



Township of Woolwich Revised Council Agenda

Tuesday, October 22, 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 - (5:15 P.M.)*

That the Council of the Township of Woolwich convenes in closed session on Tuesday, October 22, 2024 at 5:15 p.m. in accordance with section 239 (2) of the Municipal Act, 2001, for the purposes of considering the following:

- a. litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board, and advice that is subject to solicitor-client privilege, including communications necessary for that purpose (Legal Matter);
- b. litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board (Legal Matter);
- c. personal matters about an identifiable individual, including municipal or local board employees (Staffing Matter);
- d. personal matters about an identifiable individual, including municipal or local board employees (Staffing Matter)
- e. a proposed or pending acquisition or disposition of land by the municipality or local board (Property Matter);
- f. a proposed or pending acquisition or disposition of land by the municipality or local board (Property Matter); and
- g. personal matters about an identifiable individual, including municipal or local board employees (Staffing Matter).

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

That Council reconvenes in open session.

3. Land Acknowledgement

4. Moment of Silence

5. Disclosures of Pecuniary Interest

6. Items to Come Forward from Closed Session

7. Adoption of Minutes

Resolution:

That the following minutes be adopted:

7.1 Committee of the Whole - October 8, 2024 1

7.2 Special Council - October 8, 2024 5

8. Public Meetings

9. Presentations

9.1 Reep Green Solutions Annual Impact Report 7

Presenters: Patrick Gilbride, Executive Director and Rebecca Robinson, Director, Climate Adaptation Programs of Reep Green Solutions

9.2 Woolwich Heritage Committee Report and Work Plan 21

Presenter: Committee Chair, Councillor Bonnie Bryant

Recommendation:

That the Council of the Township of Woolwich receives the Woolwich Heritage Committee 2024 Work Plan and direct staff to include the Heritage Committee budget of \$2,000 identified in the work plan in the proposed 2025 Development Services Operating Budget.

9.3 Education Session – Municipal Speed Camera and Administrative Penalties Program 25

Presenter: Theresa Mendler, Manager, Processing Centre (Automated Enforcement) of the Region of Waterloo

- 10. **Delegations**
- 11. **Unfinished Business**
- 12. **Consent Items**

Items listed under the Consent Agenda are considered routine, and are enacted in one motion in order to expedite the meeting. However, any Council member may request one or more items to be removed from the Consent Agenda for separate discussion and/or action.

Resolution

That the following consent items be approved and received for information:

12.1 Items for Approval

- 12.1.1 Recommendations from Committee of the Whole (October 8, 2024) 54

Resolution:

That the Summary of Recommendations of the Committee of the Whole dated Tuesday, October 8, 2024 be adopted.

- 12.1.2 Memo: Sign By-law Amendment 55

Recommendation:

That the Council of the Township of Woolwich consider a memorandum from Development Services dated October 22, 2024, regarding amendments to Sign By-law No. 35-2015, to enact the proposed amendments by means of the by-law as attached in Appendix A.

12.2 Items for Information and Public Notices

- 12.2.1 Notice of Hearing - November 4, 2024 56

13. Staff Reports and Memos

- 13.1 **C24-2024: Administrative Monetary Penalty System (AMPS) Report 2** 75

Recommendation:

That the Council of the Township of Woolwich, considering Report C24-2024 respecting Administrative Monetary Penalty System (AMPS) Report 2:

1. Approve the five (5) Policies as required by the legislation regarding an Administrative Monetary Penalty System, as attached to this report;
2. Approve the by-law to amend the Township's existing enforcement and delegation by-laws, as attached to this report; and
3. Approve the by-law to create the positions of Screening Officer and Hearing Officer, as attached to this report.

13.2 F18-2024: 2024 Finance Staffing Plan 124

Recommendation:

That the Council of the Township of Woolwich, considering Report F18-2024 respecting 2024 Finance Staffing Plan approve a pre-budget request to add a Senior Financial Analyst position to the Finance Department with the full annual salary / benefit impact of up to \$120,000 be included in the 2025 proposed budget.

13.3 F19-2024: Water Wastewater Financial Plan and Rate Study 134

Recommendation:

That the Council of the Township of Woolwich, considering Report F19-2024 Water Wastewater Financial Plan and Rate Study:

1. Receive the BMA Water and Wastewater Rate Study; and
2. Direct staff to conduct additional financial analysis on the rate recommendations outlined in the BMA Water and Wastewater Rate Study when proposing the 2025 rate increases, including contributions for water and wastewater rate stabilization reserves for implementation as of March 1, 2025.

13.4 IS15-2024: Tender Award for Cured-In-Place-Pipe (CIPP) Sewer Lateral Lining 190

Recommendation:

That the Council of the Township of Woolwich, considering Report IS15-2024 respecting
Tender Award for Cured-In-Place-Pipe (CIPP) Sewer Lateral Lining:

1. Award Contract 2024-12 Cured-In-Place-Pipe Sewer Lateral Lining Program to Liqui-Force Services (Ontario) Incorporated at a cost of \$ 570,313.92 after H.S.T. rebate; and,

2. Retain GEI Consultants Incorporated for the contract administration, inspection, and post construction services at a total cost of \$ 38,611.41 after H.S.T. rebate.

13.5 IS17-2024: Increase Staffing Request – Operations Project Supervisor 204

Recommendation:

That the Council of the Township of Woolwich, considering Report IS17-2024 respecting Increase Staffing Request – Operations Project Supervisor

1. Approve a pre-budget request to add a full-time position as an Operations Project Supervisor to the Infrastructure Services Department; and,
2. Authorize the full annual salary and all-in cost impacts of up to \$122,732 be included in the 2025 proposed budget with 70% funded from the Infrastructure Services Operating Budget and 15% from each of the Water and Wastewater Operating Budgets.

13.6 R08-2024: St. Jacobs Arena - Rink Floor, Dasherboards, Glass, and Bleachers Replacement 210

Recommendation:

That the Council of the Township of Woolwich, considering Report R08-2024 respecting Grant Application - St. Jacobs Arena Rink Floor, Dasherboards, Glass, and Bleachers Replacement:

1. Support a grant funding application to the Canadian Sport and Recreation Infrastructure Fund in the amount of \$2,466,677.00 (HST included) for the replacement of these assets; and
2. Direct staff to report back to Council following announcement of the grant with a recommendation for a 2025 or 2026 completion.

14. Other Business

14.1 Mayor's Report on Regional Matters

14.1.1 Making Decisions That Matter - September 25, 2024 215

14.2 Council Reports/ Updates

14.3 Fireworks By-laws: Resolution for Unified Regional Approach 217

Recommendation:

That the Council of the Township of Woolwich direct staff to participate in discussions and contribute to the development of a unified regional approach to the management and enforcement of fireworks regulations.

14.4 Outstanding Council Activity List as of Thursday, October 17, 2024 219

15. Notice of Motion

16. By-laws

Resolution:

That the following by-laws in the hands of the Clerk be read a first, second, third time and finally passed, that they be numbered as By-law numbers 65-2024 to 68-2024, and that they be signed by the Mayor and Clerk and sealed with the corporate seal.

16.1 A By-law to Amend Sign By-law 35-2015 of the Township of Woolwich 220

16.2 A By-law to Regulate Screening and Hearing Officers 222

16.3 A By-law to Amend Various Township By-laws for the Purposes of Enacting and Enforcing an Administrative Monetary Penalty System Within the Township of Woolwich 229

16.4 A By-law to Confirm All Actions and Proceedings of the Council (October 22, 2024) 239

17. Adjournment

Resolution:

That the meeting adjourns to meet again in regular session on November 18, 2024.

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

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

**TOWNSHIP OF WOOLWICH
COMMITTEE OF THE WHOLE MINUTES**

TUESDAY, OCTOBER 8, 2024

7:00 PM

**COUNCIL CHAMBERS – HYBRID WITH YOUTUBE LIVESTREAM
24 CHURCH STREET WEST, ELMIRA**

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

Present from Staff: David Brenneman, Chief Administrative Officer
Jeff Smith, Director of Corporate Services/Clerk
Deanne Friess, Director of Development Services*
Jared Puppe, Director of Infrastructure Services
Ann McArthur, Director of Recreation and Community Services*
Colm Lynn, Director of Finance/Treasurer*
Barry Gerth, Manager of IT Services
Ryan Tucker, Engineering Project Supervisor
Rae Ann Bauman, Executive Officer
Jenna Deboer, Economic Development and Tourism Officer*
Tanya Bettridge, Council and Committee Support Specialist
Meet Patel, IT HelpDesk/Support Representative
**indicates remote participation*

Public Resolution to Move into Closed Session (5:30 P.M.)

Moved by Councillor Schwindt
Seconded by Councillor Grant

That the Council of the Township of Woolwich convenes in closed session on Tuesday, October 8, 2024 at 5:05 p.m. accordance with section 239 (2) of the Municipal Act, 2001, for the purposes of considering the following:

- a. Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board, and advice that is subject to solicitor-client privilege, including communications necessary for that purpose (Legal Matter);
- b. The security of the property of the municipality or local board (Information Technology Matter); and
- c. Third-party information supplied in confidence to the municipality, which, if disclosed, could significantly prejudice a competitive position or interfere with negotiations (Sanitary Servicing Matter).

...Carried

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

Moved by Councillor Bryant
 Seconded by Councillor Grant

That Council reconvenes in open session.

...Carried

Land Acknowledgement

Chair Burgess read a land acknowledgement.

Disclosures of Pecuniary Interest

None.

Items to Come Forward from Closed Session

Moved by Councillor Grant
 Seconded by Councillor Cadeau

That the Council of the Township of Woolwich, considering Report C26-2024 respecting Pre-Budget Approval for Additional IT Security Services approve the increase to the IT Infrastructure and Security Operating Budget of \$24,000 for 2025.

...Carried

Public Meetings

None.

Presentations

None.

Delegations**A06-2024: Collaborative Marketing Opportunity for St. Jacobs Country**

Following the presentation of the staff report, Delegate Dan Vandermolen requested that Council provide \$5,800 from the Municipal Accommodation Tax (MAT) reserve fund, to the St. Jacobs Business Improvement Area for the St. Jacobs Sparkles event. Funding would be used for horse-drawn carriage rides, a Christmas tree and music during the pre-holiday season.

Council discussed the outstanding balance of the MAT fund. In response to Council's inquiry, Chief Administrative Officer David Brenneman provided an overview and brief history of the MAT in Woolwich, how the fund has been used in the past, and the need for a strategy for future uses. In response to Council's inquiry, staff confirmed that the delegate's request could be accommodated by MAT funds.

Moved by Councillor Schwindt
 Seconded by Councillor Grant

That the Council of the Township of Woolwich, considering Report A06-2024 respecting Collaborative Marketing Opportunity for St. Jacobs Country:

1. Approve \$20,000.00 as a contribution to the 2024 St. Jacobs Holiday Campaign from the Municipal Accommodation Tax;
2. Direct staff to develop a strategy for the ongoing and long-term use of the Municipal Accommodation Tax; and

3. Approve \$5,800 as a contribution to the St. Jacobs Business Improvement Area (BIA) in support of its St. Jacobs Sparkles event from the Municipal Accommodation Tax

...Carried

Consent Items

None.

Items Pulled From the Information Package

Region of Waterloo Resolution: Solve the Crisis

Mayor Shantz provided a brief overview of the Region of Waterloo's resolution, and that the Region has asked area municipalities for their support. Council expressed appreciation to the Mayor for bringing this to Council, noting the challenges across the Region with mental health and homelessness.

Moved by Mayor Shantz
Seconded by Councillor Cadeau

That the Council of the Township of Woolwich endorse the resolution, from the Region of Waterloo, which supports the Solve the Crisis Campaign and calls for provincial and federal governments to commit to immediate action to solve the Humanitarian Crisis that Ontario is facing.

...Carried

Staff Reports and Memos

IS08-2024: East Side Lands Sanitary Servicing Environmental Assessment Recommendation

Consultant Duane Lindner of Associated Engineering Limited provided a presentation to Council which highlighted:

- Overview of the study area, project history and context,
- EA study area and key stakeholders,
- EA problem statement,
- Existing sanitary infrastructure and its limitations,
- Planned downstream sewer outlet,
- Sanitary drainage areas and flow rates,
- Assumed future sewer network,
- Trunk sewer alternative adjustments,
- Trunk sewer alignments analysis,
- Alternative sanitary servicing solutions,
- Preliminary baseline pumping station sizing and layout,
- Recommended solution,
- Stakeholder consultations, and
- Next steps in the process.

Council discussed how the airport would be financially contributing to the project, how the proposed infrastructure would be impacted if the sanitary endpoint moved from Cambridge to Kitchener, that development charges could be used to cover projects costs but that a formal financial strategy will be developed. In response to Council's inquiry, staff explained the process and resources required to start and operate the project, and what contingency plans the project

has in place in case of emergency, exceedance of peak flow, or breakdown of a sanitary branch or trunk. In response to Council's inquiry, staff confirmed that work has already been done to seek grant funding from upper levels of government and which alternative solutions were more and less in cost.

Moved by Councillor Cadeau

Seconded by Councillor Shantz

That the Council of the Township of Woolwich, considering Report IS08-2024 respecting the East Side Lands Sanitary Servicing Environmental Assessment Recommendation:

1. Endorses the recommended Alternate #7 preferred solution for the trunk sewer servicing and associated future sanitary lift/pumping station locations to service the Breslau East Side Lands; and
2. Authorizes the Director of Infrastructure Services to issue the notice of study completion for the East Side Lands Sanitary Municipal Class Environmental Assessment project, and file the Project File Report with the Municipal Clerk for a minimum 30 day public review period.

...Carried

Other Business

Council Reports/Updates

None.

Outstanding Activity List as of Thursday, October 3, 2024

None.

Notice of Motion

None.

Adjournment

Moved by Councillor Grant

Seconded by Councillor Schwindt

That the meeting adjourns.

...Carried

Sandy Shantz, Mayor

Jeff Smith, Clerk

**Township of Woolwich
Special Council Minutes**

**Tuesday, October 8, 2024
7:00 PM**

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

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

Present from Staff: David Brenneman, Chief Administrative Officer
Jeff Smith, Director of Corporate Services/Clerk
Deanne Friess, Director of Development Services*
Jared Puppe, Director of Infrastructure Services
Colm Lynn, Director of Financial Services*
Ann McArthur, Director of Recreation and Community Services*
Rae Ann Bauman, Executive Officer
Tanya Bettridge, Council and Committee Support Specialist
Meet Patel, IT HelpDesk/Support Representative

**indicates remote participation*

Disclosures of Pecuniary Interest

None.

Recommendations from Committee of the Whole (October 8, 2024)

Motion by Councillor Grant
Seconded by Councillor Cadeau

That the Summary of Recommendations of the Committee of the Whole dated Tuesday, October 8, 2024 be adopted.

...Carried

Adoption of Minutes

Motion by Councillor Bryant
Seconded by Councillor Grant

That the following minutes be adopted:

- September 24, 2024 (as amended)

Staff Reports and Memos

C25-2024: Joint RFP Contract Award for a Shared Public Engagement Tool for Municipalities within Waterloo Region

Council discussed the proposed engagement tool. In response to Council's inquiry, staff confirmed the usage of the current EngageWR platform and how the proposed engagement tool will differ in

terms of ease and variety of use, user options, available widgets, and integration with social media. In response to Council’s inquiry, staff described what changes would occur if the Township decided to decline using an external engagement tool, and how different departments utilize the current engagement tool. Staff also confirmed that analytics are a positive factor with the proposed tool and the data can be brought back to Council.

Motion by Councillor Cadeau
Seconded by Councillor Grant

That the Council of the Township of Woolwich, considering Report C25-2024 respecting the Joint RFP Contract Award for a Shared Public Engagement Tool for Municipalities within Waterloo Region:

1. Provide pre-budget approval to increase the Communications Operating Budget by \$7,500; and
2. Authorize the Mayor and Clerk to enter into a three-year contract with Social PinPoint as the successful digital engagement platform provider at a total cost of \$31,325.00, net of HST rebate.

