recommended service level changes be advanced in the 2025 Budget for discussion with Council;
2. Supports the 2025 Budget be prepared with a 7.5% base change target for the annual operating and capital budget; and
3. Continues to support the concept of special levies above and beyond the base rate change, and that Council sets the amount for the increase to the Infrastructure Levy at 2.5% and 1.0% for the Climate Action Levy for the 2025 Budget.

### Background:

This report provides Council a preview into the factors influencing the upcoming budget. It also provides Council the opportunity to provide direction to staff for the preparation of the 2025 budget. This budget year continues to be difficult as staff balance the need to provide effective services while making best efforts to keep the current tax rates at an acceptable level. Senior staff continues to be faced with the important task of projecting these issues and variables in the creation of the draft 2025 budget.

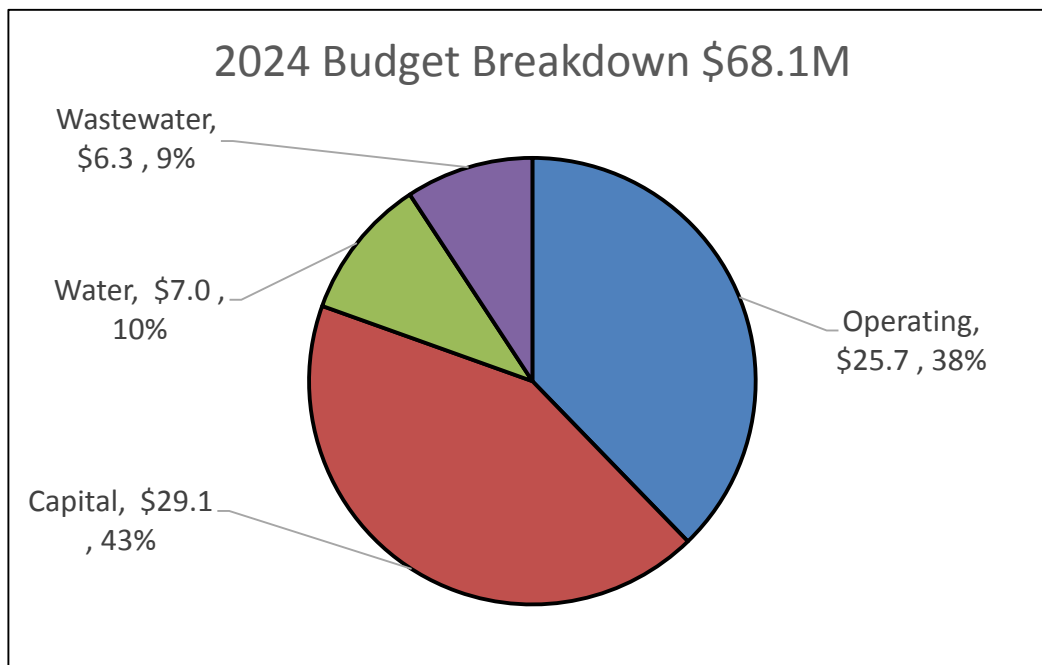
As Council is aware, the Township continues to experience significant growth. The Township is no longer a small Township with predominantly rural areas and modest settlements. Rather, with the growth in the urban settlements of Elmira and Breslau the

municipality has become a strong mix of both urban and rural. As a direct result, we have seen an impact on the budget in terms of the pressures that exist for more traditional urban services, programs and facilities. In turn, this has placed pressure on our stressed human and physical resources to keep up with the higher expectation levels. This places increasing pressure year over year on the municipality's finances.

Unfortunately, the Township like other municipalities in Ontario, must rely on an outdated assessment and tax system to fund our local services and programs. This is why it continues to be important that we support AMO and its efforts on behalf of the 444 municipalities in Ontario to advocate to the Province to develop new fiscal tools and solutions.

### Comments:

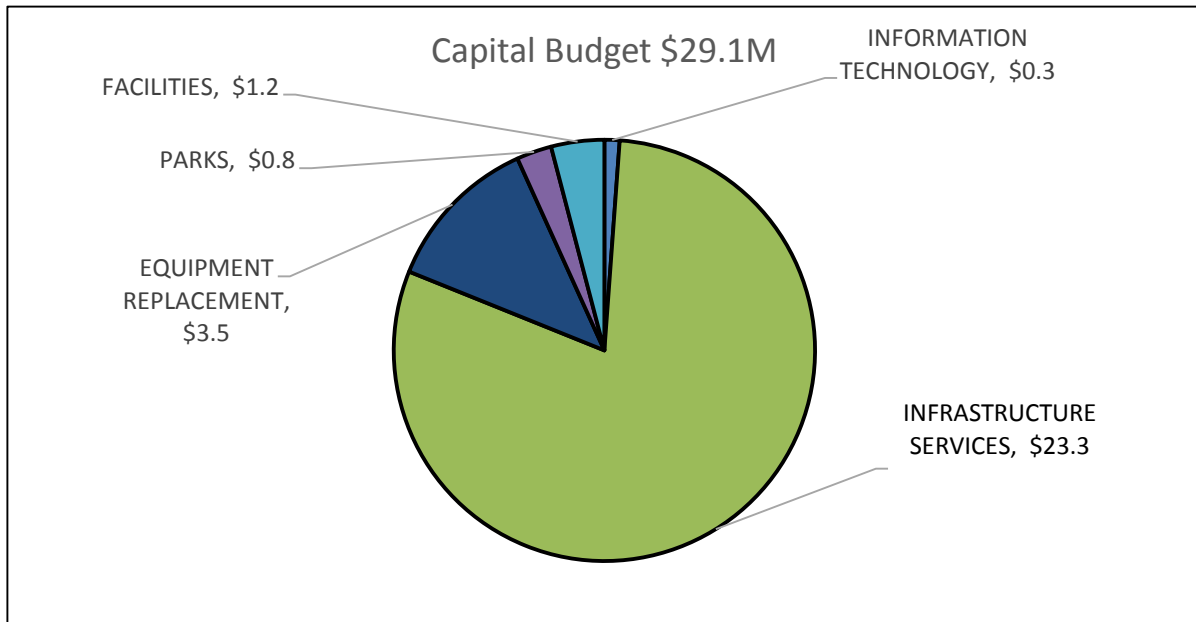
In 2024, the Township's budgeted total expenditures of approximately \$68.1 million are broken down between operating, capital and water and wastewater.



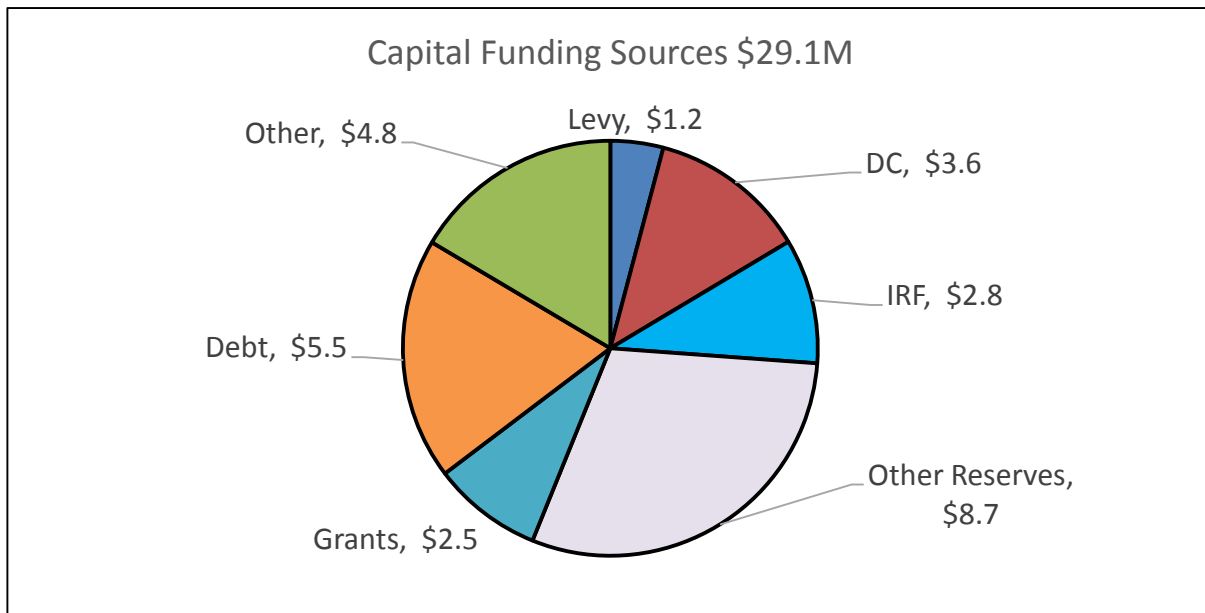
The operating budget is funded primarily from the property tax levy, but also receives some revenues directly from user fees and smaller government grants.

### Capital Budget

The total capital budget is \$29.1 million with infrastructure services accounting for almost 80% of the capital budget.



Capital costs are funded from a larger variety of sources which includes senior government grants, tax levy, and reserves and reserve funds. The capital funding breakdown can be seen below:



Most of the funding comes from reserve and reserve funds including development charges. Current reserves are insufficient to fund the full capital program and as a result \$5.5 million was approved to be debt funded. This debt has not yet been issued at the time of the writing of this report.

As part of a discussion, staff appreciated Council's request for a long-term financial framework for the capital budget, staff would note that the former Acting Director of Finance commenced some financial analysis prior to the completion of his contract.

Specifically, he undertook work related to the financial sustainability of our asset management plan. The current Director of Finance will have more to say under a separate report about this work and the amount of work that will be required to develop a framework to adequately address the Township's long term financial sustainability needs.

### **Service Levels**

As part of the budget process, Senior Management Team (SMT) reviews the Township's service levels through the lens of the Strategic Plan. As the 10-year strategic plan was recently adopted by Council we can use this to set corporate priorities and guide budget discussions. Departmental business plans can then be developed based on corporate priorities, and any adjustments will be reflected in the budget. Budgets are a critical tool to resource the delivery of business plans. For the upcoming budget year, staff are recommending that if Council wishes to change an existing service level, that any recommended changes be made in advance of Council budget deliberations.

### **Growth**

The population in the Township of Woolwich is expected to grow to 51,204 people and 17,395 households by 2051. This growth will almost double the 2021 recorded population. The majority of the growth will be accommodated in greenfield areas, within the urban settlement areas, through the development of new subdivisions. These subdivisions will add additional demand for programs, services, equipment and long-term maintenance costs for such things as roads, trails, facilities and other infrastructure.

The Township adheres to a growth should pay for growth philosophy. Where the financial burden of new growth should not be borne by existing residents where possible. To the extent possible the Township relies on development charges to fund the infrastructure needs of growth and assessment growth to cover operating needs. However future replacement costs of development funded assets must be eventually shouldered by the tax base. Also, there is not a one-to-one relationship between increased service need and assessment. This puts pressure on the Township to maintain service levels to respond to the demands of growth and to continue to provide services and programs to new residents.

Staff are projecting new assessment growth for 2024 to be approximately 2.09% which translates into an additional \$334,000 in property tax revenue. This number will be updated and staff will report back as part of the 2025 draft budget on final projections.

The Township's recent new assessment growth statistics are outlined in the graph below:



## Additional Levies

### *Infrastructure Levy*

The Infrastructure Levy was first introduced in 2012. The Infrastructure Levy was introduced as a means to aid in addressing the Township's infrastructure deficit. It also allows us to leverage funding from senior levels of government funds available by allowing for cost sharing when new grants become available.

Just over \$1.96 million annually is being directed to the Infrastructure Reserve Fund. To help address the infrastructure deficit and to make sure we are addressing Provincial downloading, and to build upon previous years, staff are recommending that Council consider adding an additional 2.5% or \$400,000 to \$2.36 million annually.

While the establishment of the infrastructure levy has certainly aided the municipality in addressing our infrastructure deficit, it is important to reflect on the fact that at the time of the completion of the roads and bridges needs studies back in 2012 it was noted that a levy of between 3-4% per year was needed. Staff do appreciate though that the thinking at the time was that it was not financially feasible for the Township to address the deficit alone. It should be noted that previous Council approval have not stayed consistent over the last number of years. We would need the help of our senior level government partners. Unfortunately, much more is still needed from the Federal and Provincial governments, as current funding programs do not provide the level of funding required to address all of the municipal infrastructure deficits.

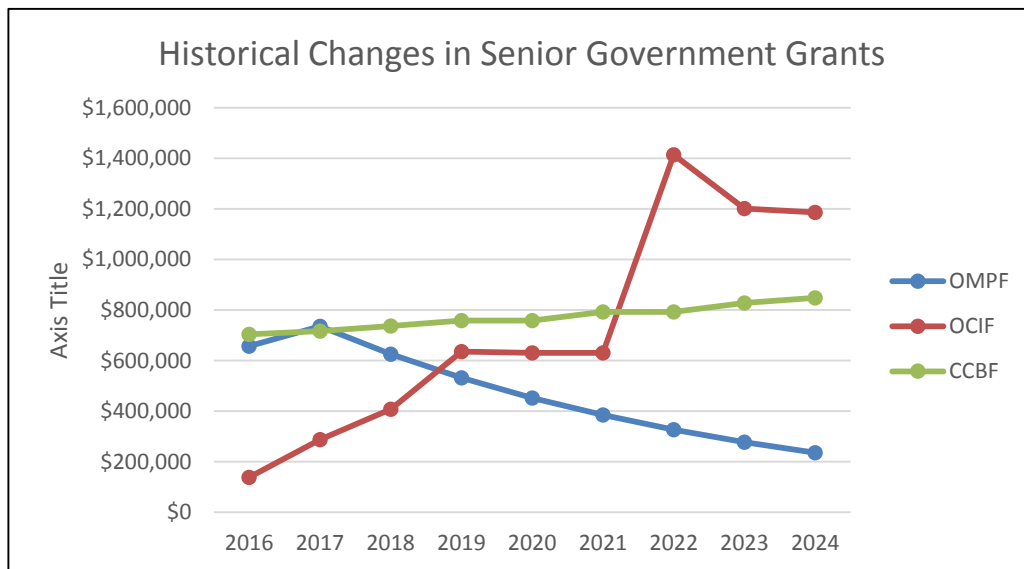


*Climate Action/Greening Levy*

The Township instituted a Climate Action/Greening Levy in 2019. As of 2024, an annual allocation of \$336,000 is included in the Recreation & Community Services Budget. Council’s endorsement of “50 by 30” and “80 by 50”, whereby the Township will cut greenhouse gas emissions 50% by 2030 and 80% by 2050 will result in the need for additional funding once an implementation plan has been developed for the municipal actions required in the Transform-WR Strategy. Last year’s creation of a sustainability coordinator will assist with meeting these objectives

Staff recommend that Council consider adding an additional 1.0% to the Draft 2025 Budget. With the inclusion of an additional 1.0%, the annual transfer would increase \$160,000 to approximately \$496,000 annually. A new staff resource was added in June 2024 and this resource will be used to develop an implementation plan to utilize this climate action / greening funding.

**Provincial & Federal Grants**



*Ontario Municipal Partnership Fund (OMPF)*

The Township annually receives an unconditional operating grant from the Province called the Ontario Municipal Partnership Fund (OMPF). This grant program is designed to assist northern and rural municipalities. In 2018 the Township’s OMPF payment started decreasing by 15% increments every year. The Township’s current OMPF allocation of \$236,200 in 2024 is a cumulative \$500,000 decrease since 2017.

*Ontario Community Infrastructure Fund (OCIF)*

Since 2015, the Township has been receiving annual funding from the Province under the OCIF formula-based funding program. At the start of the grant program the Township received only received \$137,620 but that figure increased to \$1,413,990 in 2022. The

Township saw a 15% (\$212,098) decrease to \$1,201,892 in 2023 and a further decrease in 2024 to \$1,185,858. Over the next five years it is still expected that OCIF funding could increase, but this will be dependent on future provincial budgets. In recent years OCIF has mainly been used as a funding source for the Township's resurfacing and maintenance paving Programs. It is unknown at this time what the Township's 2024 OCIF allocation will be, however staff will report back to Council through the Draft 2024 Budget report.

#### *Canada Community Building Fund (CCBF)*

The Township has been receiving CCBF (formally known as the Federal Gas Tax), since 2006. The Township receives federal funding under this program to support the capital budget. This program is currently managed by AMO (Association of Municipalities Ontario). The CCBF program allows municipalities to carry over funds for up to five years which ensures municipalities have the flexibility to direct funding towards desired projects. The Township is receiving \$848,852 in 2024. The CCBF agreement was extended in 2024 and was presented to Council in June

#### *Housing Accelerator Fund (HAF)*

In February 2024, the Township was advised by the Canadian Mortgage and Housing Corporation that our Housing Accelerator Fund (HAF) application for funding in the amount of \$6.72 million was approved and initial advance of \$1.68 million was received. The Township is expecting three (3) additional installments which are conditional on initiatives in the application being achieved and housing targets met.

### **User Fees & Charges**

The review of fees and charges is a part of the annual budget process and helps to determine overall revenue projections. This review ensures that the Township's fees and charges are developed using a user pay philosophy. This user pay concept will be developed in a future user fee policy presented and approved by Council. Revenue generated through user fees will help reduce the levy required by the Township. Staff will bring a report, for Council's consideration regarding changes to user fees and charges in October/November 2024.

### **Staffing Costs**

During the 2023 budget process, staff presented report A01-2023 outlining the phased implementation plan for the 2022 pay equity and market studies. The implementation plan is being phased in over four years, with 2023 being year one of the plan and ending in 2026. For the 2025 Budget the next phase will have close to a 1% impact to the general levy.

In 2024, Ontario introduced increases to the minimum wage from \$16.55 per hour to \$17.20 per hour. This represents a 3.9 percent increase and will put additional operating pressure primarily on the Recreation and Community Services budget.

The existing collective agreement will expire in 2025, and a new bargaining process will occur in late 2024 and early 2025. It is unknown at this time what the potential financial impact will be but there will likely be increases to staffing costs.

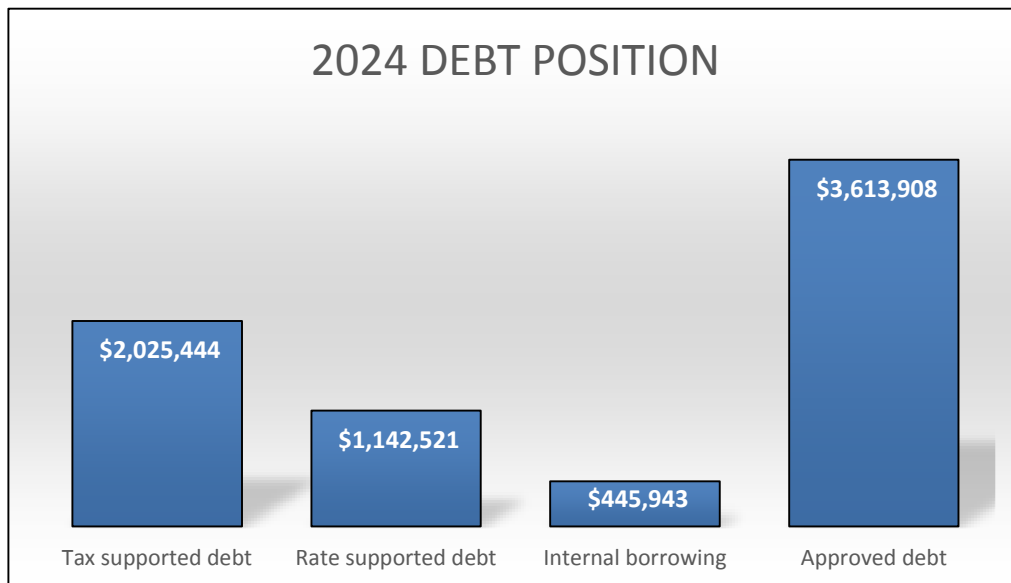
Senior staff annually reviews staffing forecasts for the coming five-year timeframe. The need for staffing is viewed through the lens based on growth pressures being faced by the Township, current and/or proposed legislative changes and potential service enhancements. It is important to note that while each department continues to have a need for additional staffing resources a lens of affordability is considered when finalizing the draft budget. As in previous budgets, any proposed staff additions will have an increase in staffing request form included in the draft 2025 budget package which outlines the purpose and justification for the staffing request.

**Debt**

With the need to accommodate capital renewal projects one of the budget pressures the Township faces is the need to issue debt as part of Woolwich’s long-term financing strategy. Debt is an important capital financing tool which can spread out the cost of an asset more evenly along its useful life.

As of the end of 2024, the Township will have approximately \$3.6M in approved but not issued debt. The current debt burden is below both our internal and externally imposed debt limits however, due to very low capital reserve fund balances debt will likely be required in future years to support our capital infrastructure program.

There is currently no debt policy in place in the Township which would outline the appropriate uses of debt and more clearly defined policy limits. Staff are currently working on developing such a debt policy for the Township and will present more information in fall 2024 and in advance of the 2025 budget deliberations.



## Projected Inflation

A major concern over the past few years has been the high inflationary environment, reaching a 40-year high peak in mid-2022. The most important thing to understand with inflation is that it is cumulative. For example, inflation reducing from 8% to 2% does not mean a decrease in prices, but rather the rate of price increase has slowed. In the above example, this would mean over a 10% overall price increase (8%+2%).

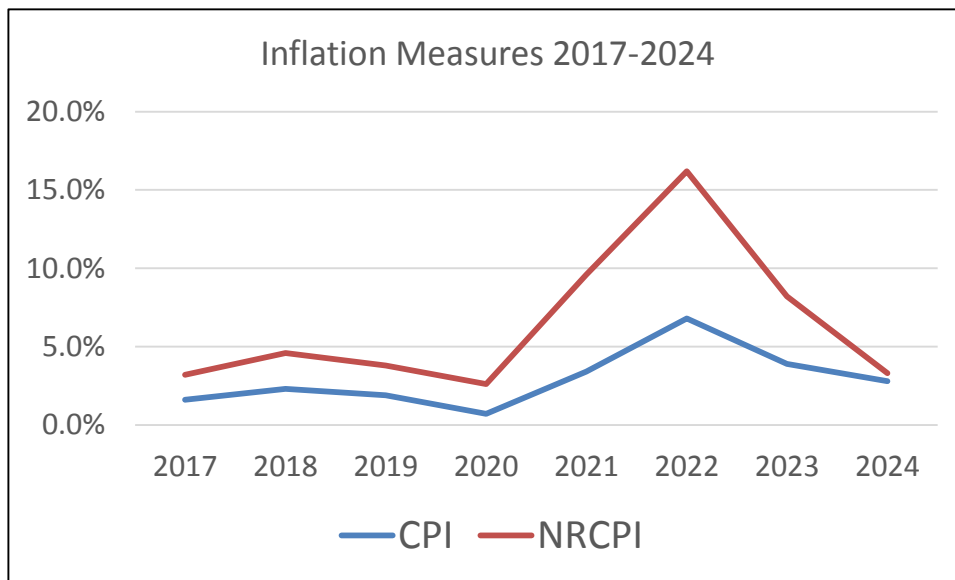
### *CPI (Consumer Price Index)*

CPI measures the price change in a basket of goods for a typical household. The latest monetary policy report from July 2024, the Bank of Canada notes that high interest rates were working to bring inflation down. Interest rates have been cut twice by 0.25% each and the overnight target rate now stands at 4.25% (as of September 2024) down from 5.0% prior to June 2024. The bank suggests that inflation projection will be 2.5% in 2024 and will return to its 2% target by mid-2025.

### *NRCPI (Non-residential construction price index)*

While CPI measures consumer price changes it does not accurately reflect the capital work the Township undertakes. Non-residential construction price index (NRCPI) measures the costs of construction for non residential buildings. This measure or a similar construction price index is a better measure of the projected price changes in our capital costs.