...Carried

By-laws

Moved by Councillor Schwindt
Seconded by Councillor Burgess

That the following by-laws in the hands of the Clerk be read a first, second, third time and finally passed, that they be numbered as By-law numbers 61-2024 to 64-2024, and that they be signed by the Mayor and Clerk and sealed with the corporate seal.

- A By-law to Repeal By-law No. 55-2024
- A By-law to provide for the appointment of a Municipal Law Enforcement Officer for the Township of Woolwich (Devan Shaw)
- A By-law to provide for the appointment of a Municipal Law Enforcement Officer for the Township of Woolwich (Pratibha Sethi)
- A By-law to Confirm All Actions and Proceedings of the Council (October 8, 2024)

...Carried

Adjournment

Moved by Councillor Burgess
Seconded by Councillor Grant

That the meeting adjourns to meet again in regular session on August 27, 2024.

...Carried

Sandy Shantz, Mayor

Jeff Smith, Clerk



IMPACT REPORT 2023-2024





**Thank you:
Mary Jane Patterson
Paul Parker**



**Reep Green Solutions team
at the Reep House for Sustainable Living**

By 2030, Reep Green Solutions will have completed 10,000 actions that make our community stronger and more eco-friendly.

4,813

MEANINGFUL ACTIONS



Karin Dobbbs' Sustainability Journey

"Brendan, my advisor, understood what made sense to do in a 70-year-old house. He took care to understand what I wanted to do and provided guidance regarding how to approach the improvements needed."

32% reduction in energy costs

Last year, we visited 662 homes like Karin's.



English Conversation Circles



Helping newcomers understand energy use better by providing them with information on how to save energy





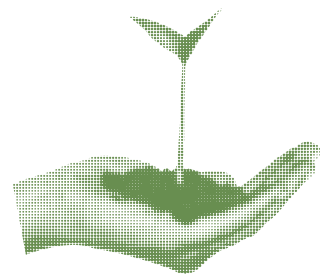
Water Conservation and Protection

Road salt is the Region of Waterloo's top water quality issue. Throughout the winter we met people at markets and events to provide them with practical tips on how to reduce your salt usage and alternatives to reach for first.



Region of Waterloo



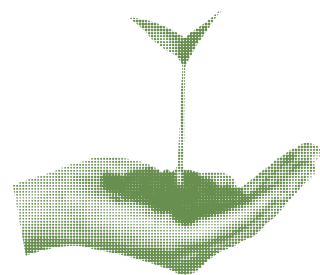


Healthy Yards & Neighbourhoods

724 Healthy Landscape features installed

"The increasing number of rain gardens in the city is helping people feel like they are making a positive impact on the climate crisis. These gardens also create green spaces that make our streets look nicer and feel cooler." - Program participant





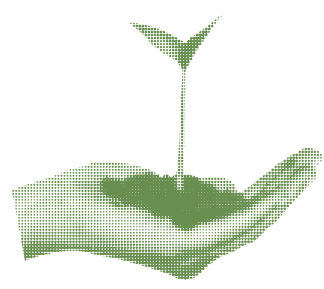
Community Canopy



"Plant trees near enough park structures to provide shade for kids and parents while they're there."

- 'Where Would You Like More Trees?' survey respondent



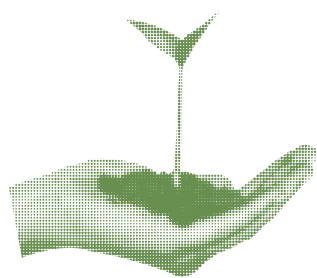


Tree Nursery: Future proofing



"Trees have always been incredibly awe-inspiring to me. Volunteering at the tree nursery has given me an opportunity to be part of that hope."

- Marie M

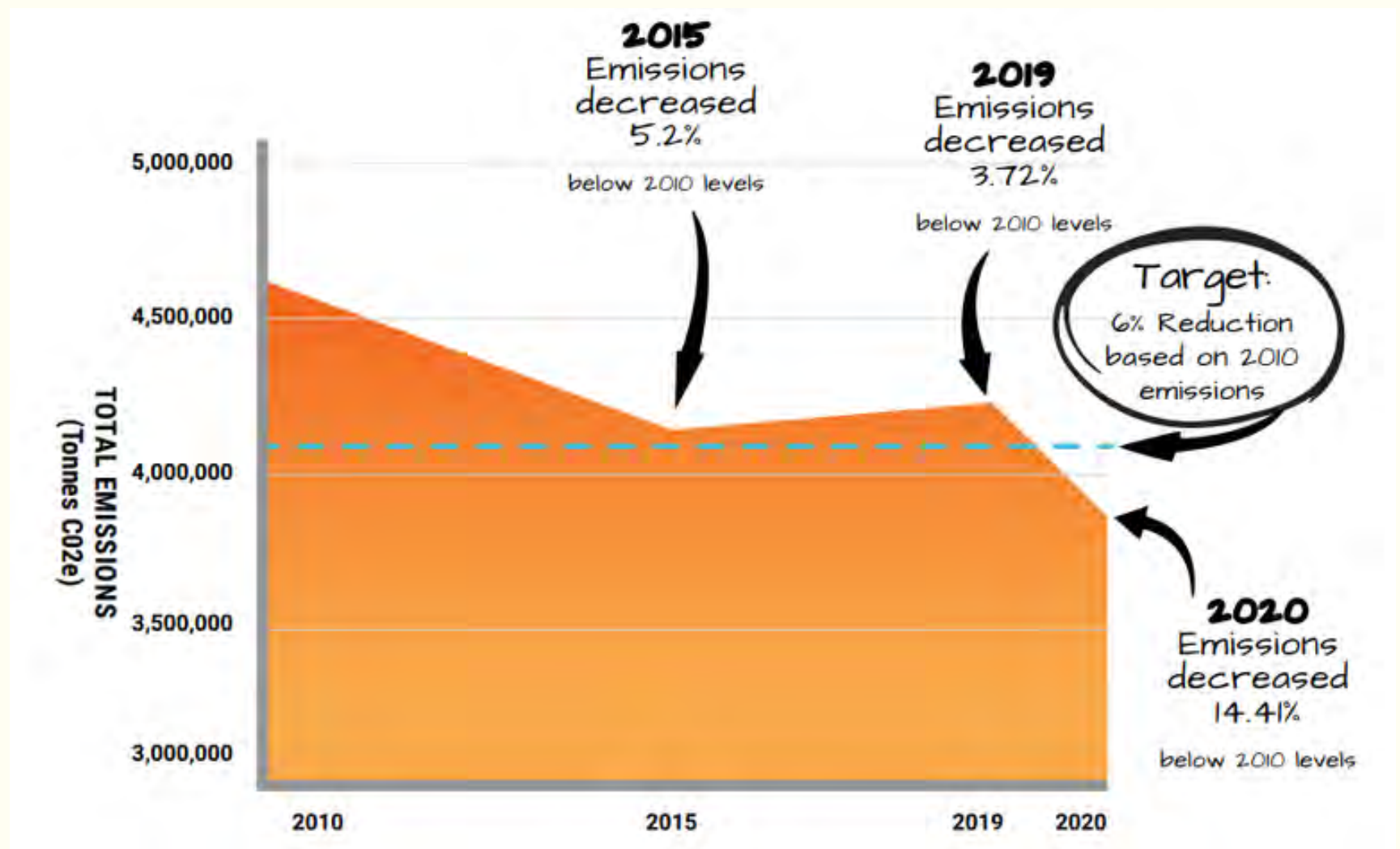


Tree Trust: Tree of the Year



CLIMATE ACTION WR

ClimateActionWR is a team effort involving local organizations, community members, and cities in the Waterloo Region.





Zero Waste Challenge

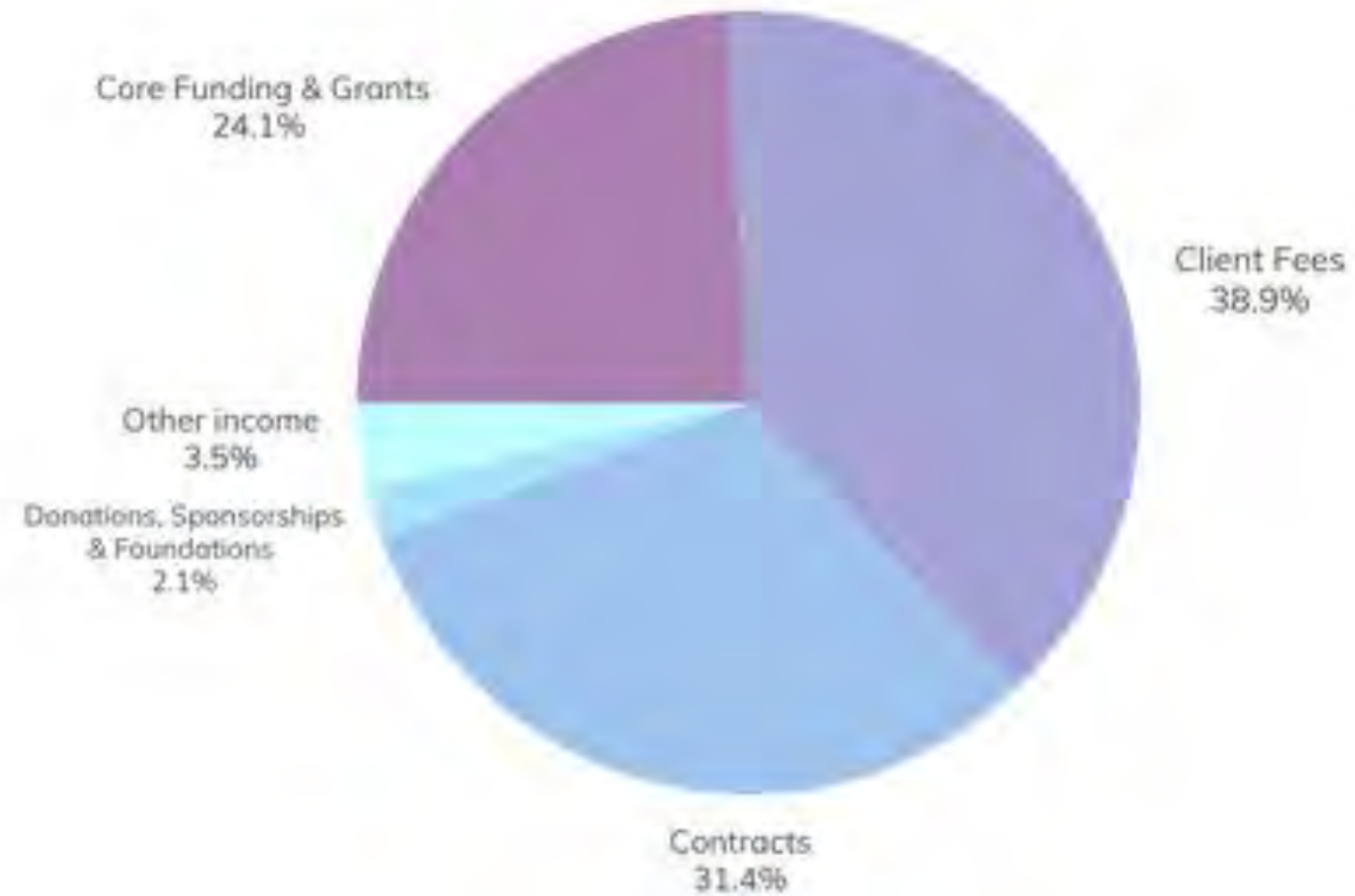
“I want to become more conscious of my waste and minimize it. I want to figure out where I am producing the most waste.”

- A determined 30-day challenge participant

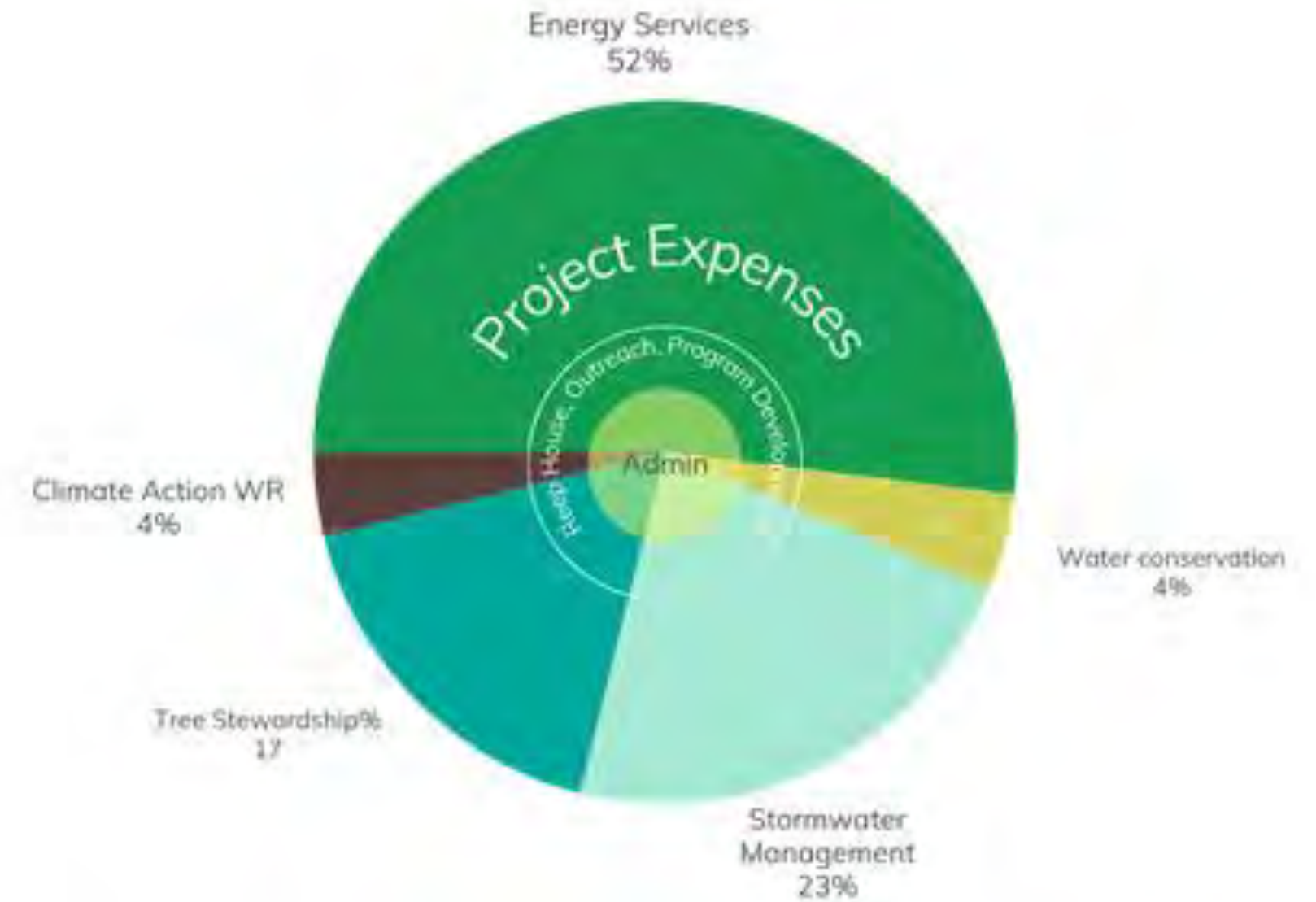


Financial Summary

Revenue

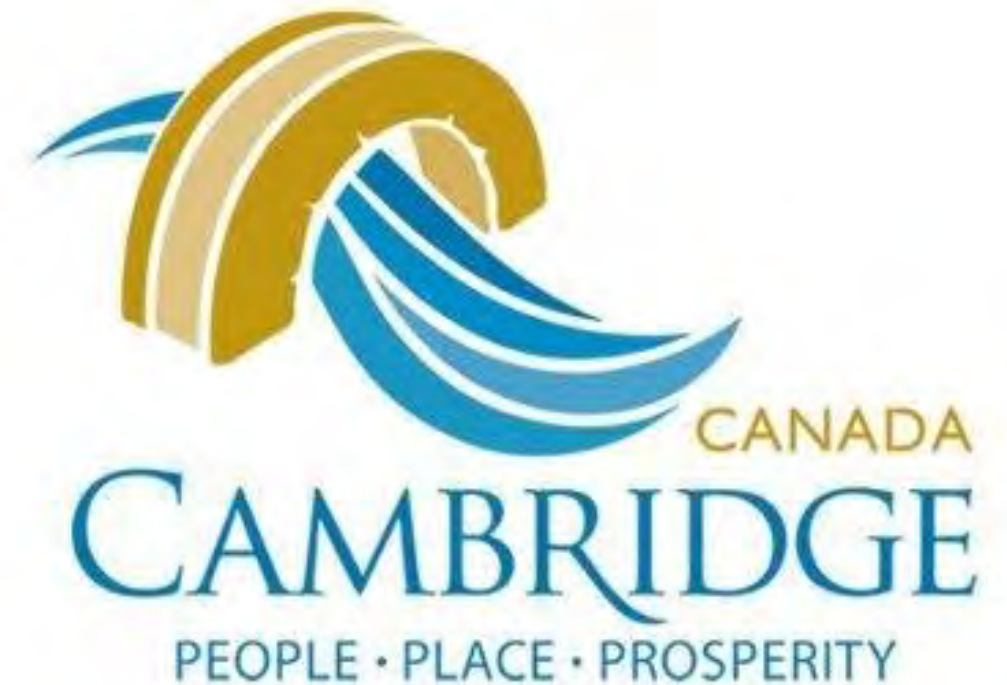


Expenses



**The size of Reep House, Outreach, Program Development and Admin circles are not represented proportionally relative to other expenses.*

Thank You to our Partners!
Core Funders
We couldn't do it without you!





WOOLWICH TOWNSHIP HERITAGE COMMITTEE

2025 WORKPLAN AND BUDGET

EDUCATION AND AWARENESS

Goal: Increase Community Awareness and Celebrate Heritage

Objectives:

- Raise awareness of heritage assets and the work of the Heritage Committee
- Foster community engagement through educational resources and events

Key Initiatives:

- Develop and distribute **Heritage Community Tours** to showcase local historical sites
- Design a **Digital Heritage Display** for the Woolwich Memorial Centre (WMC)
- Create **Heritage Displays** for community centres (Breslau and Elmira Carnegie Library)
- Produce and distribute a **Heritage Brochure** in both print and digital formats

Budget Request:

- We are requesting a total of **\$1,000** in funding to support our heritage education and digital media initiatives, specifically for resource development, display creation, and community-wide distribution.
 - \$500 for Education Initiatives
 - \$500 for Digital Media

Expected Outcomes:

- Increased community participation in heritage events
- Enhance visibility and appreciation of Woolwich Township's cultural heritage
- Strengthen community pride and identity



Heritage Day

September 24, 2024 - Take the self-guided **Walking and Wheeling Tour** in Elmira

<https://www.woolwich.ca/explore-play/heritage/>

HERITAGE DESIGNATIONS

Goal: Prepare and present heritage designation documentation and reports for approval by staff and council.

Objectives:

- Designate the **Elmira Carnegie Library** as a heritage site
- Designate the **Maryhill St. Boniface Church, Manse, and Cemetery** as heritage sites

Key Initiatives:

- Research and compile historical information and architectural significance for each site
- Draft and Submit heritage designation reports to Township Staff for review
- Present final designation reports to council for approval
- Collaborate with Community stakeholders to ensure broad support for designations

Budget Request:

We are requesting **\$1,000** to support the fees and activities related to the heritage designation process. Please **note that this funding will partially cover the overall costs, and additional resources will be required** to fully complete the designation efforts.

Expected Outcomes:

- Successful designation of key heritage sites, preserving their cultural and historical significance
- Increased awareness and appreciation of Woolwich Township's rich historical assets
- Strong connections between the community and its heritage through the preservation of these landmarks



Carnegie Free Library, Elmira, Ontario.
Source: Toronto Public Library Digital Archive,
<https://digitalarchive.tpl.ca/objects/377160>.

BUDGET SUMMARY

Education / Digital Media	\$1000
Heritage Designations	\$1000
TOTAL	\$2000



Saint Boniface Cemetery, Maryhill, Ontario. Source: Find A Grave, <https://www.findagrave.com/cemetery/2196526/saint-boniface-cemetery>



Education Session

Municipal Speed Camera and Administrative Penalties Program

October 22, 2024

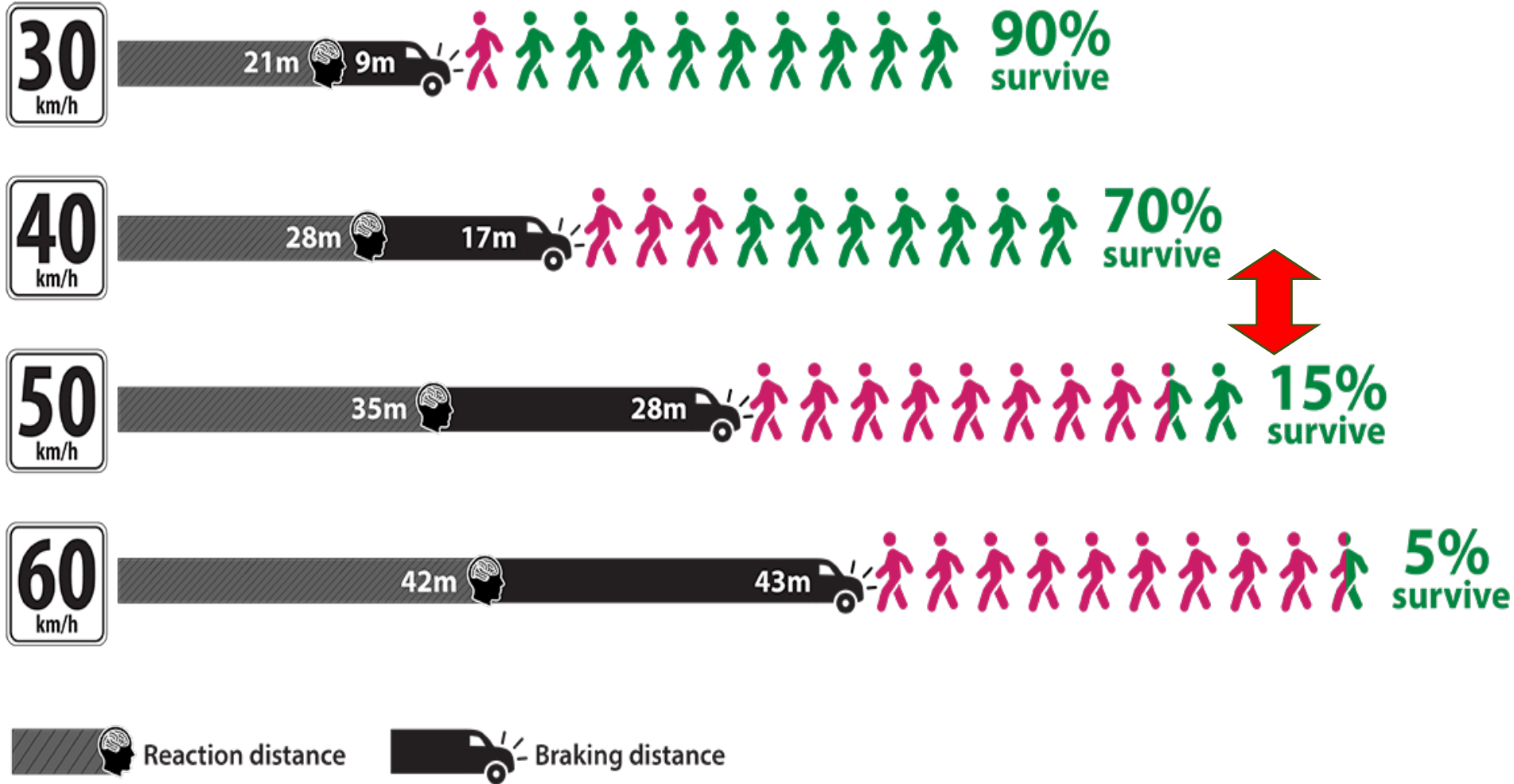
Why are we here today?



Overview of today's session:

- Why lower vehicle speeds?
- Current program overview
- Expansion overview
- Understanding Community Safety Zones
- Communications
- Questions

Speeding is a safety issue across the Region



Speeding is a safety issue across the Region

80 KM/HR IN A 30KM
(50km over)
LAURELWOOD DRIVE, WATERLOO
7:51 AM

94 KM/HR IN A 50KM
(40km over)
GUELPH AVENUE, CAMBRIDGE
10:43 PM

111 KM/HR IN A 40KM
(71km over)
WESTMOUNT ROAD, KITCHENER
4:20 PM

91 KM/HR IN A 40KM
(51km over)
SNYDERS ROAD, WILMOT
11:54 PM

121 KM/HR IN A 60KM
(61km over)
THREE BRIDGES ROAD, WOOLWICH
4:44 AM

Global Research Findings

- Excessive speeding is a contributing factor in 1 out of 4 fatal crashes on roadways.
- Speed cameras successfully reduce vehicle collisions in a camera area by 50%
- Speed cameras reduce serious and fatal injury by up to 44%



Current Program

Current Program Overview

- 4 speed cameras
- Rotating across 16 locations
- Since 2021, speed compliance at these 16 locations has **increased by 63%**

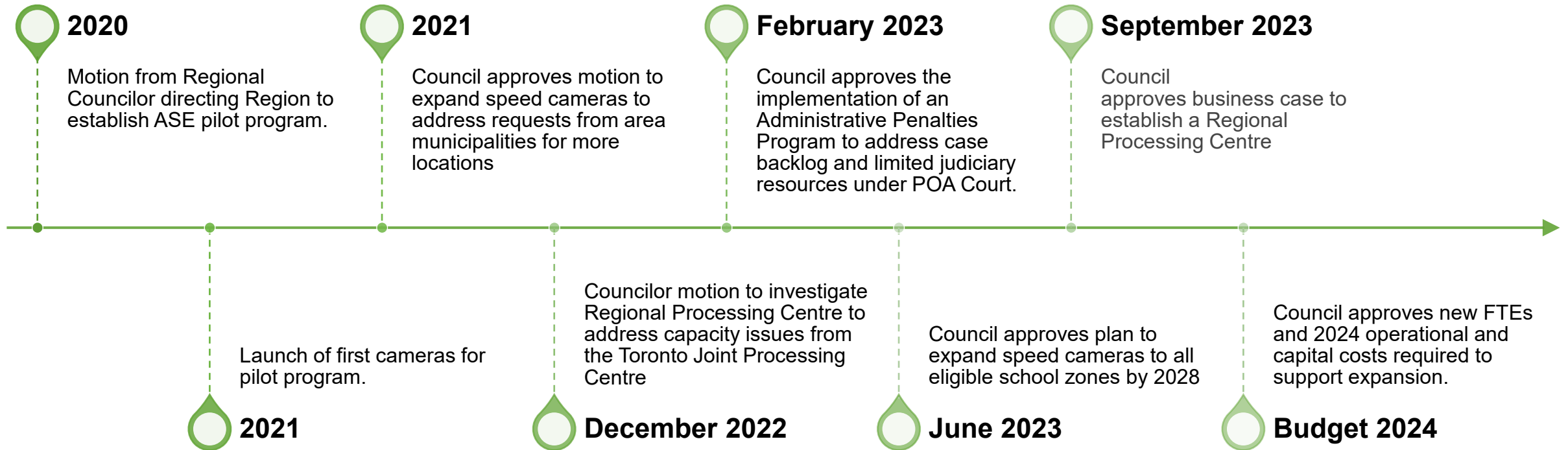
Success in reducing speeds led to Council's 2023 decision to expand speed cameras across all eligible school zones by 2028.



Current Program Learnings

1. A local ticket processing centre would increase efficiency.
2. There are limitations in using the Provincial Offences Act (POA) Court to process camera-based offences.
 - At capacity / backlog of cases
 - Long wait times for resolution meetings & trials
 - Limited ability to reduce or withdraw ticket based on individual circumstances
3. Schools across Waterloo Region would benefit from a program expansion

Milestones – Council Decision Making



Program Administration and Expansion

Planned Roll-out

Milestone	Date
Coming Soon signs installed at 16 new camera locations	August 2024
Local Processing Centre established	August 2024
Launch of Administrative Penalties Program	January 2025
Phased installation and activation of up to 16 new camera systems	January–February 2025
16 legacy locations reconfigured with permanent camera systems	March–May 2025
36 new camera systems activated	September 2025
36 new camera systems activated	September 2026
36 new camera systems activated	September 2027
35 new camera systems activated	September 2028

Speed Camera Program Administration

A public-facing administrative system is required for the operation and expansion of this program

- Current state: Toronto Processing Centre + Provincial Offences Act (POA) Court.
- Future state: ROW Processing Centre + Administrative Penalty (AP) program
 - Cost-effective and efficient to operate
 - Handles a speeding ticket the same as a parking ticket
 - Locally based – faster to issue tickets
 - Scalable
 - Dispute process is faster, less formal and simplified

Provincial Offences Act Court

- Speeding as a Provincial Offence

VS.

Administrative Penalties Program

- Speeding handled like a parking ticket

Provincial Offences Act Court

- Speeding as a Provincial Offence
- **8-14 months to complete resolution meeting or trial**

VS.

Administrative Penalties Program

- Speeding handled like a parking ticket
- **7-14 days for screening review to be completed**

Provincial Offences Act Court

VS.

Administrative Penalties Program

- Speeding as a Provincial Offence
- 8-14 months to complete resolution meeting or trial
- **Limited ability to withdraw or reduce ticket**

- Speeding handled like a parking ticket
- 7-14 days for screening review to be completed
- **Ability to cancel or vary ticket based on individual circumstances**

Provincial Offences Act Court

- Speeding as a Provincial Offence
- 8-14 months to complete resolution meeting or trial
- Limited ability to withdraw or reduce ticket
- **In-person service option available at 1 location in the region**

VS.

Administrative Penalties Program

- Speeding handled like a parking ticket
- 7-14 days for screening review to be completed
- Ability to cancel or vary ticket based on individual circumstances,
- **In-person service option available at all CSA desks across ROW buildings**

Provincial Offences Act Court

- Speeding as a Provincial Offence
- 8-14 months to complete resolution meeting or trial
- Limited ability to withdraw or reduce ticket
- In-person service option available at 1 location in the region
- **At capacity + backlog of cases**

VS.

Administrative Penalties Program

- Speeding handled like a parking ticket
- 7-14 days for screening review to be completed
- Ability to cancel or vary ticket based on individual circumstances,
- In-person service option available at all CSA desks across ROW buildings
- **Scalable**
 - **Ability to add other charges, such as red light camera, school bus stop arm, etc.**
 - **Ability to add additional staff in event of higher volumes**

Understanding Fines

Fines are intended to be a deterrent to unsafe behaviour.

Common Speeding Fines (POA vs APP) as set by the Highway Traffic Act:

Speed over Limit	Current Fine (POA)	Fines Under APP (Nov' 24)
15 km/hr	\$52.50	\$98.25
20 km/hr	\$95.00	\$183.25
25 km/hr	\$118.75	\$230.75
30 km/hr	\$220.00	\$453.25

Inclusive of speeding fine, victim surcharge and administrative cost

Road Safety Reserve Fund

- Funded through the surplus generated (over and above program costs) from the speed camera program.
- Used to fund road safety initiatives in collaboration with Area Municipalities:
 - Township Traffic Calming Initiative
 - Round-about pilot programs
 - Roadway re-design



While the number of tickets is expected to increase during the expansion years, the number of annual tickets issued will decline over time as driver behaviour changes.