While CPI has been very high in recent years, NRCPI has trended even higher reaching an annual rate of 16.2% in 2022. In other words, simply inflating capital transfers by CPI for capital costs will not be sufficient to meet the cost challenges of the capital program. The chart below outlines this difference:



## **Additional Significant Budget Pressures**

- Senior government funding uncertainty – related to the lack of predictable reliable grant funding from senior levels of government. Responsibility for asset maintenance and other services continue to be downloaded.
- Costs of growth to support housing. Growth does not fully pay for growth, and the burden of supporting growth and affordable housing is being increasingly borne by existing residents.
- Economic development – need for attraction and retention of business investment to reduce the reliance on residential taxpayers. This issue also impacts water and wastewater revenues and residential rates.
- Elmira Downtown Core Plan – As the Township continues to look at revitalizing the Elmira Downtown Core area, future budgets will need to include funding for the continued implementation of this Plan.
- Works related to Climate Change and Sustainability
- Recreation & Community Services is undertaking a Parks and Recreation Master Plan, with anticipated completion in the fall of 2024.
- Staff are working to implement the Administrative Monetary Penalty System (AMPS) for by-law offences with a business case provided in 2023 and implementation expected mid-year 2024.
- With the ever-changing digital environment and with the experienced and expected growth, maintaining, replacing, and expanding the Township's Information Technology (IT) infrastructure is extremely important. The IT infrastructure that staff utilizes to complete their daily work is under ever-present threat of cyber-attacks.
- Planning responsibilities - The Township is waiting for proclamation of Bill 23, for the Region of Waterloo, which will transfer planning responsibilities of the Region to the local municipalities. These additional responsibilities will result in additional work for the Township and additional staffing needs to accommodate the workload.
- Breslau Planning – The Township is working to complete the Breslau Secondary Plan which will plan for the long term phased growth in Breslau. In order to accommodate growth, there will be required infrastructure and recreational needs to service the growing population in the area. This will include purchase of land for a future recreational complex and upfront servicing costs to allow land to be developed.
- The Township is not immune to the housing crisis and while we do not see large-scale homeless encampments that large cities do, staff are dealing with rural homeless issues.

## **Other Budget Information**

Council requested that staff prepare cumulative property tax impact information when presenting the 2025 Budget Parameters report. As such, the tables below show the

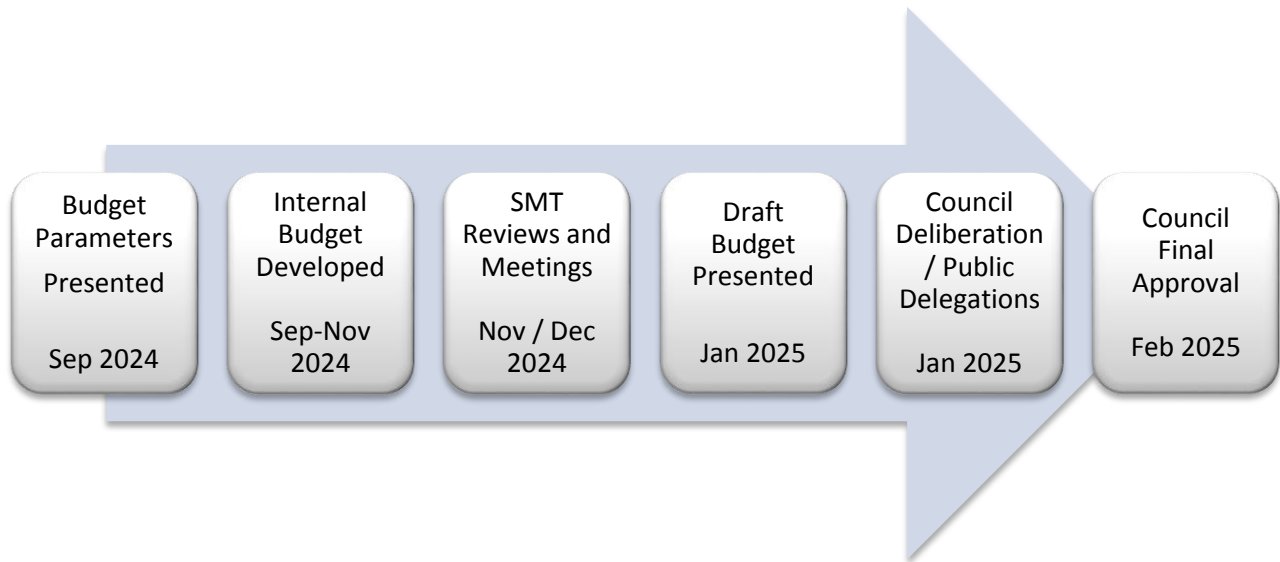
impact of a 7.5% tax rate increase on the Township's rate, impact scenarios for a Regional increase of either 6% or 10%. The estimate for the education rate will remain static as the Province has not changed this rate since 2020. It should also be noted that changes to the Region's rate varies depending on various factors such as transit, library, and police service budget changes. *For illustrative and simplistic purposes only, the Regional rate increase is assumed at a 6% and a 10% increase.*

	Scenario #1		Scenario #2	
	Proposed Increase	Projected Increase per household	Proposed Increase	Projected Increase per household
Woolwich – Base	7.5%	\$89.67	7.5%	\$89.67
- Infrastructure Levy	2.5%	\$28.99	2.5%	\$28.99
- Climate Action Levy	1.0%	\$11.60	1.0%	\$11.60
Region	6.0%	\$158.72	10.0%	\$264.54
School Board	0%	\$0.00	0%	\$0.00
		<b><u>\$286.28</u></b>		<b><u>\$392.10</u></b>

*\*Based on an Average residential assessment of \$418,000*

## Budget Timeline

The Township of Woolwich will be pursuing a budget timeline with approval occurring in the first quarter of 2025. Earlier budget adoption is becoming a municipal best practice. SMT has outlined the following budget timeline for 2025 budget, seeking Council's final budget approval in February 2025. More details can be found in attachment 1 – Draft 2025 Budget Schedule.



## Public Consultation

After considering the 2024 Budget Feedback Report C08-2024, Council directed staff to "...provide online engagement for public consultation as outlined in the report, with a paper-based alternative offered to those who need it."

Further to this direction, Clerks and Finance staff reached out to other nearby municipalities for inspiration on the types of questions to ask for online budget engagement. Staff drafted budget consultation questions based on sample questions provided by Cambridge but more succinct and to the point. Draft 2025 budget consultation questions are set out in attachment 2 for Council's consideration.

## Interdepartmental Impacts:

The preliminary 2025 Budget process guidelines adopted by Council apply to all departments.

## Financial Impacts:

The recommendations arising from this report will impact the development of the 2025 Budget and impact tax rate increases for 2025. Staff will also be evaluating the existing rates in place for water and wastewater incorporating recommendations from the recent

water and wastewater rate study. Any proposed adjustments will be brought forward in a separate report to Council for consideration.

### **Community Strategic Plan Impacts:**

- Provide effective and open leadership: *We will guide with transparency and empathy, fostering a culture of trust and collaboration*

The budget process enables Council to achieve its corporate strategic plan focus of effective and open leadership by transparency in the allocation of tax and rate dollars.

### **Conclusion:**

This report is intended to prompt discussion to generate preliminary guidelines for the development of the 2025 Budget. The recommendations contained in this report seek to address the priorities resulting from growth and development of the Township, while at the same time maintaining tax rate increases at an acceptable level.

### **Attachments:**

1. 2025 Budget Schedule
2. Draft 2024 Budget Consultation Questions



## Attachment 1 - Draft 2025 Budget Schedule

2024 Budget Packages Published Online	December 31, 2024
Budget Report presented to Council Budget Presentations Operating & Capital – IS and RCS	January 7, 2025 <b>Full Day</b>
Budget Presentations Operating & Capital – CAO, COR, Council, DS, Finance and Fire	January 9, 2025 <b>Full Day</b>
Special Council (Budget Break Week) <b>New this year</b>	January 14, 2025
Budget Delegations, Deliberations and Additional Requests	January 21, 2025
Council Budget Deliberations	January 23, 2024 <b>Full Day</b>
Water and Wastewater Budget Discussion (at Committee of the Whole)	February 4, 2025
Final Report and Voting on the Budget (at Regular Council)	February 18, 2025

## Attachment 2 - Draft 2025 Budget Consultation Questions

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### Page 1

Help shape Woolwich Township's 2025 budget by letting us know what is important to you.

1. How would you rate the overall value of services you get for your tax dollars?
  - Very Good
  - Good
  - Fair
  - Poor
  - Very Poor
  - Not sure
  
2. For the following list, what are your top 3 priorities?
  - Affordable Housing
  - Art, Culture and Community Events
  - By-law and Parking Compliance
  - Economic Development & Tourism
  - Communication and Customer Service (access to staff, online services, engagement)
  - Environment and Sustainability
  - Fire Services
  - Infrastructure (roads, bridges, facilities, playgrounds, etc.)
  - Planned Development (planning, zoning and building)
  - Parks and Trails
  - Recreation programs (swimming, sports, summer camps, etc.)
  - Roads and Winter Maintenance
  - Traffic, Transportation and Parking
  - Water and Wastewater
  
3. For the following list, what are your bottom 3 priorities?
  - Affordable Housing
  - Art, Culture & Community Events
  - By-law and Parking Compliance
  - Economic Development & Tourism
  - Communication and Customer Service (access to staff, online services, engagement)
  - Environment and Sustainability
  - Fire Services
  - Infrastructure (roads, bridges, facilities, playgrounds, stormwater, etc.)
  - Planned Development (planning, zoning and building)

- Parks and Trails
  - Recreation programs (swimming, sports, summer camps, etc.)
  - Roads and Winter Maintenance
  - Traffic, Transportation and Parking
  - Water and Wastewater
4. The infrastructure levy was established in 2012 to increase funding for infrastructure like roads, bridges, stormwater, facilities, playgrounds, vehicles, equipment and technology upgrades. How important is it for you to continue putting money away for infrastructure?
- Very Important
  - Important
  - Neutral
  - Somewhat Important
  - Not Important
5. The Township established a climate action/greening levy in 2019 for initiatives like tree planting, electric vehicle charging, building upgrades and other sustainability initiatives included in the TransformWR strategy that will make the Township more climate friendly. How important is it for you to continue putting money away for climate and greening initiatives?
- Very Important
  - Important
  - Neutral
  - Somewhat Important
  - Not Important
6. The Township charges user fees to keep taxes low and cover the cost of providing some services to residents (swimming lessons, ice fees, room rentals, building permit fees, etc.). How do you feel about user fees and taxes:
- Fees are too high, taxes should increase to reduce user fees
  - User fees are about right
  - Taxes are too high, fees should be increased to reduce taxes
  - Not sure
7. When setting the budget, the Township tries to balance taxes and service levels. How should the Township set the annual tax increase for 2025?
- Limit the tax rate increase, even if services decline
  - Set a tax rate increase that maintains existing services
  - Increase taxes to provide more or improve services
  - Not sure

**Page 2**

Understanding who you are will help us understand who took part in this survey.

8. Which of the following statements describes your relationship to the Township of Woolwich? Please select all that apply.

- Resident
- Operate a business
- Live nearby and use municipal services (e.g., recreation facilities)
- None of the above

9. Which Settlement do you live in:

- Bloomingdale
- Breslau
- Conestogo
- Elmira
- Floradale
- Heidleberg
- Maryhill
- St. Jacobs
- West Montrose
- Winterbourne
- Rural or other settlement

10. The Township provides programs and services to all ages. Please indicate your age range.

- Under 18 years of age
- 19-34 years of age
- 35-49 years of age
- 50-64 years of age
- 65-79 years of age
- 80+ years of age
- Prefer not to say

**Page 3**

11. Do you have any other thoughts you would like Council to know as they deliberate on the budget?

Open ended

Thank you! We appreciate your input into the priorities for the Woolwich Township 2025 Budget. Information collected from the budget survey will help to understand Township services are valued and which services are important for residents.



## Financial Services Staff Report

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Report Number:	F15-2024
Report Title:	Long Term Financial Framework
Author:	Colm Lynn, Director of Finance / Treasurer
Meeting Type:	Committee of the Whole Meeting
Meeting Date:	September 10, 2024
eDocs or File ID:	File
Consent Item:	No
Final Version:	Yes
Reviewed By:	Senior Management Team
Final Review:	Chief Administrative Officer

### Recommendation:

That the Council of the Township of Woolwich, considering Report F15-2024 Long Term Financial Framework

1. Adopt the Long-Term Financial Framework (LTFF) as presented as a basis of financial management in the municipality;
2. Supports and adopts the financial pillars and principles contained in this report; and
3. Requests Staff to further develop the framework, policies and elements in the overall framework and to report back on progress prior to budget parameters in September 2025.

### Background:

The long-term financial framework (LTFF) is a comprehensive approach to financial management in the municipality. The framework is intended to serve as a guide for developing financial plans, budgets, and financial reporting. Based on the input and feedback coming from Council out of the 2024 budget process, staff appreciates the importance of long-term financial sustainability. The development and implementation of a LTFF is a critical first step in the sustainability journey.

The former Acting Director of Finance was able to complete some work related to sustainability modelling, but there is much more work and many more components to required for the full development of a LTFF, and to that end staff will be seeking Council's support for the development of the framework and related timelines.