Community Safety Zones

What is a Community Safety Zone?

[Click to view this video at
https://youtu.be/8wg2MusYPZg](https://youtu.be/8wg2MusYPZg)

Assessment process for Community Safety Zones

Assessment for Community Safety Zone status would involve a two-step process, in collaboration with Area Municipalities:



Step 1: Eligibility Assessment



Step 2: Points-Based Risk Factor Assessment

Why add Community Safety Zones to School Zones?

- A CSZ designation would allow for a Municipal Speed Camera to be installed at priority locations identified by the respective Area Municipality that do not fit the HTA definition of a school zone.
- High volume of pedestrians travel near or along the Regional Road, but school access is offset from the Regional Road.

Examples:

- Manser Road near Linwood District Public School (Wellesley)
- Fairway Road near Chicopee Hills Public School (Kitchener).
- Myers Road near Holy Spirit Catholic Elementary School (Cambridge)

Community Awareness

Communication Goals

EDUCATE



WHY THE SPEED CAMERA PROGRAM EXISTS AND THE BENEFITS TO THE COMMUNITY

RAISE AWARENESS



AWARENESS OF THE INCREASE IN THE NUMBER OF SPEED CAMERA SITES ACROSS WATERLOO REGION

INFORM



HELP THOSE WHO GET A SPEEDING TICKET TO PAY IT AS EASILY AS POSSIBLE

PARTNER



WORK COLLABORATIVELY WITH AREA MUNICIPALITIES, SCHOOL BOARDS AND COMMUNITY GROUPS




Communications Plan

- Multi-pronged approach to raising awareness:
 - Targeted - neighbourhood residents, school populations
 - Broad - drivers, cyclist, transit passengers and the community as a whole
- An equity focus on reaching all of our community
 - Many ages, neighbourhoods, materials in multiple languages
 - Traditional, digital and grassroots tactics
- Pre-launch and Post-launch awareness building

Region of Waterloo Website Updates

Municipal Speed Camera Program





Speed Cameras
-Click on a camera to filter-

 Current
  Coming Soon
  Planned

St Clement Catholic Elementary School
 Wellesley
 Change in Average Speed %
 Change in Speeding Drivers %
 Since camera activated
 Certificate of Accuracy
 MAXIMUM 40 km/h

Cedar Creek Public School
 North Dumfries
 Change in Average Speed %
 Change in Speeding Drivers %
 Since camera activated
 Certificate of Accuracy
 MAXIMUM 40 km/h

Sir Adam Beck Public School
 Wilmot
 MAXIMUM 40 km/h

Legend
Speed Camera
 Coming Soon
 Planned
 Current
Roads
 Freeway

Map showing the Region of Waterloo with speed camera locations marked by icons. The map includes labels for various municipalities: Listowel, Moorefield, Mapleton, Wellington, Atwood, Monoton, Perth, Township of Woolwich, Township of Wellesley, Wilmot, City of Waterloo, City of Cambridge, Township of Wilmot, Township of North Dumfries, Stratford, Embro, Cambridge, Kitchener, Waterloo, North Dumfries, Wellesley, Wilmot, Woolwich, Hamilton, and Blue Creek.

QUESTIONS

Township of Woolwich
Summary of Recommendations to Council
From October 8, 2024 Committee of the Whole Meeting

1. A06-2024: Collaborative Marketing Opportunity for St. Jacobs Country

That the Council of the Township of Woolwich, considering Report A06-2024 respecting Collaborative Marketing Opportunity for St. Jacobs Country:

1. Approve \$20,000.00 as a contribution to the 2024 St. Jacobs Holiday Campaign from the Municipal Accommodation Tax;
2. Direct staff to develop a strategy for the ongoing and long-term use of the Municipal Accommodation Tax; and
3. Approve \$5,800 as a contribution to the St. Jacobs Business Improvement Area (BIA) in support of its St. Jacobs Sparkles event from the Municipal Accommodation Tax

2. Region of Waterloo Resolution: Solve the Crisis

That the Council of the Township of Woolwich endorse the resolution, from the Region of Waterloo, which supports the Solve the Crisis Campaign and calls for provincial and federal governments to commit to immediate action to solve the Humanitarian Crisis that Ontario is facing.

3. IS08-2024: East Side Lands Sanitary Servicing Environmental Assessment Recommendation

That the Council of the Township of Woolwich, considering Report IS08-2024 respecting the East Side Lands Sanitary Servicing Environmental Assessment Recommendation:

1. Endorses the recommended Alternate #7 preferred solution for the trunk sewer servicing and associated future sanitary lift/pumping station locations to service the Breslau East Side Lands; and
2. Authorizes the Director of Infrastructure Services to issue the notice of study completion for the East Side Lands Sanitary Municipal Class Environmental Assessment project, and file the Project File Report with the Municipal Clerk for a minimum 30 day public review period.



Development Services Memo

To: Council
 From: Sherwin Meloney
 Subject: Sign By-law Amendment
 eDocs or File ID: DM 128045 and 128046
 Meeting Date: October 22, 2024

Purpose:

That the Council of the Township of Woolwich consider a memorandum from Development Services dated October 22, 2024, regarding amendments to Sign By-law No. 35-2015, to enact the proposed amendments by means of the by-law as attached in Appendix A.

Background / Comments:

On April 23rd, 2024, the Township Comprehensive Zoning Bylaw No. 26-2024 was passed, which introduced several new zoning classifications. To align these new zoning classifications with the current Sign Bylaw, an amendment to Section 4.2 of the Sign By-law is needed.

Development Services is requesting that Council direct Staff to amend Sign By-law No. 35-2015, Section 4.2, which contains amendments to the Zones in which Signs shall only be permitted within the Township of Woolwich. These changes are minor and technical in nature, and do not impact the overall intent of the Sign By-law.

Attachments:

1. Appendix A – By-law XX-2024 – Sign By-law Amendments.



THE TOWNSHIP OF
WOOLWICH

BOX 158, 24 CHURCH ST. W.
ELMIRA, ONTARIO N3B 2Z6
TEL. 519-669-1647 / 1-877-969-0094
Email – planning@woolwich.ca

**COMMITTEE OF ADJUSTMENT
NOTICE OF HEARING**

Pursuant to the Planning Act and Ontario Regulations 197/96 and 200/96
TAKE NOTICE THAT the Committee of Adjustment for the Township of Woolwich will meet on:

MONDAY, November 4, 2024 at 4:30 P.M.

for the purpose of hearing all persons interested in support of or opposition to any of the following applications as described on the attached Schedule.

Committee of Adjustment meetings are held virtually via Zoom where public attendance can be arranged with staff, if required. Below is information on how you can view or participate in the meeting as well as how to submit comments. Please contact the Committee Secretary by email to planning@woolwich.ca or by phone at 519-669-6040 if you have any questions.

HOW TO PARTICIPATE

You can view or participate in the meeting as follows:

VIEW the Committee of Adjustment meeting livestream on the Woolwich Township Youtube channel at the following link - [@woolwichtownship9588](https://www.youtube.com/@woolwichtownship9588) – search Committee of Adjustment and the meeting date;

PARTICIPATE in the meeting by registering with the Committee Secretary on or before 12 noon on Wednesday October 30th. To register please email planning@woolwich.ca or phone 519-669-6040. When registering you must provide your name, phone number, email and the application number you would like to comment on. Once you are registered the Committee Secretary will forward information on how to connect to the Zoom meeting (i.e. zoom Wi-Fi login or conference call number).

If you are concerned that you do not have access to phone or internet you can contact the Committee Secretary by phone 519-669-6040 to make arrangements to attend the municipal office the day of the meeting.

If you are unsure whether or not you would like to speak at the meeting but want to listen and have the option to comment on a particular application, please register with the Committee Secretary (see above information). You will not be required to speak if you do not want to.

If you are otherwise concerned about the reliability of your internet or phone signal please ensure that you submit written comments, see instructions below. Written comments do not negate your opportunity to also speak at the meeting but do ensure your voice is heard should your electronic connection to the meeting not work.

WHY REGISTER

By registering staff can ensure that you are permitted access to the virtual meeting, we know which application you are commenting on and, can call on you at the appropriate time to comment if you wish to do so. As the meeting is virtual registering will provide a level of security that is necessary to prevent unwanted guests from disrupting the meeting. Applicants and their consultants will be automatically registered and contacted accordingly by the Committee Secretary ahead of the meeting.

SUBMITTING COMMENTS

If you would like to comment on a particular application, staff always recommend that you do so by:

- submitting a letter by mail or delivering it to the Township office at 24 Church Street West, Elmira and placing it in the drop box on the Maple Street side of the building; or
- submit an email to planning@woolwich.ca

You can also contact the Township Planner at 519-669-6033 to discuss any comments / concerns however, this is not considered a formal comment.

The Committee will consider submissions for or against the applications. All submissions must be made no later than 4:30 p.m. on Friday October 25, 2024 (Note that this date is before the meeting). Any submissions received will be included in a comment package and presented at the meeting. This information is collected and maintained for the purpose of creating a record that is available to the general public at the Committee of Adjustment hearing. Please note that while the Committee may redact some personal information such as email addresses and phone numbers, your submissions will otherwise be made public in their entirety.

This notice has been sent to commenting agencies, and to owners of property located within 60 metres (200 feet) of the subject properties. If you wish to be notified of any last minute changes to the agenda (i.e. withdrawal of an application) you must contact the Committee Secretary at 519-669-6040 or 1-877-969-0094 (Ext. 6040) or by email to planning@woolwich.ca.

FAILURE TO PARTICIPATE IN HEARING: If the applicant or authorized agent fails to participate in this public hearing, the Committee may postpone or deny the application in their absence.

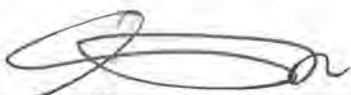
NOTICE OF DECISION: Within 10 days of the meeting, a copy of each decision will be sent to owners, agents, those who submit written comments, and people who register for the meeting. If you wish to be notified of the decision of the Committee of Adjustment in respect to this application, you must submit a written request to the Committee Secretary or register ahead of the meeting. This will also entitle you to be advised of a possible Ontario Land Tribunal.

APPEAL OF MINOR VARIANCE AND CONSENT APPLICATIONS: An appeal from a decision of the Committee of Adjustment to the Ontario Land Tribunal shall be filed with the Secretary-Treasurer of the Committee of Adjustment, in person at 24 Church Street West, Elmira. The Tribunal may dismiss an appeal without holding a hearing if the appellant did not make oral or written submissions to the Committee of Adjustment before a decision was given or does not provide a reasonable explanation for having failed to make a submission to the Committee.

QUESTIONS / FURTHER INFORMATION

Please feel free to reach out to Township Staff by phone or email to assist you should you have any questions. Contact the Committee Secretary at 519-669-6040 or 1-877-969-0094 (Ext. 6040) or by email to planning@woolwich.ca

Further information about the applications may be obtained by contacting Sherwin Meloney, Planner, Development Services at 519-669-6033 or 1-877-969-0094 (Ext. 6033), or Email: smeloney@woolwich.ca



Sherwin Meloney, Planner

DATED at Elmira, this 15th day of October 2024

**COMMITTEE OF ADJUSTMENT
EXPLANATORY NOTE**

November 4, 2024

A copy of this notice is also available on the Township's website at www.woolwich.ca. If you require an alternative format of this notice, please contact the Township Office.

MINOR VARIANCE APPLICATION A 18/2024 – Tara Schuett and William Van De Ven

PROPERTY: 72 Katherine Street South, Winterbourne, Crooks Tract Broken Front Concession East of the Grand River Part Lot 4

ZONE / USE: Residential R-1 / single detached dwelling, pool shed and a detached accessory building/dwelling unit

PROPOSAL: The applicant is requesting relief from Section 4.2 k) i) of the Zoning By-law to increase the maximum building height of a detached accessory building with a peaked roof from 4.5 metres to approximately 5.36 metres to recognize the height of an existing detached accessory building. The applicant received Minor Variance approval in November 2023 to recognize the existing property lot width and a reduced rear yard setback for the existing detached accessory dwelling unit.

MINOR VARIANCE APPLICATION A 19/2024 – Dennis and Arlene Brubacher

PROPERTY: 1575 Scotch Line Road, GCT Part Lot 83

ZONE / USE: Agricultural / single detached dwelling, greenhouses, farm equipment sheds, hay storage building, pullet barn, dairy barn and liquid manure storage tank

PROPOSAL: The applicant is requesting permission to reduce the Minimum Distance Separation from the calculated 300 metres to approximately 185 metres between a dairy barn and the Elmira Settlement Boundary in order to permit an addition to the easterly end of the existing barn. The applicant is proposing to construct an approximately 766 square metre addition to the existing dairy barn for additional housing.

**MINOR VARIANCE APPLICATIONS A 14/2024 through A 17/2024 and
CONSENT APPLICATIONS B 14/2024 through B 20/2024 (Spurline Developments Inc.)**

PROPERTY: 49 and 55 Isabella Street South, St. Jacobs, Plan 1549 Lots 19 and 20

ZONE / USE: Residential R-3 / 49 Isabella Street South – vacant land, 55 Isabella Street South – commercial / storage building

PROPOSAL: The properties are located at the southeast corner of Isabella Street South and Cedar Street West in St. Jacobs and comprise of a total area of 0.15 ha. The applicant is proposing a series of consent and minor variance applications for the purpose of creating four residential lots fronting onto Cedar Street West, of which, each lot would accommodate a four-plex residential building, totalling 16 dwelling units. The proposed consent applications will facilitate the creation of the residential lots and the associated servicing/access easements. The proposed minor variance applications will amend the Residential R-3 zone regulations to accommodate the four-plexes on reduced lot sizes and setbacks, as well as permit two connections of buildings along the respective shared lot lines that would result in constructing two, 8-unit residential buildings. The details of the consent and minor variance applications are as follows:

Consent Applications:

B 14/2024 (Lot 2) – to sever a parcel of land measuring approximately 8.25 metres by 40.23 metres, and containing approximately 332 square metres in area to create a residential lot;

B 15/2024 (Lot 3) – to sever a parcel of land measuring approximately 8.25 metres by 40.23 metres, and containing approximately 332 square metres to create a residential lot;

B 16/2024 (Lot 4) – to sever a parcel measuring approximately 9.18 metres by 40.23 metres, and containing approximately 431 square metres in area to create a residential lot;

The proposed retained lands (Lot 1), adjacent to Isabella Street South, will measure approximately 11.45 metres by 40.23 metres, and contain approximately 461 square metres in area to create a residential lot.

Servicing / Access Easements (Consent) Applications:

B 17/2024 (easement Lot 1) – to grant a servicing / access easement, in favour of Lots 2, 3, and 4, containing an approximate total area of 291 square metres for pedestrian, vehicle and stormwater purposes;

B 18/2024 (easement Lot 2) – to grant a servicing / access easement, in favour of Lots 1, 3, and 4, containing an approximate total area of 181 square metres for pedestrian, vehicle and stormwater purposes;

B 19/2024 (easement Lot 3) – to grant a servicing / access easement, in favour of Lots 1, 2, and 4, containing an approximate total area of 181 square metres for pedestrian, vehicle and stormwater purposes; and

B 20/2024 (easement Lot 4) – to grant a servicing / access easement, in favour of Lots 1, 2, and 3, containing an approximate total area of 254 square metres for pedestrian, vehicle and stormwater purposes.

Minor Variance Applications:

A14/2024 (Lot 1)

- Reduced lot area of approximately 461 square metres whereas 465 square metres is required;
- Reduced lot width of approximately 11.45 metres whereas 18 metres is required for a corner lot;
- Reduced interior side yard setback (easterly side) from 1.2 metres to 0 metres; and
- Reduced building line setback adjacent to Cedar Street from 6 metres to approximately 4.49 metres.

A15/2024 (Lot 2)

- Reduced lot area of approximately 332 square metres whereas 465 square metres is required;
- Reduced lot width of approximately 8.25 metres whereas 15 metres is required;
- Reduced interior side yard setback (westerly side) from 1.2 metres to 0 metres; and
- Reduced building line setback adjacent to Cedar Street from 6 metres to approximately 4.49 metres.

A16/2024 (Lot 3)

- Reduced lot area of approximately 332 square metres whereas 465 square metres is required;
- Reduced lot width of approximately 8.25 metres whereas 15 metres is required;
- Reduced interior side yard setback (easterly side) from 1.2 metres to 0 metres; and
- Reduced building line setback adjacent to Cedar Street from 6 metres to approximately 2.9 metres.

A17/2024 (Lot 4)

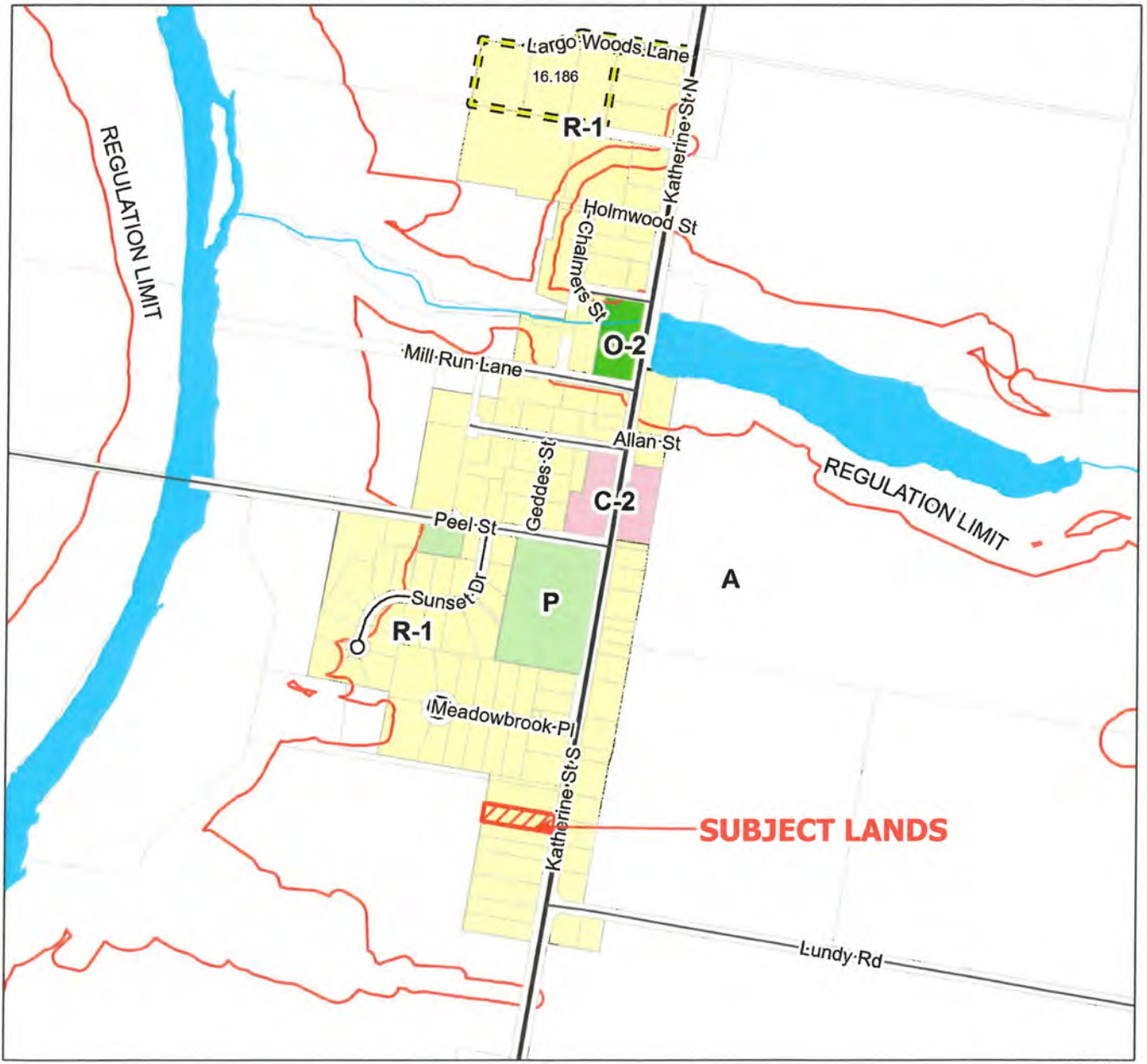
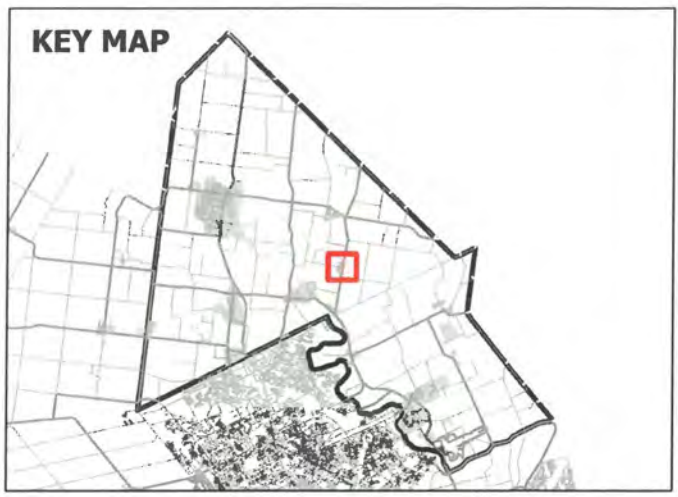
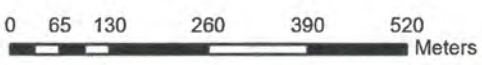
- Reduced lot area of approximately 431 square metres whereas 465 square metres is required;
- Reduced lot width of approximately 9.18 metres whereas 15 metres is required;
- Reduced interior side yard setback (westerly side) from 1.2 metres to 0 metres; and
- Reduced building line setback adjacent to Cedar Street from 6 metres to approximately 2.9 metres.

All of the lots will front onto Cedar Street West and will be connected to full municipal services. Shared access to the properties will be from Isabella Street South.

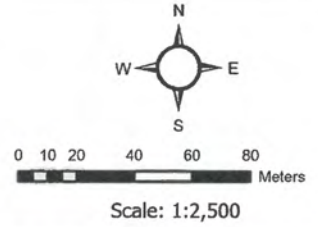
MAP 1 - Zoning
File Number: A 18/2024
Location: 72 Katherine Street
South



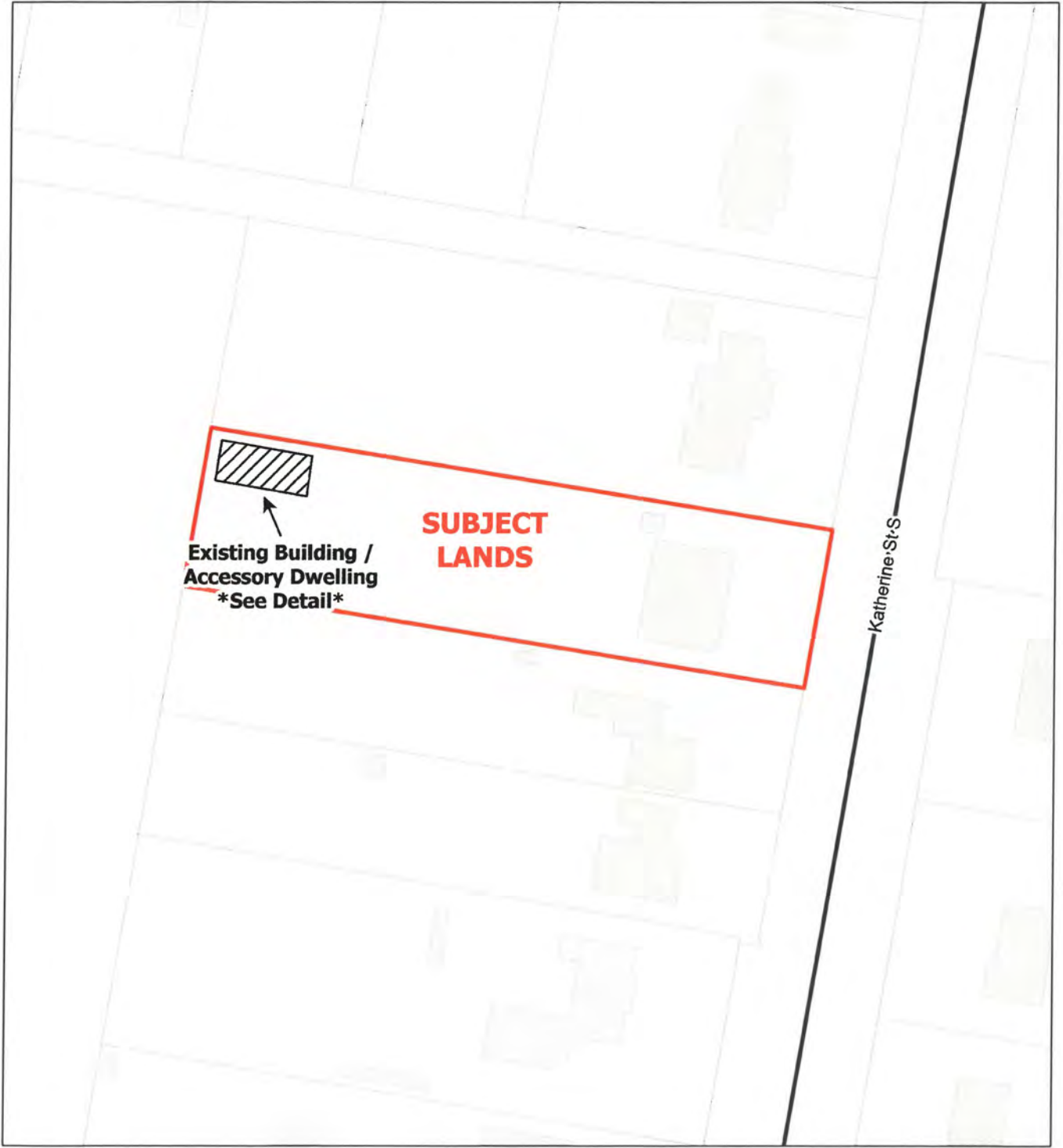
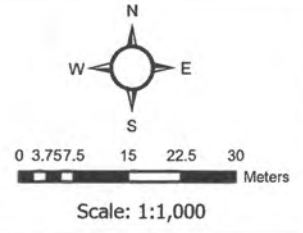
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MAP 2 - Aerial Photo
File Number: A 18/2024
Location: 72 Katherine St S, Winterbourne



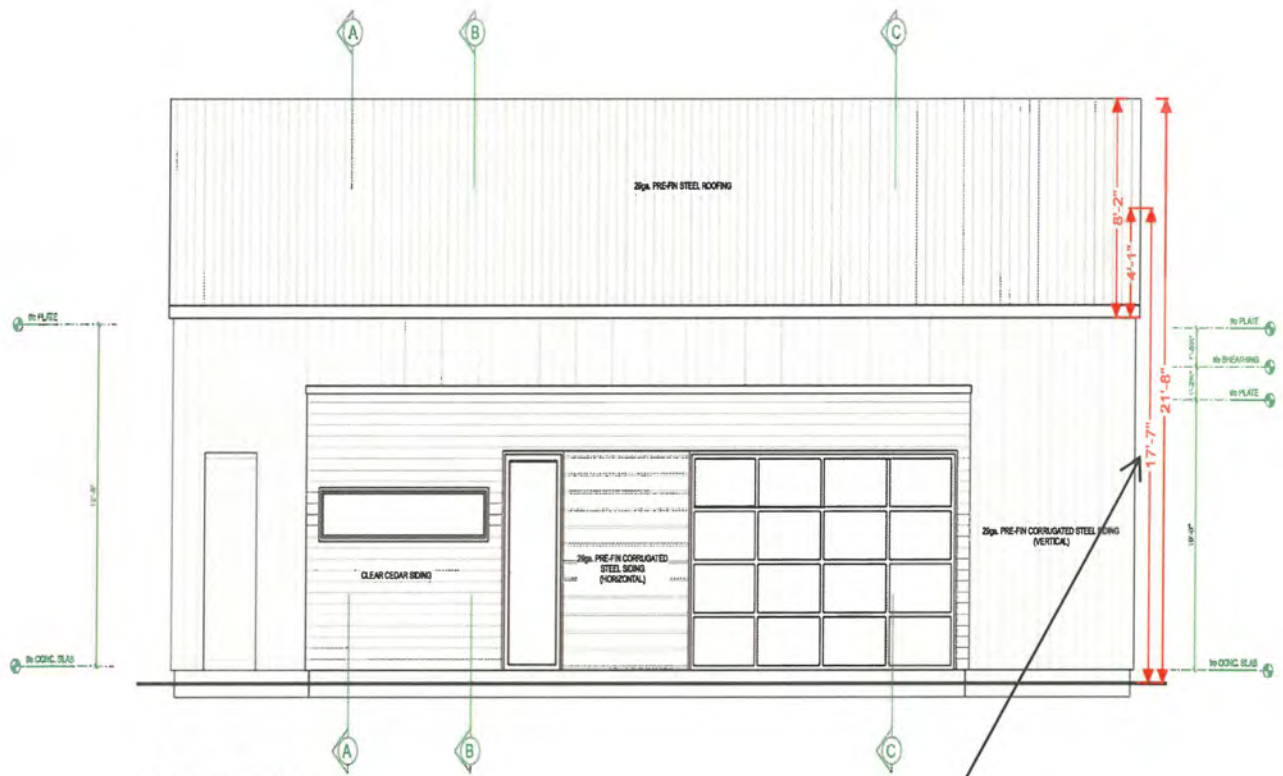
MAP 3 - Conceptual Site Plan
File Number: A 18/2024
Location: 72 Katherine St S, Winterbourne



DETAIL

File Number: A 18/2024

Location: 72 Katherine St S, Winterbourne



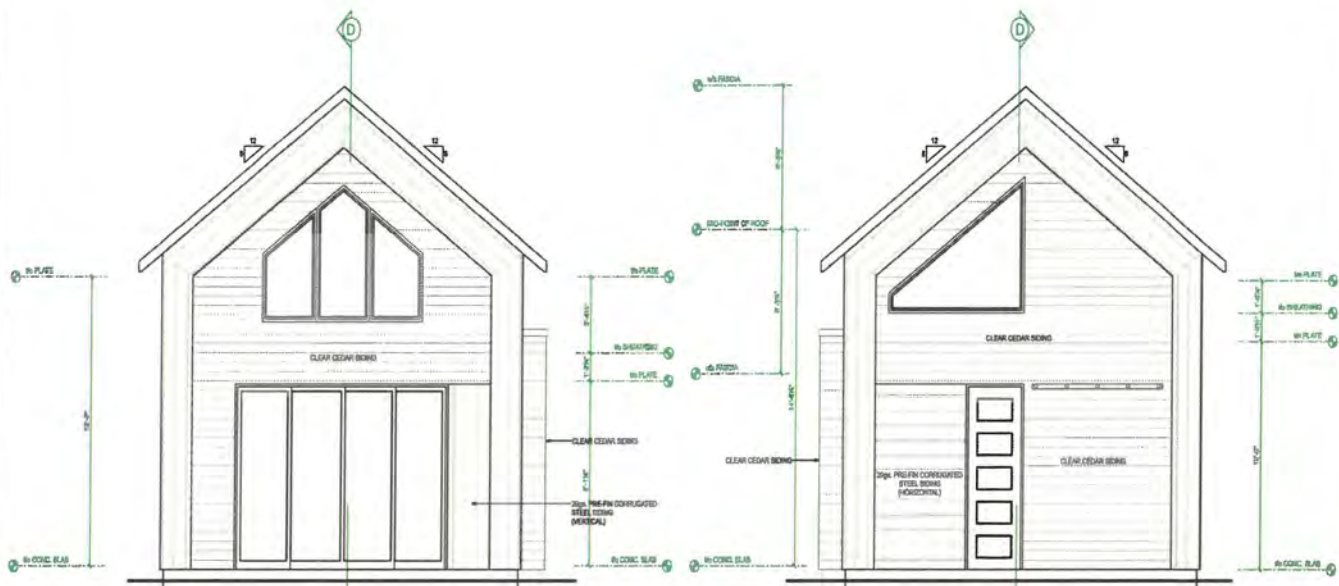
LEFT ELEVATION
SCALE: 1/4" = 1'-0"