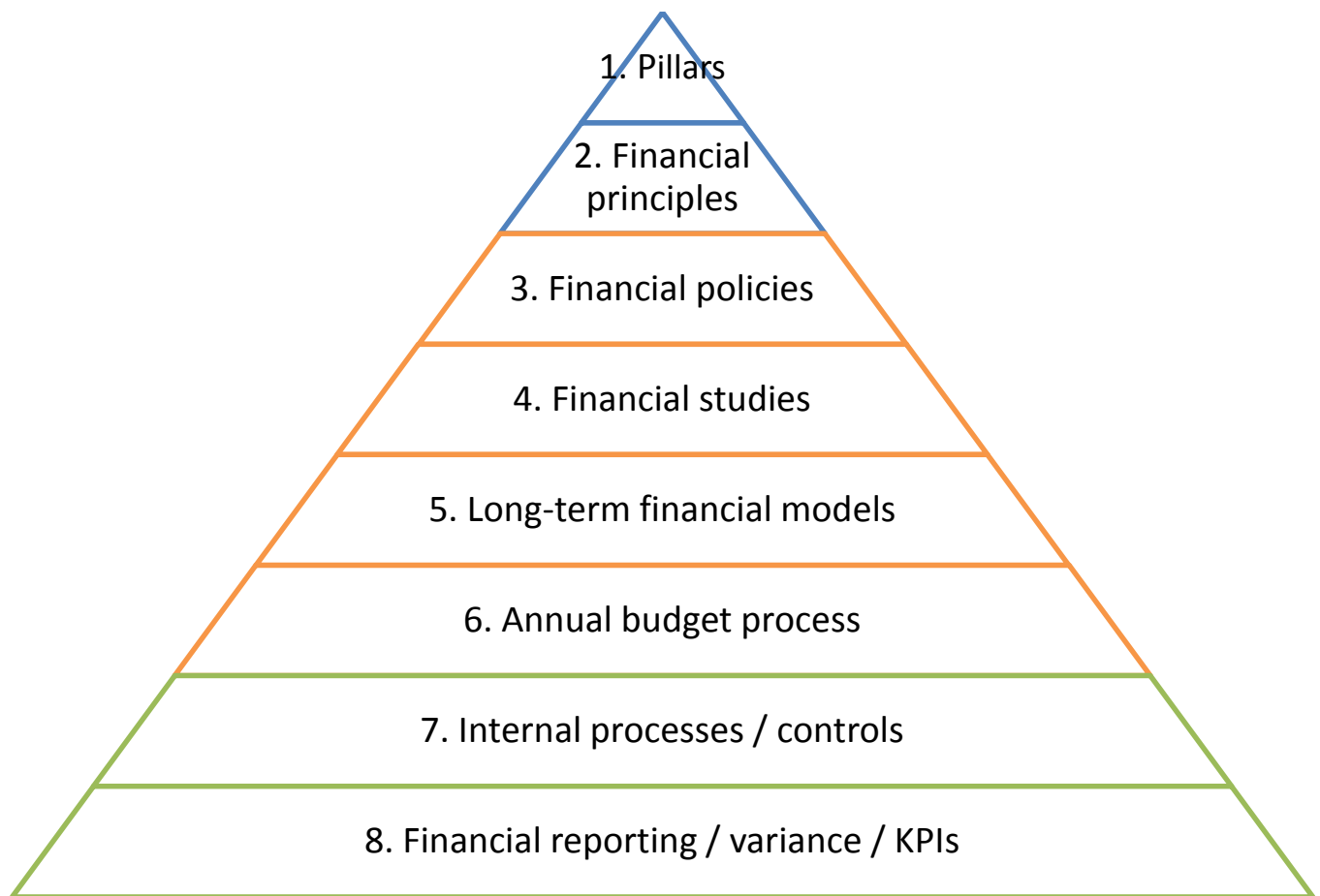
## Comments:

The long-term financial framework (LTFF) can be thought of as a scaffolding that holds the various financial principles, policies and practices together. This framework provides a financial foundation that can be built upon incrementally as the organization matures.

The LTFF is made up of a hierarchical structure which helps to guide financial decision making in the municipality. It is not a prescriptive approach to budgeting or financial prioritization, but instead sets the foundation to inform decision making and to develop financial models in the future.

The outline of the LTFF is shown below in the form of a hierarchical pyramid. It can also be imagined bottom up, with the pillars acting as foundational pieces for other work.

- The top areas in blue (1-2) are the foundational underpinnings of the strategy – the “Why?” or Why are we making financial decisions? (objectives)
- Areas in orange (3-6) are methods and models to help achieve our financial goals – the “How” – how are we going to achieve the financial objectives?
- The areas in green (7-8) are ways to monitor performance to see if we achieved our financial objectives. They are the “What?” – what did we accomplish?

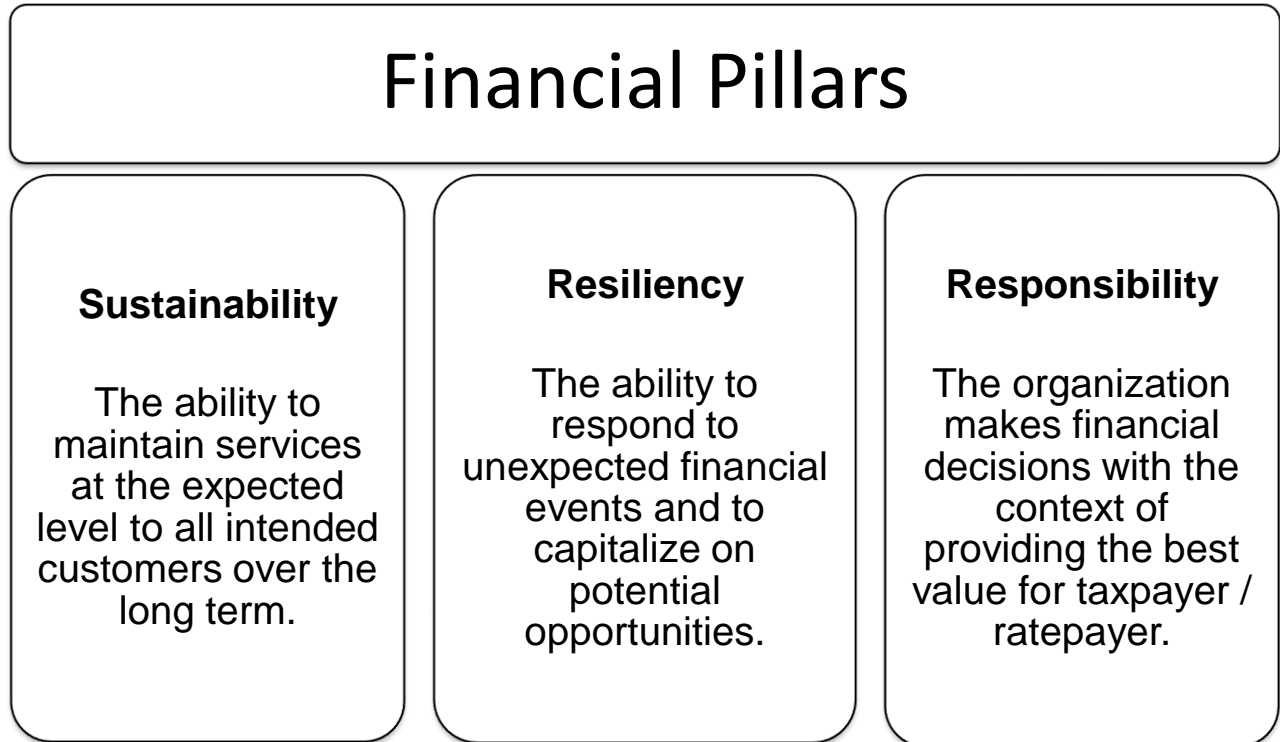


*Fig 1 – Long-term financial framework pyramid*

Each section will be outlined in more detail below:

## 1. Financial pillars

The financial pillars are named as such because they provide a foundation of support for all of the work that follows in the long-term framework. They outline broad objectives to guide the overall financial management in the Township.



*Fig 2 – Long-term financial framework - principles*

### **Sustainability**

- **Definition:** “The ability to maintain services at the expected level to all intended customers over an extended period of time.”
- This encompasses the idea that we should make decisions with a long-term perspective, and to avoid short term decisions that could undermine the ability to deliver future services.

### **Resiliency**

- **Definition:** “The ability to respond to unexpected financial events and to capitalize on potential opportunities.”
- This means to make decisions that will reduce the level of financial risk to the Township and we are able to absorb minor financial shocks. It also means creating the financial capacity to pursue potential opportunities should they arise.



## *Responsibility*

- **Definition:** “The organization makes financial decisions within the context of providing the best value for taxpayer / ratepayer.”
- The taxpaying public and their ability to pay will always be considered in making decisions and the financial impact it may have to residents and businesses.

## **2. Financial principles**

The financial pillars are broad objectives of financial planning. The principles listed below add more detail and practicality in the approach to financial management in the Township. They are organized under each pillar (but may not be an exact fit):

***Sustainability*** - *The ability to maintain services at the expected level to all intended customers over the long term.*

- **Long-term perspective / approach.** Decisions will be made with a long-term time horizon and will avoid short-term decisions that could jeopardize long term financial sustainability.
- **Responsible use of reserves.** Reserves and reserve funds will be used with a long-term perspective with a view to maintain a defined target balance. If reserves need to be used a plan will be developed to restore reserves to target levels.
- **Intergenerational equity.** The concept of fairness or justice between generations. From a financial perspective it means that the financial burden of both existing and future taxpayers is considered.
- **Growth pays for growth.** Municipalities are often legislated to grow and expand to attract and accommodate new residents. To the extent permitted, new residents and developers should fund the additional cost of supporting related growth generally through DC's and increased assessment.
- **Asset management approach.** Asset management principles should be used to prioritize infrastructure renewal needs. This ensures a risk-based and data driven approach to the funding of keeping our infrastructure in a state of good repair.
- **Environmental sustainability.** To the extent possible, long term environmental sustainability will be considered in financial decisions and to try to balance affordability with environmental concerns.

***Resiliency*** - *The ability to respond to unexpected financial events and to capitalize on potential opportunities.*

- **Alignment to the strategic plan.** Financial decisions will generally be made in alignment with the strategic plan to ensure a corporate and community perspective is used.

- **Risk management approach.** Financial decisions will be made considering the mitigation of risk and to minimize potential future impacts.
- **Responsible use of debt.** Debt can be used effectively to spread out the costs of infrastructure projects and to ensure intergenerational equity. Debt must be used responsibly in line with Council and provincial policies.
- **Use of one-time funding.** One time funding should not be relied upon as an ongoing funding source. To the extent possible, one-time costs should be offset with one-time funding and ongoing costs need to be matched with ongoing sustainable funding.
- **Transparency and accountability.** To the extent possible, financial decisions will be data driven, well-reasoned in line with best practices and made public. There will be regular reporting of the financial status of the municipality in a transparent manner.
- **Effective policies and internal controls.** Financial policies and controls will be developed and followed to minimize risk and to protect municipal assets while allowing flexibility to deliver programs and services.

**Responsibility** - *The organization makes financial decisions with the context of providing the best value for taxpayer / ratepayer*

- **Value for money approach.** The township will take the approach of providing the best value to the taxpayer / ratepayer. This also recognizes that the lowest price may not represent the best value in terms of quality and long-term financial impact.
- **Strategic use of economic incentives.** The township will be selective in providing economic incentives to businesses and residents to ensure that funding is in the best interest of the community as a whole.
- **Users pay for services they use.** To the extent possible, those that directly benefit from the use of a service should be paying for those services. This also recognizes there is a community benefit to providing and subsidizing public services to users.
- **Innovation in revenue sources.** Other sources of revenue should be explored and utilized to the extent possible to minimize the cost to taxpayers / ratepayers.
- **Maximizing grant funding.** The municipality will explore and utilize senior governments grants and funding wherever possible to reduce the impact to tax / ratepayers.
- **Department and regional collaboration.** The municipality will take a holistic approach to financial decisions to minimize the cost to taxpayers. This includes finding cross-departmental efficiencies and collaboration with the regional municipalities where possible.

### 3. Financial policies

Financial policies provide more detailed guidance on financial matters. They are informed by the pillars and principles above. Many of the current financial policies are outdated and others have not been developed yet. The list of financial policies can be found on the next page grouped under the financial pillars. The content of these policies are beyond the scope of this report.