INCREASED BUILDING HEIGHT TO APPROXIMATLEY 5.36 METRES

DETAIL

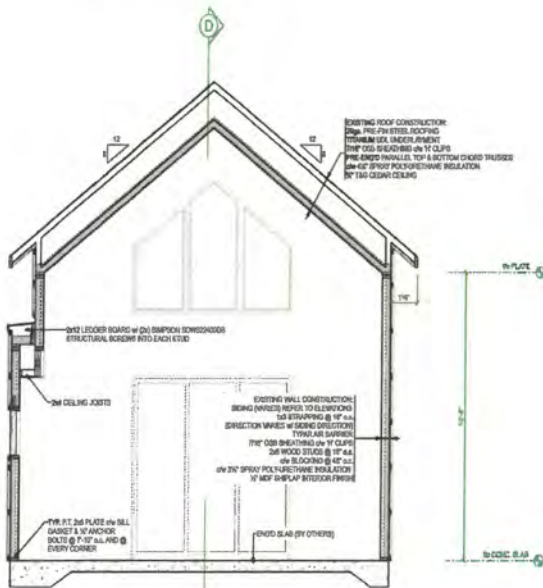
File Number: A 18/2024

Location: 72 Katherine St S, Winterbourne

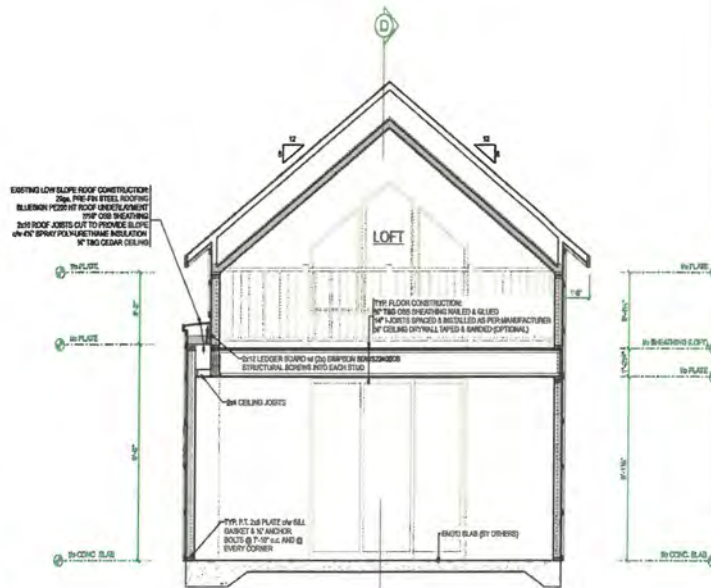


REAR ELEVATION
SCALE: 1/4" = 1'-0"

FRONT ELEVATION
SCALE: 1/4" = 1'-0"



A
CROSS SECTION A
SCALE: 1/4" = 1'-0"

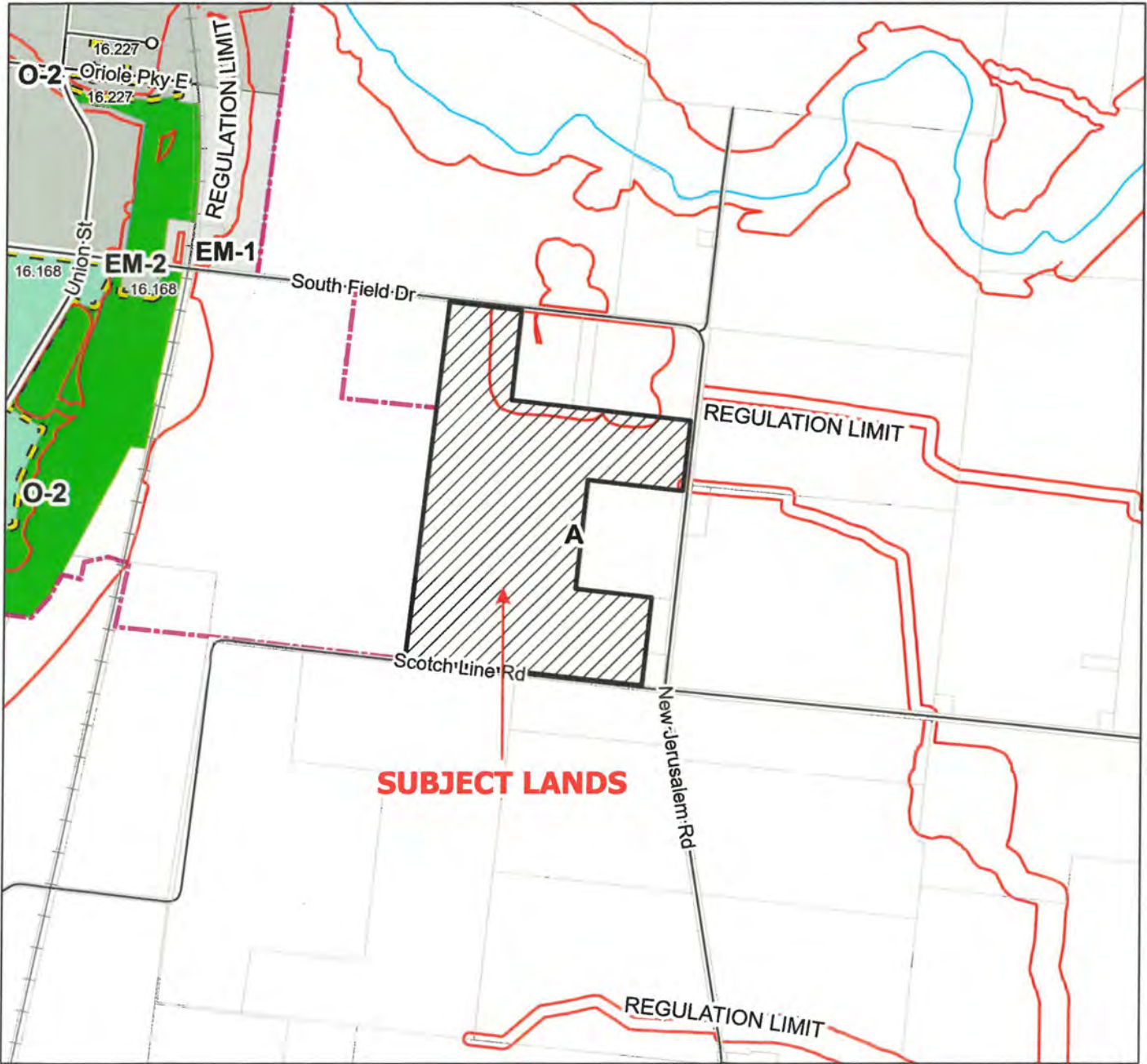
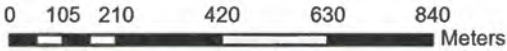


B
CROSS SECTION B
SCALE: 1/4" = 1'-0"

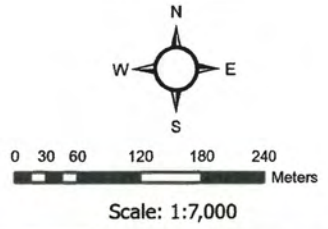
MAP 1 - Zoning
File Number: A 19/2024
Location: 1575 Scotch Line Road



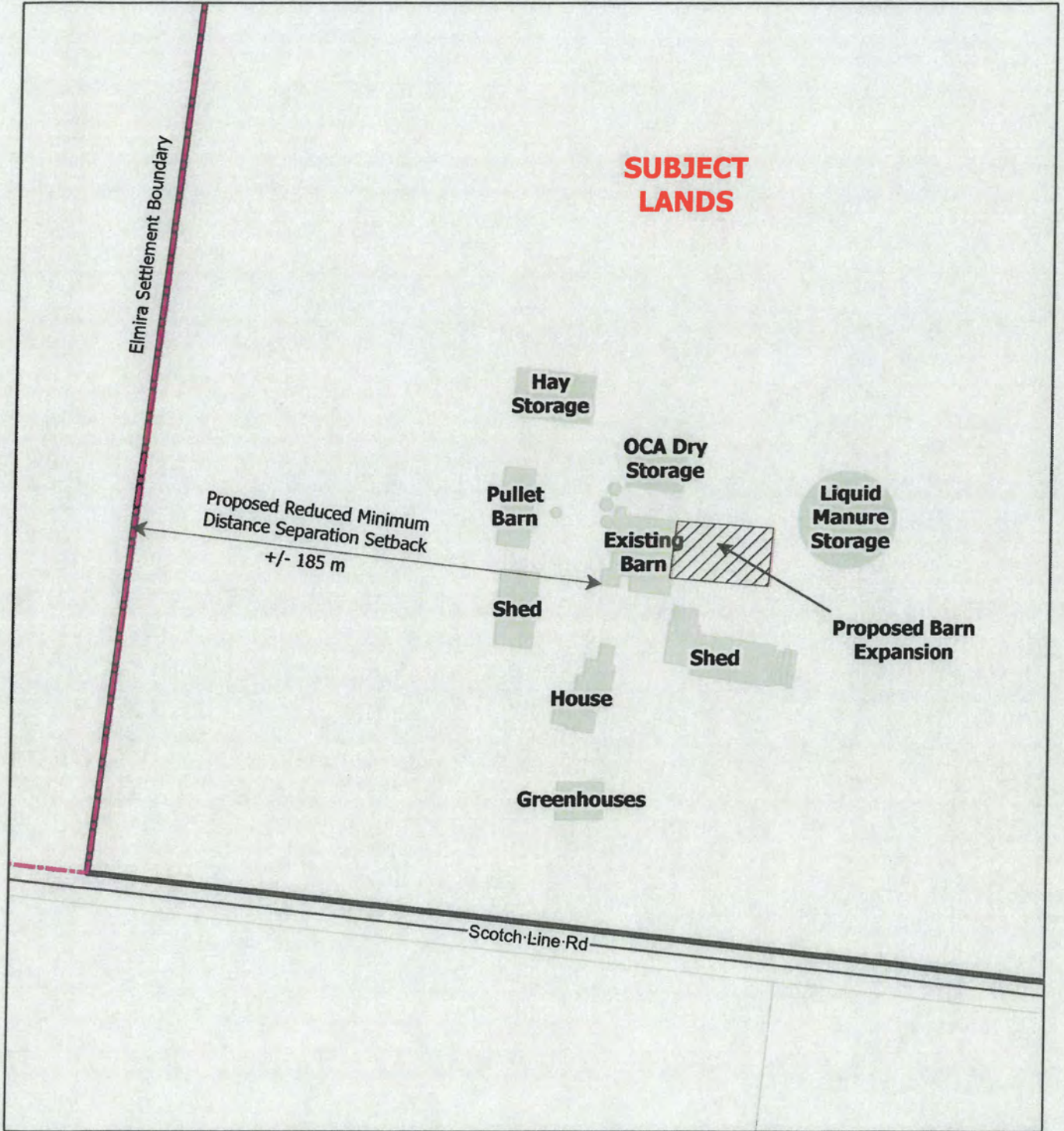
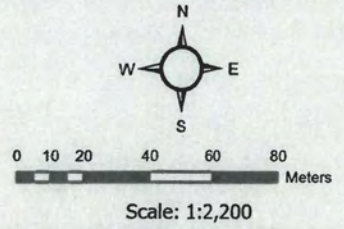
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MAP 2 - Aerial Photo
File Number: A 19/2024
Location: 1575 Scotch Line Road



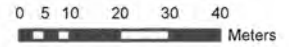
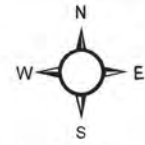
MAP 3 - Conceptual Site Plan
File Number: A 19/2024
Location: 1575 Scotch Line Road



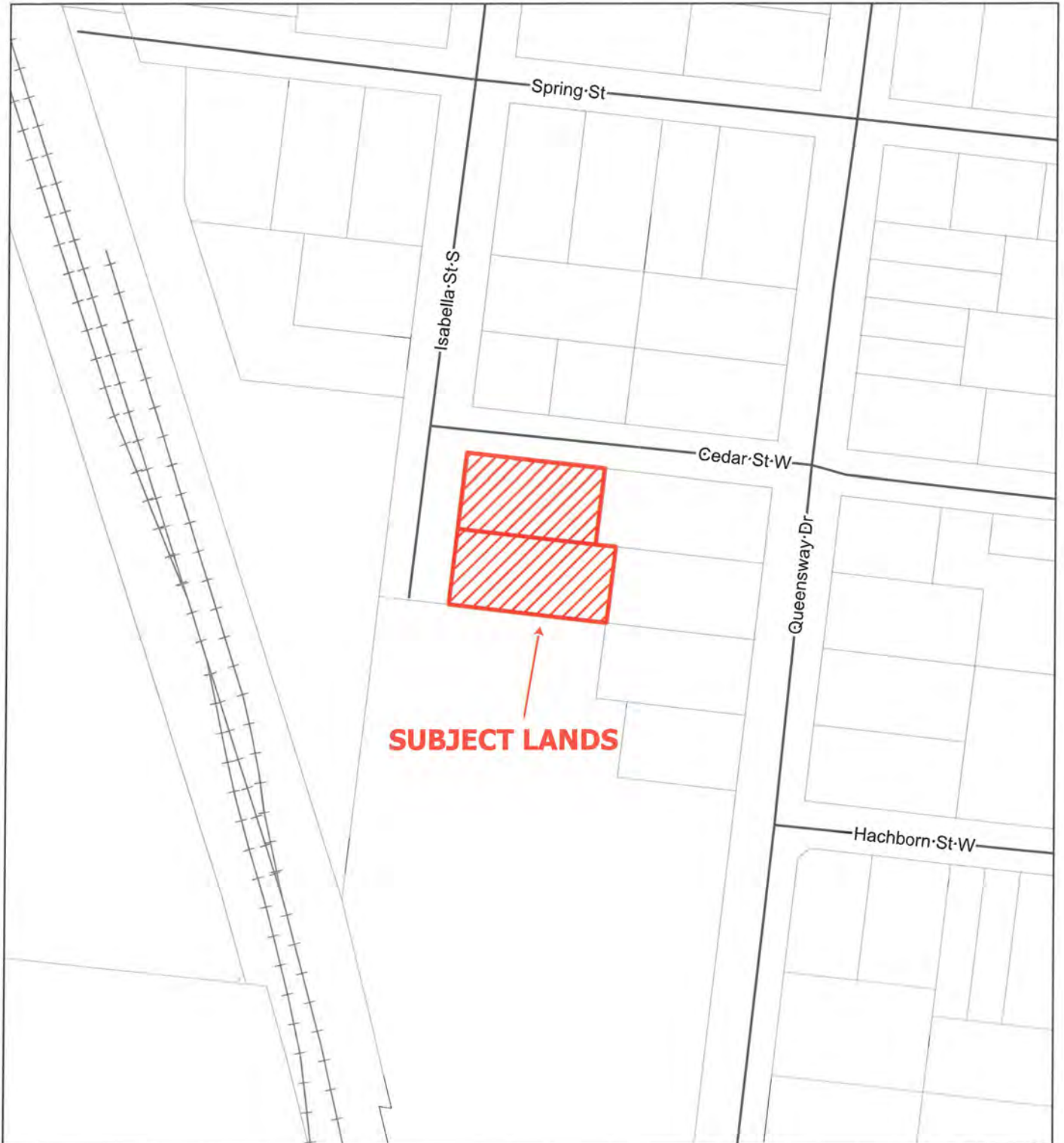
Location Map

File Number: Minor Variances A 14 - 17/2024 Consent Applications B 14 - 20/2024

LOCATION: 49 and 55 Isabella Street South, St. Jacobs



Scale: 1:1,500

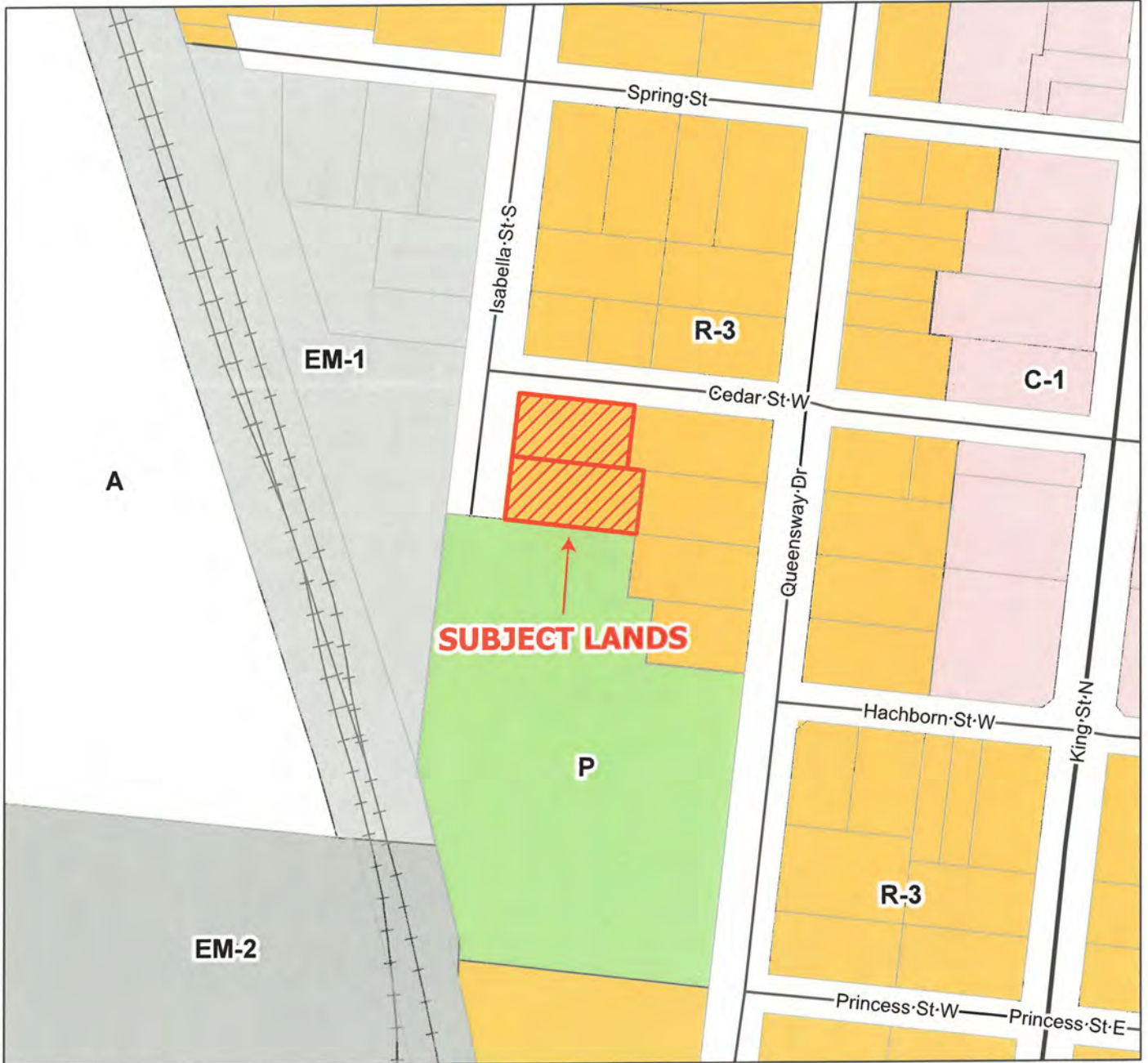
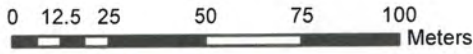


MAP 1 - Zoning
File Number: Minor Variances
A 14 - 17/2024
Consent Applications B 14 - 20/2024

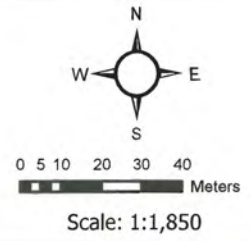
LOCATION: 49 and 55 Isabella Street South, St. Jacobs



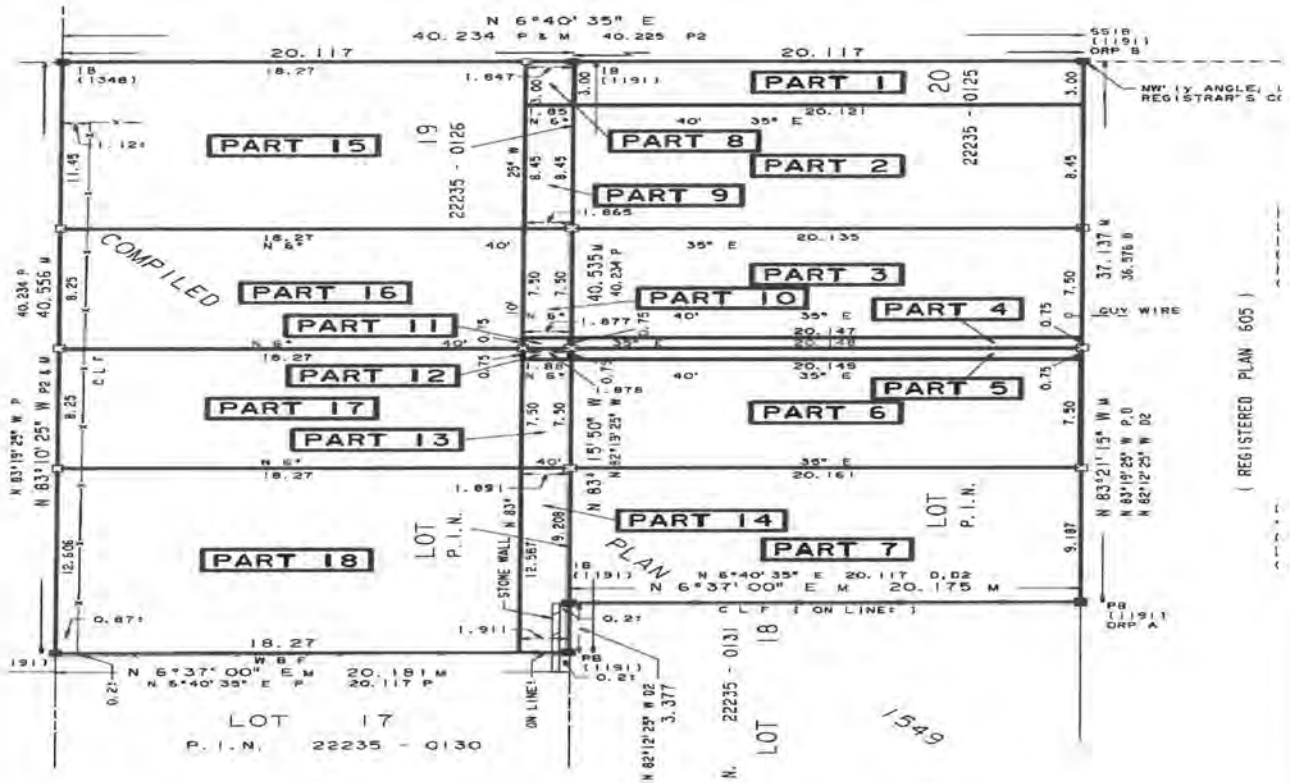
Scale: 1:1,950



MAP 2 - Aerial Photo
File Number: Minor Variances A 14 - 17/2024
Consent Applications B 14 - 20/2024
LOCATION: 49 and 55 Isabella Street South,
St. Jacobs



MAP 5 - Conceptual Easement Plan
File Number: A 14 - 17 /2024 and B 14 - 20/2024
Location: 49 and 55 Isabella Street South, St. Jacobs



PART	AREA(m2)	Lot	Easement
1	60.4	1	Pedestrian, Bike Parking, Mail access
2	170.1	1	NA
3	151.1	2	
4	15.1	2	Pedestrian
5	15.1	3	Pedestrian
6	151.2	3	
7	185.5	4	
8	5.6	1	Pedestrian
9	15.71	1	Pedestrian
10	14.0	2	
11	1.4	2	Pedestrian
12	1.4	3	Pedestrian
13	14.1	3	Pedestrian
14	23.9	4	Pedestrian
15	209.2	1	Pedestrian, Parking, Stormwater
16	150.7	2	Pedestrian, Parking, Stormwater
17	150.7	3	Pedestrian, Parking, Stormwater
18	230.1	4	Pedestrian, Parking, Stormwater

MAP 6 - Conceptual Building Renderings
File Number: A 14 - 17 /2024 and B 14 - 20/2024
Location: 49 and 55 Isabella Street South, St. Jacobs

Conceptual Renderings (for discussion)





Corporate Services Staff Report

Report Number: C24-2024
 Report Title: Administrative Monetary Penalty System (AMPS) Report 2
 Author: Shayne Turner, Consultant, Municipal Compliance Solutions
 Vanessa Albanese, Municipal Enforcement Supervisor
 Meeting Type: Council Meeting
 Meeting Date: October 22, 2024
 eDocs or File ID: 128061
 Consent Item: No
 Final Version: Yes
 Reviewed By: Jeff Smith, Director of Corporate Services/Clerk
 Final Review: Senior Management Team

Recommendation:

That the Council of the Township of Woolwich, considering Report C24-2024 respecting Administrative Monetary Penalty System (AMPS) Report 2:

1. Approve the five (5) Policies as required by the legislation regarding an Administrative Monetary Penalty System, as attached to this report;
2. Approve the by-law to amend the Township's existing enforcement and delegation by-laws, as attached to this report; and
3. Approve the by-law to create the positions of Screening Officer and Hearing Officer, as attached to this report.

Background:

On September 24, 2024, staff presented Report C23-2024 to enact the necessary Administrative By-law for transitioning the enforcement of the Township's by-laws from the traditional Provincial Offences Act (POA) model to a municipally operated Administrative Monetary Penalty System (AMPS). Council subsequently passed By-law No. 58-2024, the Administrative Monetary Penalty System By-law.

Comments:

Policies

In accordance with Ontario Regulation 333/07, staff have prepared policies applicable to both parking and non-parking violations. Below is an overview of these policies as mandated by legislation:

1. **Prevention of Political Interference**

The provincial regulations require the AMPS program to include policies and procedures that ensure accountability and transparency. This is addressed in the "Preventing Political Interference in the Administrative Penalty System Policy." (see Attachment 3)

2. **Prevention of Conflicts of Interest**

The regulations mandate guidelines to define and prevent conflicts of interest related to the administration of the system. This is covered in the "Conflict of Interest and Code of Conduct in Relation to the Administration of the Administrative Penalty System Policy." (see Attachment 7)

3. **Financial Management**

The AMPS program must include policies regarding financial management (see Attachment 4), which include:

- Administrative fees payable by individuals receiving a Penalty Notice, as outlined in the Administrative Penalty By-law. These fees are in addition to the Administrative Penalty and may be collected similarly to property taxes for non-parking tickets.
- A refund of any cancelled or reduced parking AMPS or administrative fees upon review or appeal.

4. **Public Complaints**

Procedures for filing and processing public complaints about the AMPS are required. Complaints will be directed to the Municipal Enforcement Supervisor and subsequently reviewed by the Director of Corporate Services/Clerk for review. This is detailed in the "Public Complaints in Relation to the Administration of the Administrative Penalty System Policy" (see Attachment 5).

5. **Undue Hardship**

The AMPS must establish procedures to excuse individuals from paying all or part of an Administrative Penalty and related fees in cases of undue hardship. Screening and Hearing Officers will have the discretion to cancel, reduce, or extend payment timelines under certain circumstances. This policy is outlined in

the "Undue Hardship in Relation to the Administration of the Administrative Penalty System Policy." (see Attachment 6)

By-law Amendments

To implement the administrative penalties for by-laws, the Township must amend its existing enforcement by-laws to align penalty provisions with the AMPS. The following by-laws will be amended to incorporate AMPS penalties:

- By-law #57-2014 (Front Yard Parking By-law)
- By-law #71-2012 (Private and Municipal Lot Parking By-law)
- By-law #40-2017 (Clean Yards By-law)
- By-law #31-2018 (Animal Control By-law)
- By-law #08-2020 (Licensing By-law)
- By-law #47-2023 (Noise By-law)
- By-law #44-2023 (Recreation By-law)
- By-law #70-2006 (Traffic and Parking By-law)
- By-law #34-2024 (Boulevard Maintenance and Highway Obstruction By-law)
- By-law #15-2015 (Fireworks By-law)
- By-law #19-2013 (Open Air Burn By-law)
- By-law #55-2009 (Sidewalk Snow Removal By-law)

These by-laws will continue to be enforced as they currently are using AMPS instead of the Provincial Offences Act. The introduction of the AMPS program will enhance staff effectiveness in promoting compliance within the Township. An amending by-law has been prepared for Council's consideration (see Attachment 2).

Screening and Hearing Officers

The AMPS program requires a two-step resolution process for disputing penalty notices, comprising a "screening" and a "hearing." A by-law to establish the roles and appointment procedures for screening and hearing officers is necessary; a draft of this by-law is included as Attachment 1. The appointment by-law outlines qualifications to ensure process integrity.

It is recommended that the Director of Corporate Services/Clerk be delegated the authority to appoint both screening and hearing officers. Attachment 2 includes necessary amendments to the Township's Delegation of Authority By-law.

Staff are continuing discussions to determine who will be appointed as Hearing Officers. These people are typically retired judges, mediators or municipal staff and may be shared with other municipalities who have AMPS. Once appointed, Hearing and Screening Officers will be required to complete an orientation and training program.

ARIS

A key component of AMPS is the authority to mail parking tickets and notices to registered vehicle owners and apply for licence plate denial for unpaid parking tickets. Staff continue to work with the Ministry of Transportation of Ontario's Authorized Requester Information Services (ARIS) for an agreement to have this authority. Staff recommend that the Director of Corporate Services/Clerk be delegated authority to execute ARIS agreements.

Implementation

With Council's approval of the recommendations in this report, staff will be able to implement AMPS with a start date of November 5, 2024. While this has been delayed from the original mid-year implementation date, this is consistent with Council's direction to reorganize the By-law Division without a By-law Manager position during budget deliberations.

Processing penalty notices in-house rather than through the Provincial Offences Court will require existing staff to take on additional responsibilities. At this stage, it is expected that By-law Enforcement Officers will take on the role of Screening Officers, the Municipal Enforcement Supervisor will process penalty notices, and the Director of Corporate Services will take on additional roles as a Screening Officer and Designated Complaints Investigator under the AMPS – Public Complaints Policy. This will add additional workload on existing staff, especially the Supervisor and the Director.

Interdepartmental Impacts:

By-law enforcement staff collaborate with other Township departments to address municipal issues and enforce municipal by-laws. The implementation of the AMPS process is expected to provide greater flexibility and options to assist these departments.

Financial Impacts:

The implementation of AMPS and associated fees in this report is expected to be revenue neutral, generating enough revenue to cover additional costs and staff time to maintain the system.

Community Strategic Plan Impacts:

This new system maintains an innovative customer service focus. The new Administrative Monetary Penalty System is designed to enhance customer service by improving adaptability. This system aims to enable staff to better serve the public by offering a more flexible and responsive approach to handling administrative penalties.