Policies with a single \* have not been developed yet.

Policies with + will come to Council before 2025 budget deliberations.

Sustainability	Resiliency	Responsibility
<ul style="list-style-type: none"> <li>• Asset management policy</li> <li>• Capital budget process policy</li> <li>• Reserve / reserve fund policy*+</li> <li>• Development finance policy*</li> <li>• Tangible capital asset policy</li> <li>• Environmental sustainability policy*</li> </ul>	<ul style="list-style-type: none"> <li>• Interest allocation policy*</li> <li>• Investment policy+</li> <li>• Debt management policy*+</li> <li>• Budget monitoring policy*</li> <li>• Cash handling policy*</li> <li>• Lease financing policy</li> <li>• Water / Wastewater rate policy*</li> </ul>	<ul style="list-style-type: none"> <li>• Tax and assessment policy*</li> <li>• Operating budget process policy*</li> <li>• Revenue / user fee policy*</li> <li>• Procurement policy (bylaw)</li> <li>• Corporate credit card policy</li> <li>• Expense reimbursement policy</li> </ul>

Fig 3 – Financial policies

### 4. Financial studies / strategies

The township undertakes many financial studies and strategies to inform decision making. These studies and strategies incorporate many of the financial principles and help guide the development financial plans, models and budgets. A non exhaustive list of these financial related studies is outlined below.

Sustainability	Resiliency	Responsibility
<ul style="list-style-type: none"> <li>• Asset Management Plan</li> <li>• DC Studies</li> <li>• Growth planning</li> <li>• Long-term sustainability plan</li> <li>• Department masterplans</li> </ul>	<ul style="list-style-type: none"> <li>• Fiscal impact studies</li> <li>• Funding strategies, use debt and reserves</li> <li>• Investment, cashflow and liquidity strategy</li> </ul>	<ul style="list-style-type: none"> <li>• User fee review / strategy</li> <li>• Tax and assessment policy</li> <li>• Economic development strategy</li> <li>• Utility rate reviews</li> </ul>

*Fig 4 – Financial studies / strategies*

### 5. Long Term financial models

Informed by principles, policies and the various studies, more in depth financial models can be developed to provide practical scenarios to enable long term financial decision making. These models will take a long-term perspective, will be based on high level economic assumptions and be prepared with less detail than the annual budget.

Examples include:

- **Fiscal impacts of growth.** These will outline projected growth scenarios in the township and the associated costs and revenues related to growth in a specific area or the township as a whole.
- **Asset management financial plans.** These will help determine the required capital contribution to keep our infrastructure in a state of good repair.
- **Long term capital plans.** These will identify long term capital needs of various departments and prioritize those needs based on asset management principles and department expertise.
- **Long term funding models.** These will identify available grants, reserve, funding to determine the financial feasibility of the capital plans.
- **Debt and cash flow models.** These will include funding models and identify shortfalls and determine the debt required to support capital costs and to ensure adequate cash flow (liquidity) for investments and operations.
- **Staffing and service level models.** These will help determine the current and projected service levels and to anticipate staffing needs and related costs.

There is limited modelling being currently performed by the Township because of the lack of staff time and available expertise related to financial analysis. These long-term models

will take time to be developed and integrated with each other to be used in decision making to ensure long term fiscal sustainability, resiliency and affordability.

## **6. Annual budget process**

The annual budget process will be informed by the financial principles and various financial models to present an annual capital and operating budget for the year and set the year's tax and rate requirement approved by Council. More detail on budget development will be contained in the operating and capital budget development policy.

## **7. Internal processes and controls**

These are the daily controls and activities in place to safeguard town resources. Examples include (but are not limited to):

- Purchasing bylaw / staff approval limits
- Manager oversight and monitoring
- Regular Council reporting and updates
- Following accepted accounting standards and provincial regulations
- Annual external audit

## **8. Financial reporting**

The final component of the framework is the regular reporting cycle to stakeholders. Once plans and budgets are developed, regular reporting is ensuring Council, staff and the public is informed on of the financial and corporate performance of the township. Examples of these reports include:

- Regular financial updates / quarterly and annual variance reporting
- Year end financial reporting in compliance with accounting standards (audit)
- Reporting to senior levels of government (FIR, ongoing grant reporting)
- Key performance indicators and other data analysis (currently under development)

## **Action Items Next Steps**

The long-term financial framework is the first step on a longer journey to financial sustainability. The chart below outlines the key projects of the finance department and offers practical next steps to improve our financial awareness and sustainability.

However, a plan is only as good as the resources available to implement it. There has been a lack of available resources and skillset in the finance department to perform this work. Finance staff were primarily focused on day-to-day operations, and did not have the capacity to do financial analysis and modelling that is required for this kind of a framework. The finance department systems and policies are out of date and the team lacks the resources to do detailed analytical work. There will be additional resource requests in the upcoming 2025 budget to support the development of the framework and to move towards improved financial sustainability.

The detailed project list can be found below with various timeframes from 9 months to 2+ years:

No.	Description	Q3 2024	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Q1 2026	Q2 2026	Q3 2026	Q4 2026	Q1 2027	Q2 2027	Q3 2027	Q4 2027
1	LTFF Update	█	█	█	█	█	█								
2	W.WW Study	█	█	█	█	█									
3	10 Year Capital Plan			█	█	█	█	█	█						
4	New Accounting Software				█	█	█	█	█	█	█	█	█	█	█
5	LT Model - Cashflow	█	█	█	█	█									
6	Budget Improvements				█	█	█	█	█	█	█	█			
7	AMP / Capital Funding Plan			█	█	█	█	█	█						
8	LT Model - 3 year operating				█	█	█	█							
9	GL Chart of Account review			█	█	█	█	█	█	█	█				
10	Improve Utility Analysis	█	█	█	█	█	█								
11	Update financial processes	█	█	█	█	█	█	█	█						
12	Improve Financial Reporting	█	█	█	█	█	█						█	█	█

**Interdepartmental Impacts:**

The components of the long-term financial framework applies to all departments and staff in the Township. This ensures that all staff are following a consistent set of principles when developing their budgets, fees and charges and carrying out the daily activities.

**Financial Impacts:**

The long-term financial framework will be used to improve budgeting, stewardship and financial decision making in the Township. Ongoing development and use of this framework will ensure the key objectives fiscal sustainability, resiliency and affordability are met.

**Community Strategic Plan Impacts:**

- Provide effective and open leadership: *We will guide with transparency and empathy, fostering a culture of trust and collaboration*

The long-term financial framework enables Council to achieve its corporate strategic plan focus of effective and open leadership by transparency in the financial matters of the township allocation of tax and rate dollars.

**Conclusion:**

The long-term financial framework (LTFF) is a comprehensive approach to financial management in the municipality. The framework is intended to serve as a foundation for developing financial plans, budgets, and financial reporting. Its elements will be updated and expanded to improve the financial maturity of the organization.

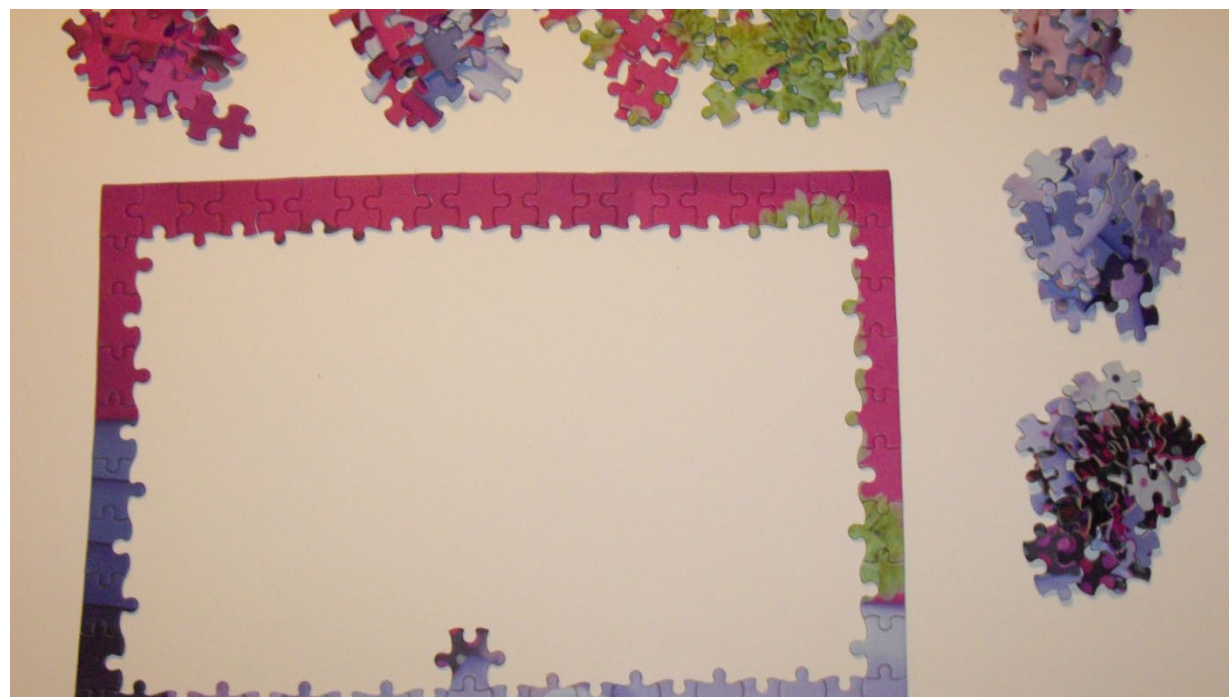
Following Council's support of the LTFF, staff's next steps will be to further develop the long-term framework and report back to Council on progress as outlined in the project plan. The success of further development and implementation of the components of this framework is dependent on finance staff capacity which is not currently available.

**Attachments:**

1. LTFF Overview presentation



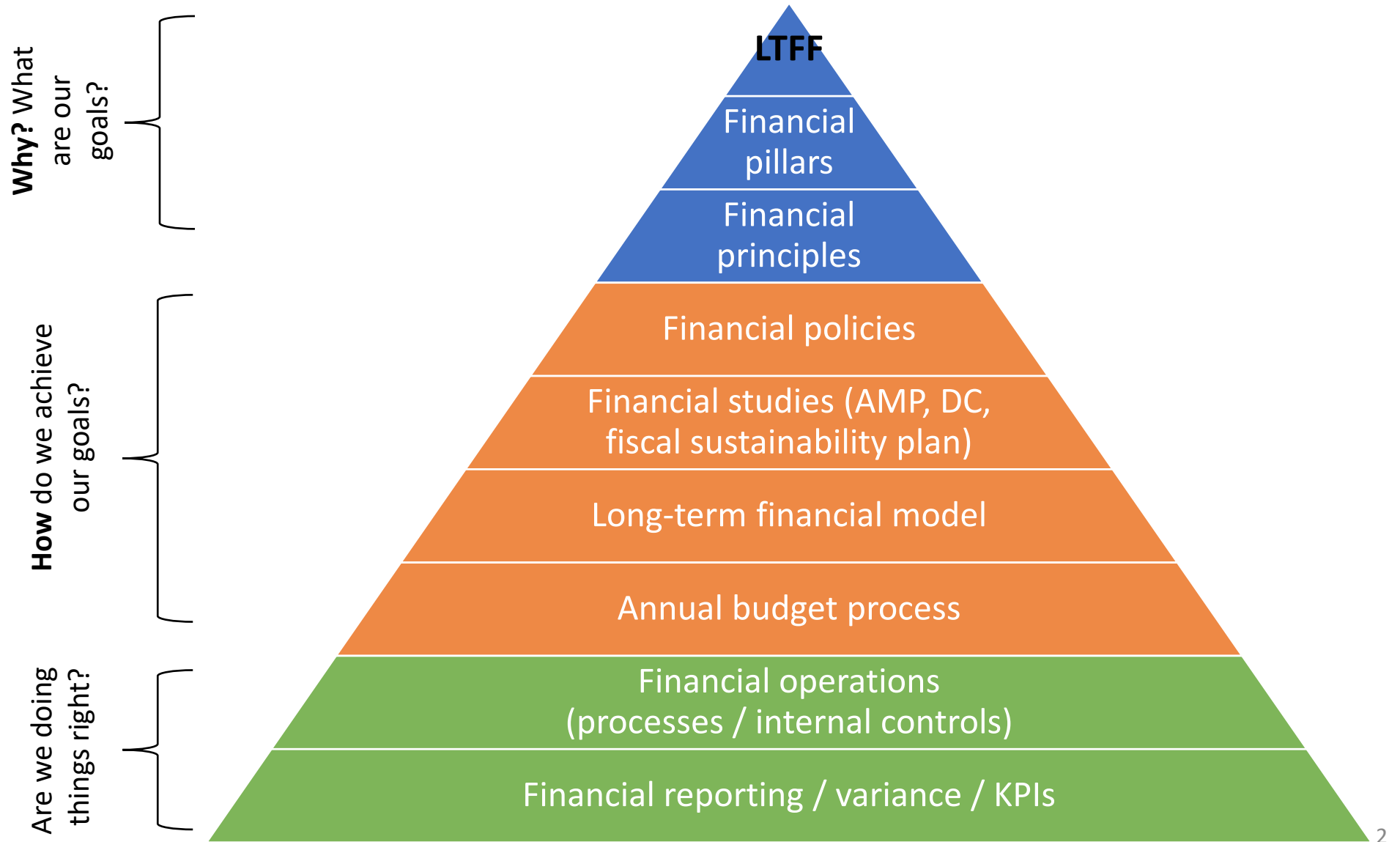
# Long Term Financial Framework



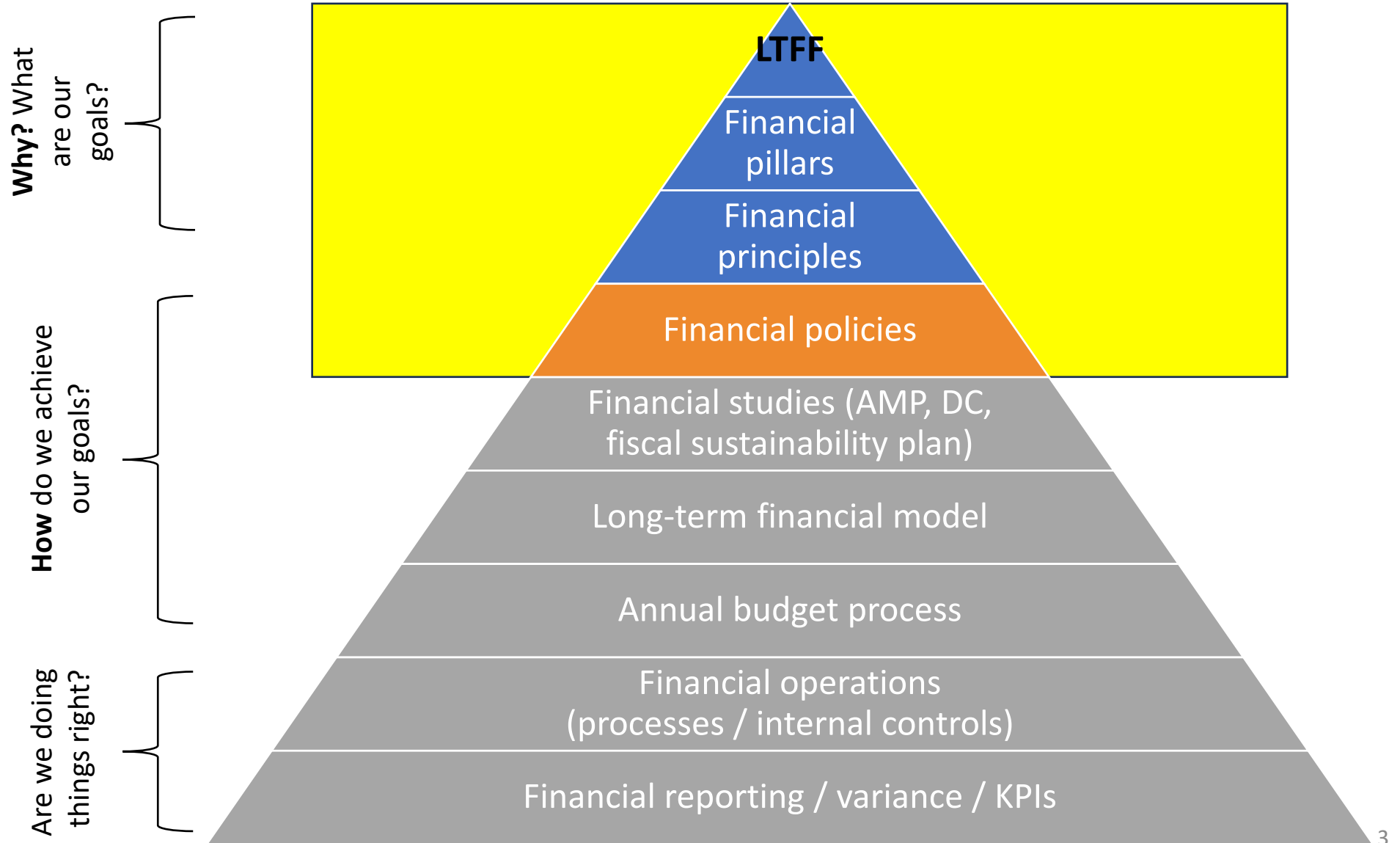
A solid foundation for financial sustainability



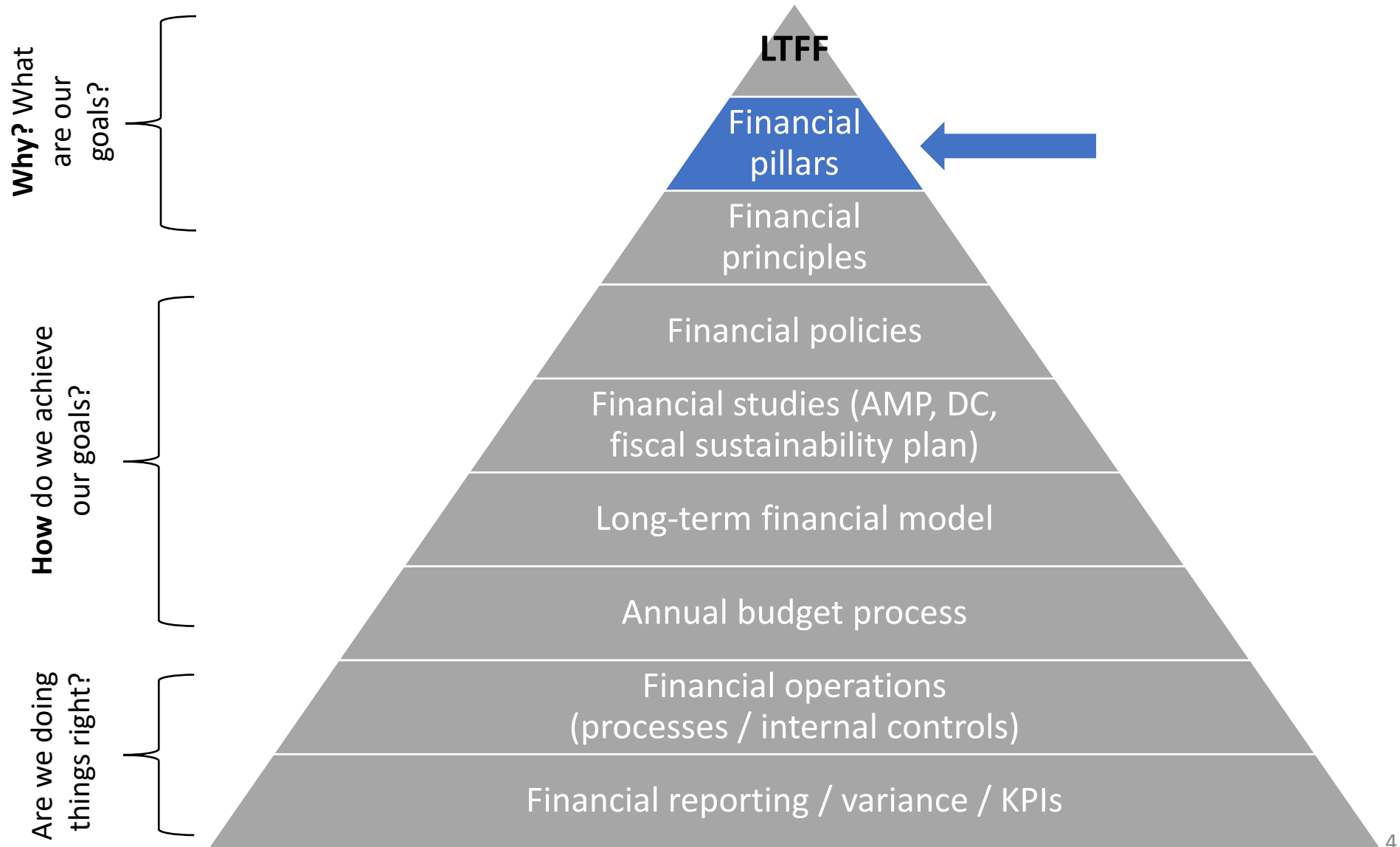
# Long Term Financial Framework Overview



# Long Term Financial Framework Overview



# Long Term Financial Framework Overview



# Financial Pillars

## Sustainability

The ability to maintain services at the expected level to all intended customers over the long term.

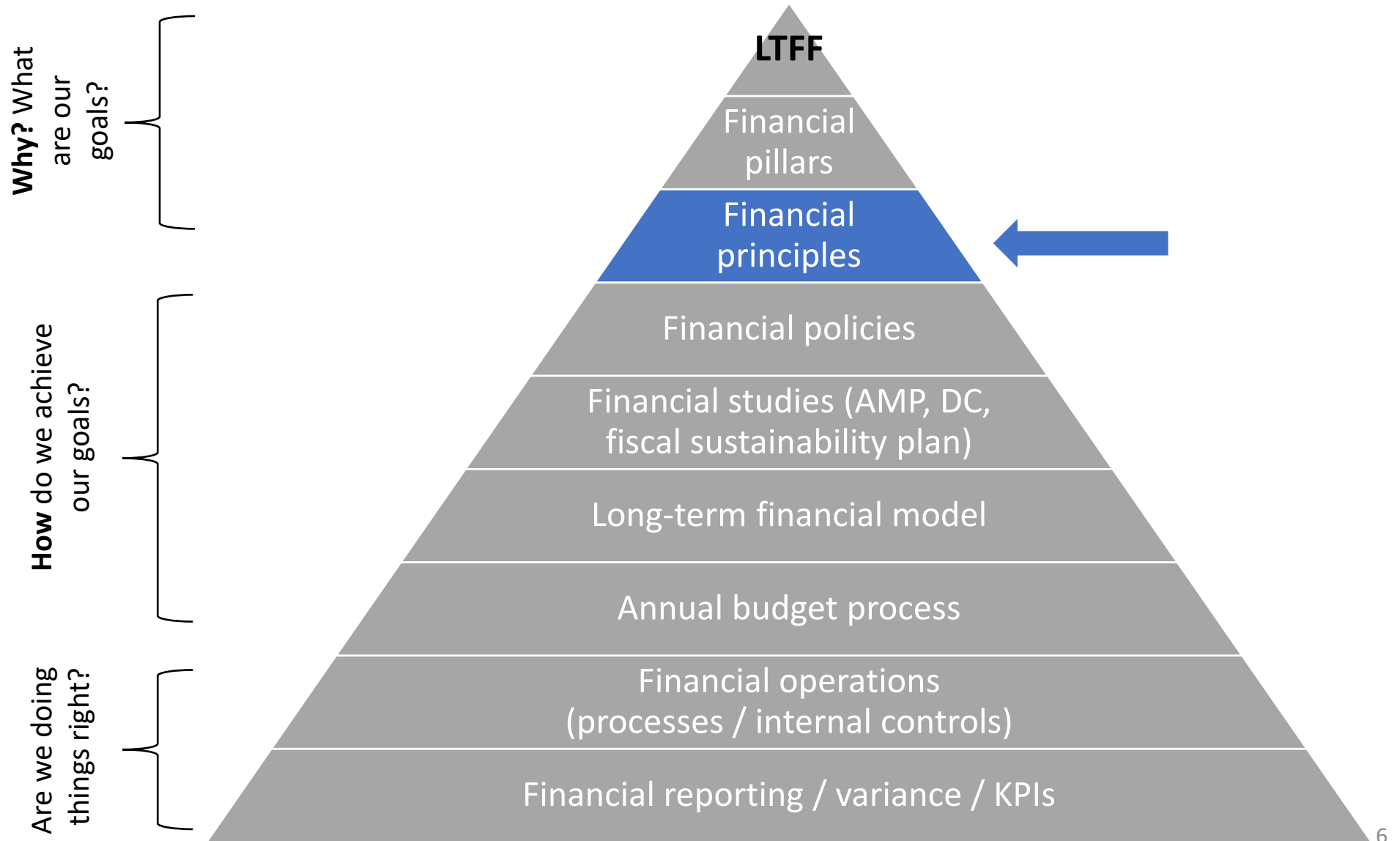
## Resiliency

The ability to respond to unexpected financial events and to capitalize on potential opportunities.

## Responsibility

The organization makes financial decisions with the context of providing the best value for taxpayer / ratepayer.

# Long Term Financial Framework Overview

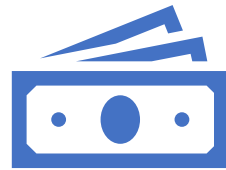


# Financial Principles



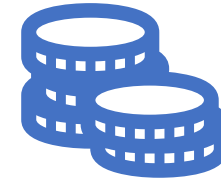
## Sustainability

- Long-term perspective / approach
- Responsible use of reserves
- Intergenerational equity
- Growth pays for growth
- Asset management approach to capital
- Environmental sustainability



## Resiliency

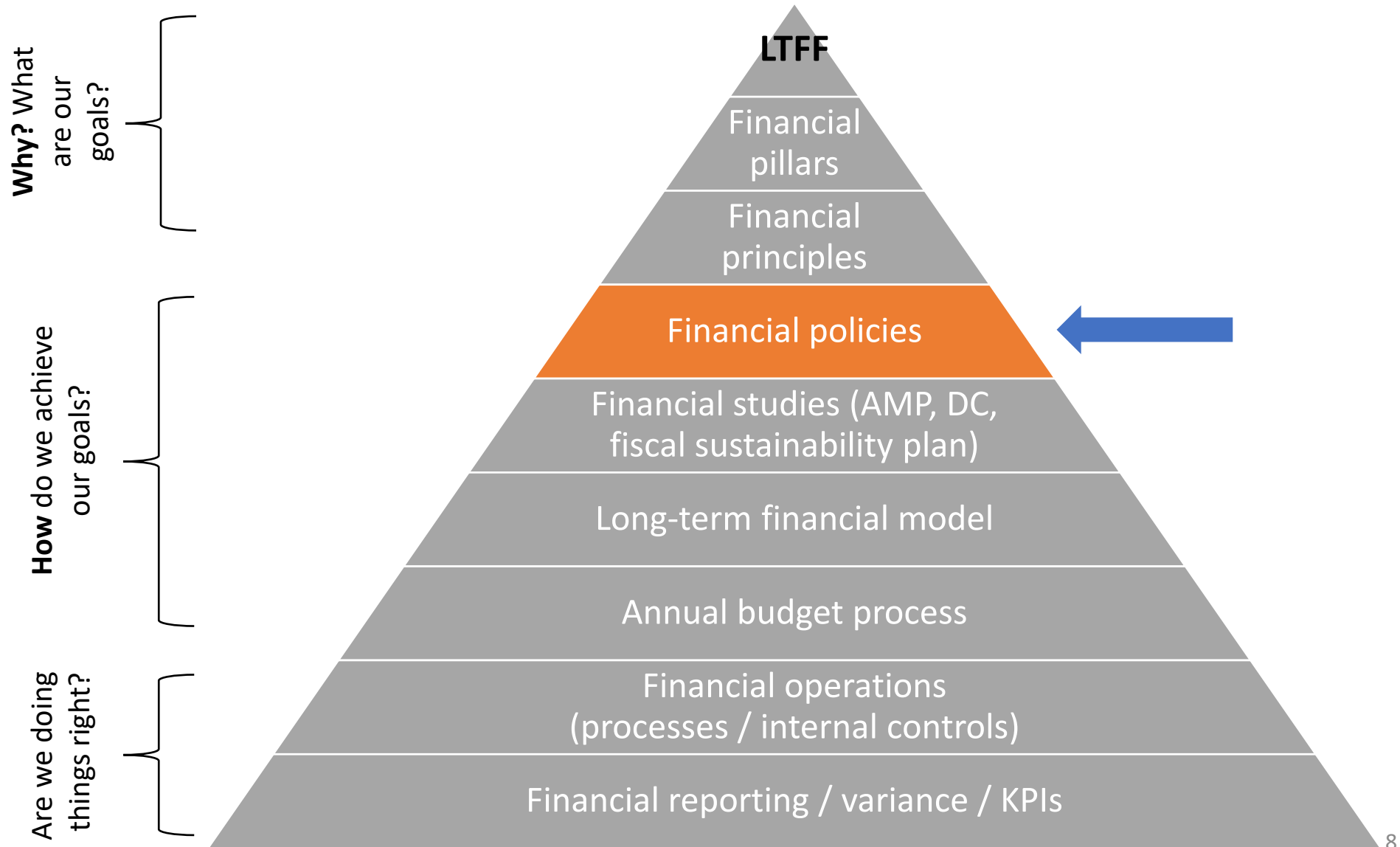
- Alignment to the strategic plan
- Risk management approach
- Responsible use of debt
- Use of one-time funding
- Transparency and accountability
- Effective policies and internal controls



## Responsibility

- Value for money approach
- Strategic use of economic incentives
- Users pay for services they use
- Innovation in revenue sources
- Maximizing grant funding
- Dept. / regional collaboration

# Long Term Financial Framework Overview



# Financial Policies

## Sustainability

- Asset management policy
- Capital budget process policy
- Reserve and reserve fund policy\*
- Development finance policy\*
- Tangible capital asset policy
- Environmental sustainability Policy\*

## Resiliency

- Investment policy
- Debt management policy\*
- Budget monitoring policy\*
- Cash handling policy\*
- Lease financing policy
- Water / Wastewater rate policy\*

## Responsibility

- Tax and assessment policy\*
- Operating budget process policy\*
- Revenue / user fee policy\*
- Procurement policy (bylaw)
- Corporate credit card policy
- Expense reimbursement policy



# Financial Policies

## Sustainability

- Asset management policy
- Capital budget process policy
- Reserve and reserve fund policy\*
- Development finance policy\*
- Tangible capital asset policy
- Environmental sustainability Policy\*

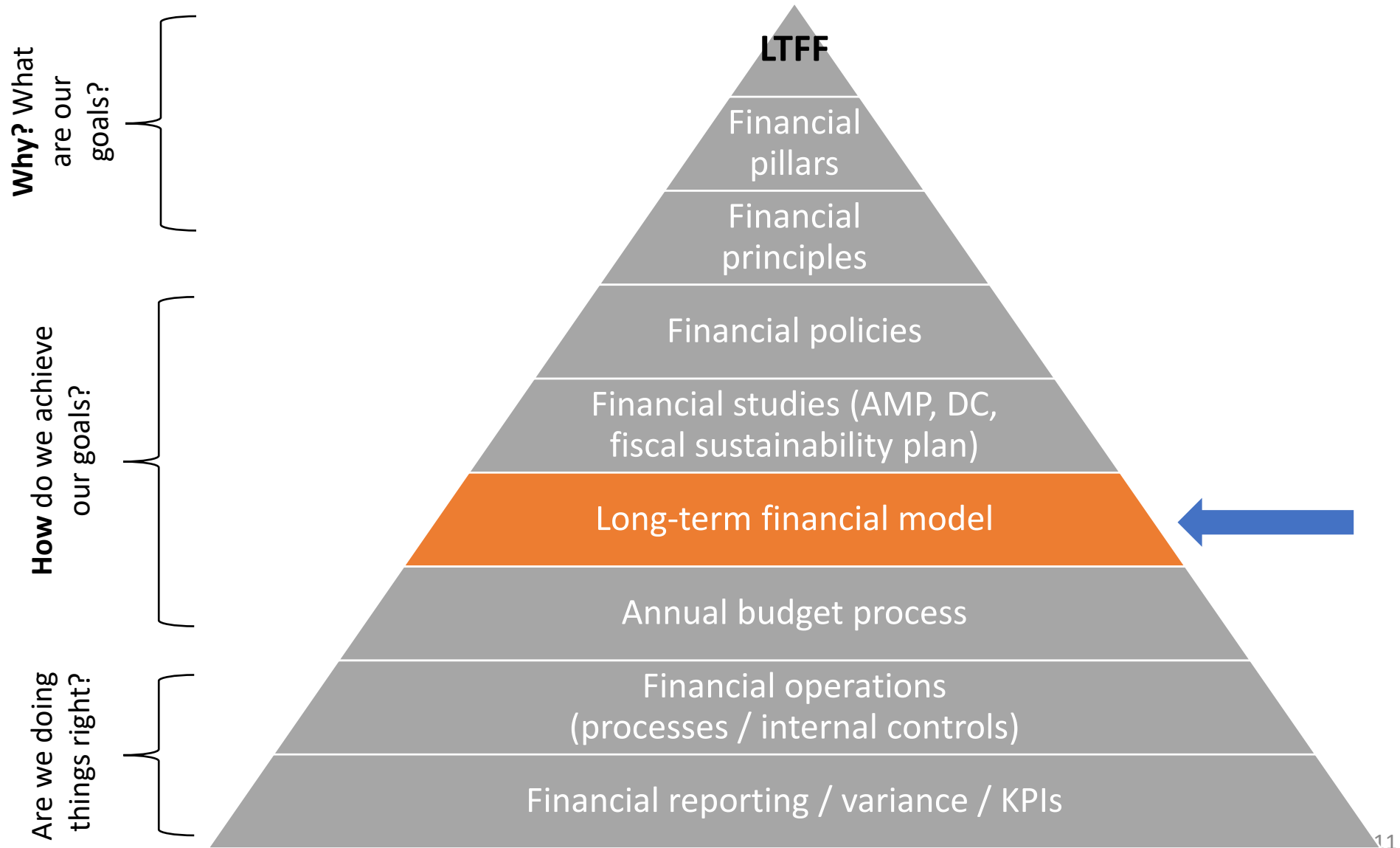
## Resiliency

- Investment policy
- Debt management policy\*
- Budget monitoring policy\*
- Cash handling policy\*
- Lease financing policy
- Water / Wastewater rate policy\*

## Responsibility

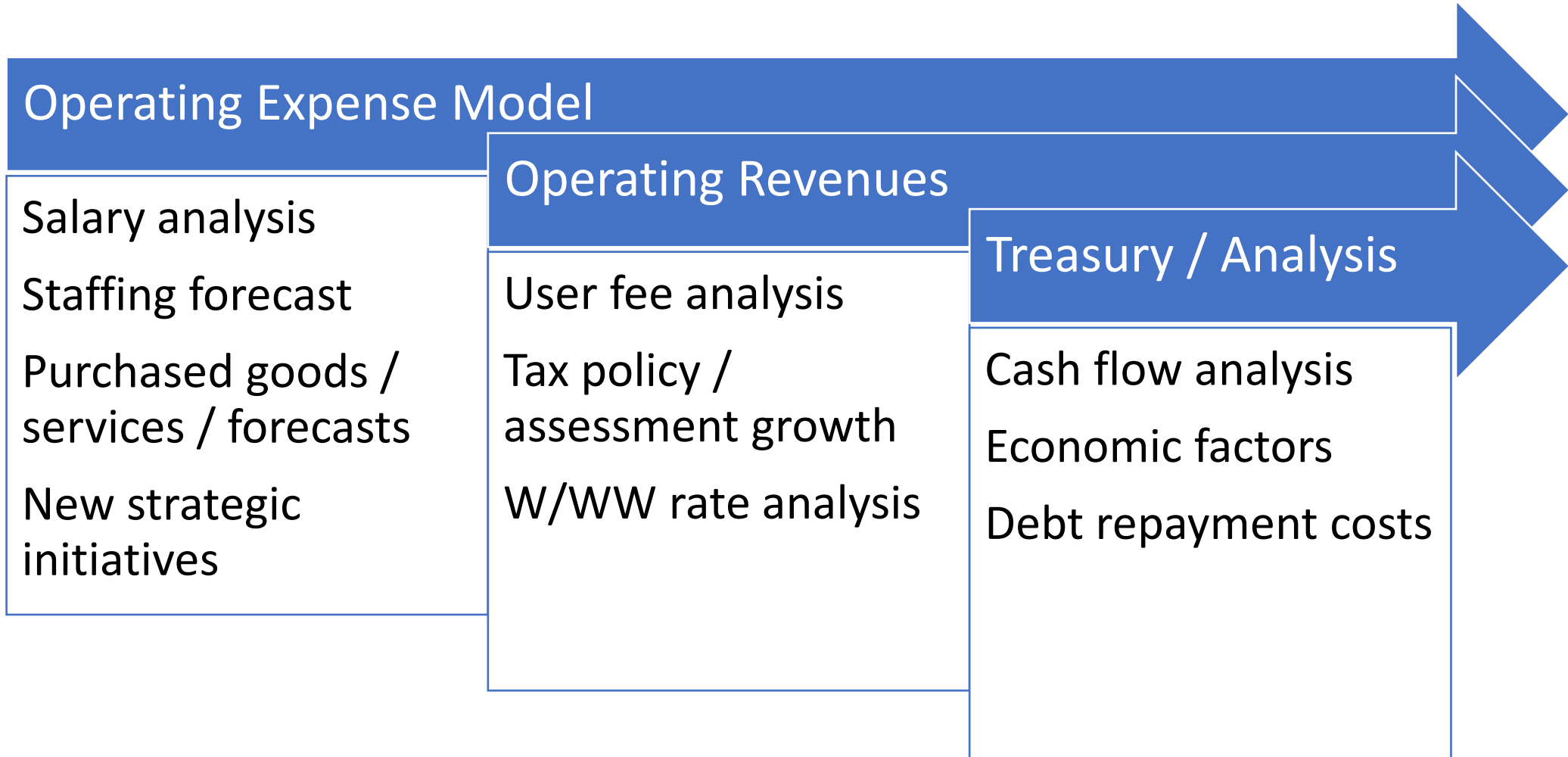
- Tax and assessment policy\*
- Operating budget process policy\*
- Revenue / user fee policy\*
- Procurement policy (bylaw)
- Corporate credit card policy
- Expense reimbursement policy
- Mileage policy

# Long Term Financial Framework Overview



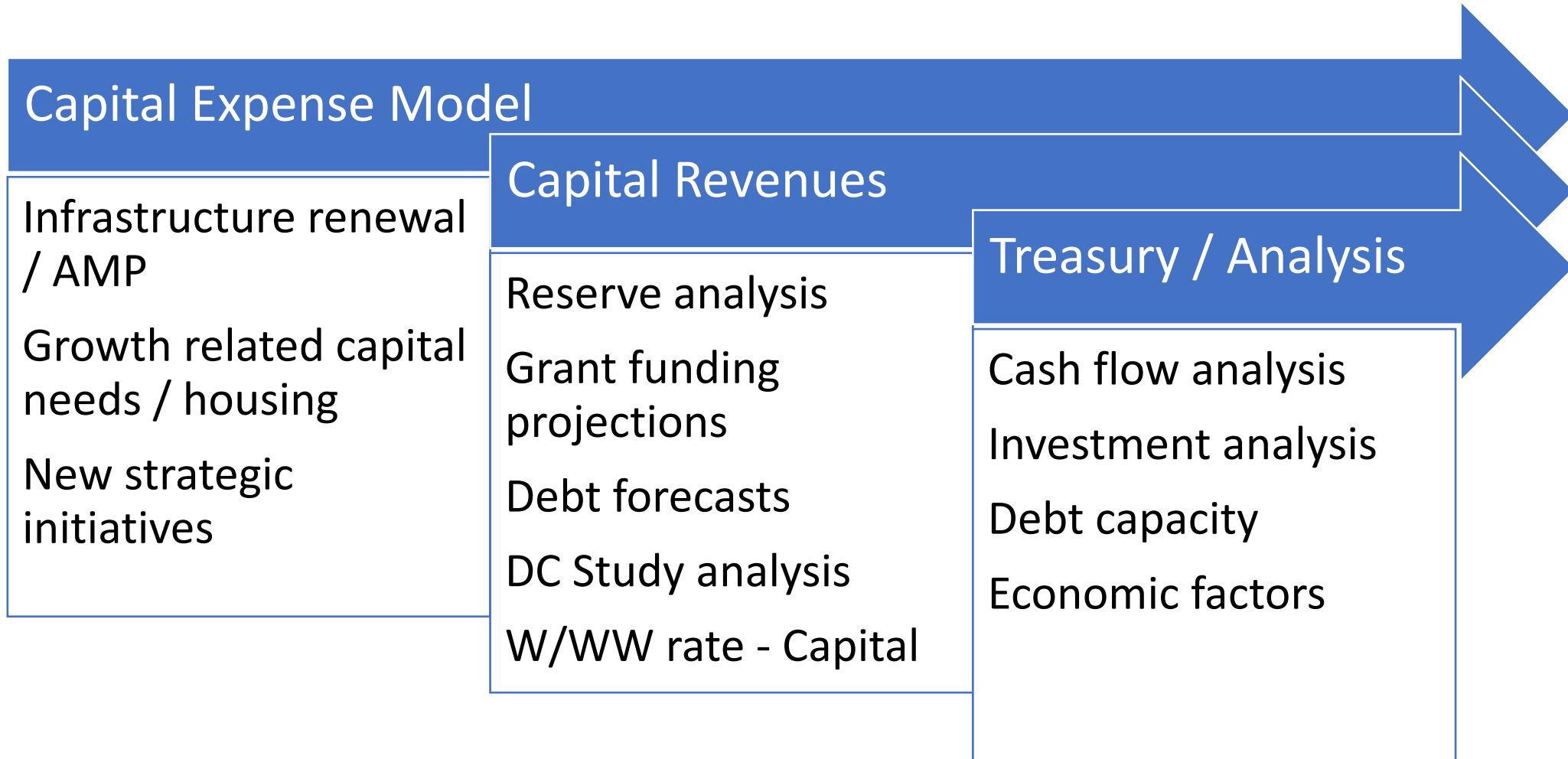
# Operating Model:

LT objective – Multi year budget planning

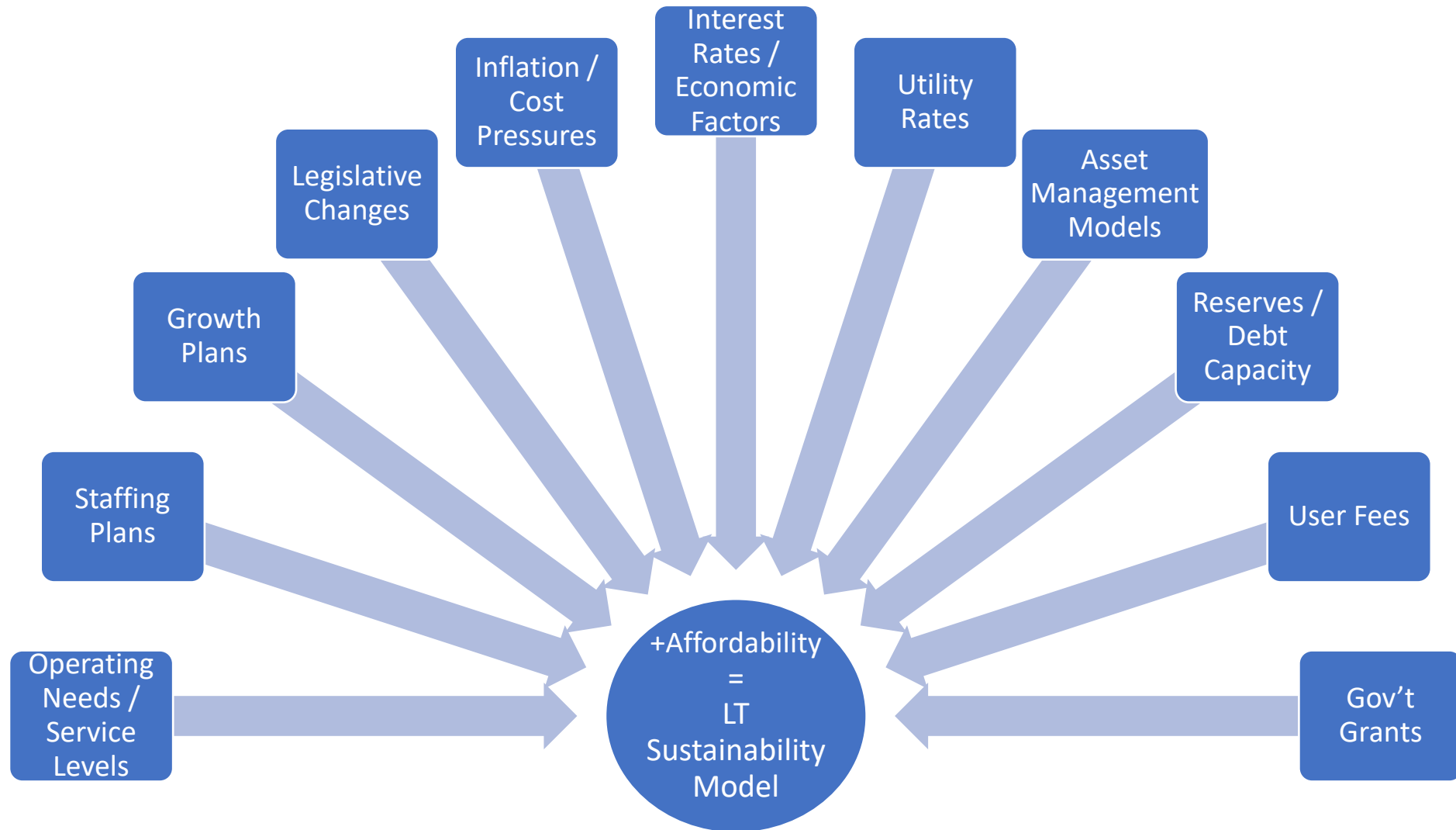


# Capital model:

LT objective – 10-year funded capital needs



# Integrated Long Term Sustainability Model









Questions?



**COUNCIL'S OUTSTANDING ACTIVITY LIST**  
As of September 5<sup>th</sup>, 2024

Discussion Date	Title/Action Required	Assigned To	Projected Date of Completion	Updates/Notes
Ed in O – October 20, 2015 R - May 29, 2017 R- August 22, 2017 R – May 29, 2018 R – April 1, 2019 R – August 26, 2019 R – September 23, 2019 R – December 9, 2019 R – October 28 <sup>th</sup> , 2021	<b>Monitoring of Transit Issues:            Elmira Community Bus, Breslau on Demand Pilot program</b>	CAO	The project is in an ongoing monitoring state.	<p>Breslau On Demand - The pilot was launched in 2022 and will be delivered with a small or mid-sized bus and operate in residential, employment, and commercial areas in Breslau, including the Waterloo Region Airport. Route 79 Breslau remains in operation and saw increased ridership this fall. Through the 2024 budget, Regional Council approved a second vehicle to be added to this route to provide additional connections towards Sportsworld Station.</p> <p>Regional Council has decided to extend the existing Elmira Community Bus operation for an additional one-year timeframe. The current end date on the existing scope of work is August 31, 2024.</p>
O – May 16, 2017 R – July 4, 2017 R – August 22, 2017 R – September 12, 2017 R – December 9, 2019 R – March 2, 2022	<b>Taxation of Old Order Mennonite Churches</b>	DS	Later in 2024	Updated policies to allow severance of churches have been incorporated in the Township Official Plan to be approved by the Region. To be included in part two of the ROPP review.



**COUNCIL'S OUTSTANDING ACTIVITY LIST**  
As of September 5<sup>th</sup>, 2024

Discussion Date	Title/Action Required	Assigned To	Projected Date of Completion	Updates/Notes
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Commitments with Unplanned/Unknown Financial Implications				
Meeting Date	Title/Project	Assigned To	Projected Date of Completion	Commitment/Updates/Notes
O - October 1, 2019 R – December 9, 2019	<b>Resolution to Declare a Climate Emergency and Implementation of a Corporate Carbon Budget</b>	CAO / FIN / RCS	Tied to the implementation of the TransformWR Strategy	<p>Council passed a resolution which was confirmed at the October 1, 2019, Council meeting to declare a climate emergency and implement a corporate carbon budget.</p> <p>A Region wide group is to be established to create a plan.</p> <p>Until this joint group is established, it was noted that the township has begun to address climate action strategies with respect to:</p> <ul style="list-style-type: none"> <li>• development applications</li> <li>• implementation of updated Building Code regulations</li> <li>• update to the Zoning by to reflect electric vehicles</li> <li>• investigation into green options for infrastructure projects</li> </ul>
	<b>Future Infrastructure Maintenance Agreement with the Region of Waterloo</b>	Infrastructure Services	Later in 2024	