Conclusion:

Staff recommend that Council adopt the proposed policies and by-laws. This will enable the Township to finalize preparations for the implementation of the AMPS process for both parking and non-parking by-laws, effective November 5, 2024.

Attachments:

1. Screening Officer and Hearing Officer Appointment By-law
2. Amendment to existing enforcement and delegation by-laws
3. Policy - Political Interference
4. Policy - Financial Management
5. Policy - Public complaints
6. Policy - Undue Hardship
7. Policy- Conflict of interest



By-law No. XX-2024

Screening and Hearing Officer By-law

Consolidated Version *Revised and Verified* ____, 2024

Revision History:	Passed On:

Consolidated for Convenience Only

This consolidated copy of a Woolwich Township By-law is for convenient information. While every effort is made to ensure the accuracy of this copy, the original by-law must be consulted for all legal interpretations and applications. For more information or to view by-laws please contact the Clerks Division. This document is available in alternate formats on request.

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The Corporation of the Township of Woolwich

By-law No. XX-2024

A By-law to Regulate Screening and Hearing Officers

Whereas Sections 102.1 and 434.1 of the *Municipal Act, 2001*, S.O. 2001, c. 25, (the "*Municipal Act, 2001*") and O. Reg. 333/07, authorize municipalities to establish an administrative monetary penalty system requiring a person to pay an administrative penalty for a contravention of any designated by-law;

And Whereas Section 15.4.1 of the *Building Code Act, 1992*, S.O. 1992, c. 23 (the "*Building Code Act, 1992*") authorizes municipalities to require a person, subject to such conditions as a municipality considers appropriate, to pay an administrative penalty if the municipality is satisfied that the person has failed to comply with the municipal property standards by-law, or an order pursuant to such by-law;

And Whereas on September 24, 2024, the Township passed By-law 58-2024, the Administrative Monetary Penalty System By-law;

And Whereas in accordance with the aforesaid Administrative Monetary Penalty System By-law and applicable legislation, a person who receives a penalty notice shall have the right to request a screening review of the administrative penalty by a screening officer appointed by the Town;

And Whereas in accordance with the aforesaid Administrative Monetary Penalty System By-law and applicable legislation, a person who receives a screening decision shall have the right to request a review of the decision by a hearing officer appointed by the Township;

And Whereas the Township considers it desirable and necessary to establish the positions of screening officer and hearing officer, which are required for the operation of the Townships Administrative Monetary Penalty System By-law;

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

Part I. Short Title, Purpose and Scope

Short Title

1. This by-law shall be known as the Screening and Hearing Officer By-law.

Purpose

2. This by-law has been enacted to regulate the selection and appointment of Screening and Hearing officers to ensure that:
 - a. officers operate in accordance with applicable legislation and Council-approved By-laws; and
 - b. there is a clear and transparent process for screenings and hearings.

Scope

3. This by-law shall apply to the selection and appointment of Screening Officers and Hearing Officers for the purposes of AMPS.

Part II. Interpretation

Headings

4. The division of this by-law into parts and the insertion of headings are for convenient reference only and shall not affect interpretation of the by-law.

References to Applicable Law

5. All references to applicable law are ambulatory and apply as amended from time to time.

Definitions

6. For the purposes of this by-law:

“Administrative Penalty” means an administrative penalty imposed for a contravention of a Designated By-law, as set out in the Administrative Monetary Penalty System By-law;

“Administrative Monetary Penalty System By-law” means the Administrative Monetary Penalty System By-law of the Township;

“CAO” means the Chief Administrative Officer of the Township, as appointed pursuant to the Municipal Act, 2001, S.O. 2001, c. 25, or his/her designate;

“Clerk” means the Clerk of the Township as appointed pursuant to the Municipal Act, 2001, S.O. 2001, c. 25, or his/her designate;

“Council” means the Council of the Township;

“Designated By-law” means any provision of a Township by-law to which the Administrative Monetary Penalty System By-law applies, as designated therein;

“Director” means the department head responsible for the By-law Services section of the Township, or his/her designate or successor;

“Hearing Officer” means any person appointed from time to time pursuant to this by-law to perform the functions of a hearing officer in accordance with this by-law and the Administrative Monetary Penalty System By-law;

“Parent” means a person who has demonstrated a settled intention to treat a child as a member of her or his family whether or not that person is the natural parent of the child;

“Person” includes an individual or a corporation;

“Policy for Appointment of Screening and Hearing Officers” means the policy of the Township for the appointment of screening and hearing officers;

“Power of Decision” means a power or right, conferred by or under this by-law and the Administrative Monetary Penalty System By-law, to make a decision determining or prescribing the legal rights, powers, privileges, immunities, duties or liabilities of any Person:

- a. in the case of a Screening Officer, in respect of a request to review an Administrative Penalty; and
- b. in the case of a Hearing Officer, in respect of a review of a Screening Decision;

“Regulation” means O. Reg. 333/07, made under the Municipal Act, 2001;

“Relative” includes any of the following persons:

spouse, common-law partner, or any person with whom the person is living as a spouse outside of marriage;

- a. Parent or legal guardian;
- b. child, including a stepchild and grandchild;
- c. siblings and children of siblings;
- d. aunt, uncle, niece and nephew;
- e. in-laws, including mother, father, sister, brother, daughter and son; or
- f. any person who lives with the person on a permanent basis.

“Screening Decision” means a notice which contains the decision of a Screening Officer, as set out in the Administrative Monetary Penalty System By-law;

“Screening Officer” means any person appointed from time to time pursuant to this by-law, to perform the functions of a screening officer in accordance with this by-law and the Administrative Monetary Penalty System By-law;

“Spouse” means a person to whom the person is married or with whom the person is living in a conjugal relationship outside marriage; and

“Township” means The Corporation of the Township of Woolwich.

Part III. General Provisions

Screening Officer

7. The position of Screening Officer is established for the purpose of exercising the Power of Decision in the review of an Administrative Penalty by a Screening Officer, as set out in the Administrative Monetary Penalty System By-law.
8. The Screening Officer shall have all the powers of a Screening Officer as set out in the Administrative Monetary Penalty System By-law and, with respect to any matters subject to a by-law designated under Section 102.1 of the *Municipal Act, 2001*, the Regulation.
9. Screening Officer(s) shall be appointed by the Clerk, in accordance with the Policy for Appointment of Screening and Hearing Officers.

Hearing Officer

10. The position of Hearing Officer is established for the purpose of exercising the Power of Decision in a review of a Screening Decision, as set out in the Administrative Monetary Penalty System By-law.
11. The Hearing Officer shall have all the powers of a Hearing Officer as set out in the Administrative Monetary Penalty System By-law and, with respect to any matters subject to a by-law designated under Section 102.1 of the *Municipal Act, 2001*, the Regulation.
12. Hearing Officer(s) shall be appointed by the Clerk, in accordance with the Policy for Appointment of Screening and Hearing Officers. In the selection of Hearing Officer(s) for appointment, preference shall be given to eligible candidates:
 - a. with good knowledge of, and experience in, administrative law; and
 - b. of good character.

13. Hearing Officers shall be appointed for the term of Council, and thereafter until the Hearing Officer is reappointed or a successor is appointed pursuant to this by-law or is no longer required by the Township.
14. Notwithstanding section 13 the Clerk may revoke the appointment of a Hearing Officer at any time, if the Hearing Officer:
 - a. is found to have contravened any applicable Township policy relating to the administration of the Administrative Monetary Penalty System;
 - b. is found to have contravened any other requirement of the appointment; or
 - c. at any time during the appointment becomes ineligible for appointment.
15. A Hearing Officer shall be remunerated at a rate as established by the Clerk from time to time.
16. A Hearing Officer is deemed not to be an employee of the Township.

Eligibility

17. The following persons are not eligible for appointment as a Screening Officer or a Hearing Officer:
 - a. a member of Council;
 - b. a Relative of a member of Council;
 - c. current employees of the Township; and
 - d. a person indebted to the Township, other than:
 - i. in respect of current property taxes; or
 - ii. pursuant to an agreement with the Township, where the person is in compliance with the terms thereof.

General

18. A Screening Officer or a Hearing Officer shall have no authority to further delegate his/her powers or duties.
19. Neither a Screening Officer nor a Hearing Officer has jurisdiction to consider questions relating to the validity of a statute, regulation or by-law, or the constitutional applicability or operability of any statute, regulation or by-law.
20. The Director shall administer this by-law and is delegated the power to:
 - a. prescribe all forms, notices, guidelines, practices, processes and procedures, necessary to implement this by-law and the administrative monetary penalty system, and to amend the same from time to time as the Director deems necessary.
 - b. establish and implement any policies and procedures necessary to implement this by-law and the administrative monetary penalty system, including without limitation the Policy for Appointment of Screening and Hearing Officers, and may amend the same from time to time, as the Director deems necessary.
 - c. appoint, suspend the appointment of and revoke appointments of any Screening Officer and Hearing Officer, in accordance with the Policy for Appointment of Screening and Hearing Officers, and any other applicable policies, by-laws and legislation.

- 21. For the purposes of Subsection 23.2(4) of the *Municipal Act, 2001*, Council has determined that any powers delegated pursuant to this by-law are minor in nature.

Part IV. Conflict and Transition

Conflict

- 22. In the event the provisions of this by-law are inconsistent with the provisions of the Municipal Act, its Regulations or any other Act, the provisions of the Act or Regulation shall prevail.

Enactment

- 23. This by-law shall come into full force and effect on the date it is passed at which time all by-laws, policies and resolutions that are inconsistent with the provisions of this by-law are hereby repealed insofar as it is necessary to give effect to the provisions of this by-law.

FINALLY PASSED AND ENACTED this 22 day of October, 2024.

Mayor

Clerk

The Corporation of the Township of Woolwich

By-law No. XX-2024

A By-law Amend Various Township By-laws for the Purposes of
Enacting and Enforcing an Administrative Monetary Penalty
System Within the Township of Woolwich

WHEREAS the Council of The Corporation of the Township of Woolwich enacted By-law Number 58-2024 on September 24, 2024, being the Administrative Monetary Penalty System By-law within the Township; and

WHEREAS the Council of The Corporation of the Township of Woolwich considers it desirable and necessary to amend the Township's by-laws to designate such by-laws to which the Administrative Monetary Penalty System By-law applies to allow for Administrative Penalties and Administrative Fees for the designated Township by-laws set out herein; and

WHEREAS it is deemed expedient to amend various Township By-laws;

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

1. Section 6 of By-law 31-2018, as amended, is hereby amended by adding the following definitions thereto:

"Administrative Monetary Penalty System By-law" means the Administrative Monetary Penalty System By-law of the Township, as amended from time to time, or any successor thereof;

"Designated Provision" means any section of this By-law designated in accordance with section 67.1;

2. By-law 31-2018, as amended, is hereby amended, by adding the following sections thereto:

67.1

Sections 7, 8, 9, 10, 12, 13, 16, 17, 19, 28, 39, 40, 42, 48, 50, 51, 52, 54, 56, 57, 58, 62 and 66, inclusive of all subsections thereunder, of this By-law are hereby designated as parts of this By-law to which the Administrative Monetary Penalty System By-law applies.

67.2

Any person shall, upon issuance of a penalty notice for a contravention of this By-law, in accordance with the Administrative Monetary Penalty System By-law, be liable to pay an administrative penalty and any administrative fees, in accordance with the Administrative Monetary Penalty System By-law.

67.3

All the provisions of this by-law continue to apply in the Provincial Offences Act in addition to the Designated Provisions of this by-law.

67.4

Where a person has not paid the administrative penalty within 30 days in accordance with the Administrative Monetary Penalty System By-law, the Township may add the administrative penalty to the tax roll for any property for which the owner or owners are responsible for paying the administrative penalty under Section 67.2

3. Section 6 of By-law 34-2024, as amended, is hereby amended by adding the following definitions thereto:

“Administrative Monetary Penalty System By-law” means the Administrative Monetary Penalty System By-law of the Township, as amended from time to time, or any successor thereof;

“Designated Provision” means any section of this By-law designated in accordance with section 44.1

4. By-law 34-2024, as amended, is hereby amended, by adding the following sections thereto:

44.1

Part III, sections 1 to 18 inclusive, 35 and 38, inclusive of all subsections thereunder, of this By-law are hereby designated as parts of this By-law to which the Administrative Monetary Penalty System By-law applies.

44.2

Any person shall, upon issuance of a penalty notice for a contravention of this By-law, in accordance with the Administrative Monetary Penalty System By-law, be liable to pay an administrative penalty and any administrative fees, in accordance with the Administrative Monetary Penalty System By-law.

44.3

All the provisions of this by-law continue to apply in the Provincial Offences Act in addition to the Designated Provisions of this by-law.

44.4

Where a person has not paid the administrative penalty within 30 days in accordance with the Administrative Monetary Penalty System By-law, the Township may add the administrative penalty to the tax roll for any property for which the owner or owners are responsible for paying the administrative penalty under Section 44.2.

5. Section 1 of By-law 15-2015, as amended, is hereby amended by adding the following definitions thereto:

1.15.

“Administrative Monetary Penalty System By-law” means the Administrative Monetary Penalty System By-law of the Township, as amended from time to time, or any successor thereof;

1.16.

“Designated Provision” means any section of this By-law designated in accordance with section 9.2

6. Section 9 of By-law 15-2015, as amended, is hereby amended, by adding the following subsections thereto:

9.2

Sections 3, 4 and 7, inclusive of all sections and subsections thereunder, of this By-law are hereby designated as parts of this By-law to which the Administrative Monetary Penalty System By-law applies.

9.3

Any person shall, upon issuance of a penalty notice for a contravention of this By-law, in accordance with the Administrative Monetary Penalty System By-law, be liable to pay an administrative penalty and any administrative fees, in accordance with the Administrative Monetary Penalty System By-law.

9.4

All the provisions of this by-law continue to apply in the Provincial Offences Act in addition to the Designated Provisions of this by-law.

9.5

Where a person has not paid the administrative penalty within 30 days in accordance with the Administrative Monetary Penalty System By-law, the Township may add the administrative penalty to the tax roll for any property for which the owner or owners are responsible for paying the administrative penalty under Section 9.3.

7. Section 6 of By-law 08-2020, as amended, is hereby amended by adding the following definitions thereto:

“Administrative Monetary Penalty System By-law” means the Administrative Monetary Penalty System By-law of the Township, as amended from time to time, or any successor thereof;

“Designated Provision” means any section of this By-law designated in accordance with section 35.1;

8. By-law 08-2020, as amended, is hereby amended, by adding the following subsections thereto:

35.1

Section 18, 22 and Schedules A, B and D, inclusive of all sections and subsections thereunder, of this By-law are hereby designated as parts of this By-law to which the Administrative Monetary Penalty System By-law applies.

35.2

Any person shall, upon issuance of a penalty notice for a contravention of this By-law, in accordance with the Administrative Monetary Penalty System By-law, be liable to pay an administrative penalty and any administrative fees, in accordance with the Administrative Monetary Penalty System By-law.

35.3

All the provisions of this by-law continue to apply in the Provincial Offences Act in addition to the Designated Provisions of this by-law.

35.4

Where a person has not paid the administrative penalty within 30 days in accordance with the Administrative Monetary Penalty System By-

law, the Township may add the administrative penalty to the tax roll for any property for which the owner or owners are responsible for paying the administrative penalty under Section 35.2.

9. Section 6 of By-law 47-2023, as amended, is hereby amended by adding the following definitions thereto:

“Administrative Monetary Penalty System By-law” means the Administrative Monetary Penalty System By-law of the Township, as amended from time to time, or any successor thereof;

“Designated Provision” means any section of this By-law designated in accordance with section 21.1;

10. By-law 47-2023, as amended, is hereby amended, by adding the following subsections thereto:

21.1

Sections 7, 8, 16, and 20, inclusive of all subsections thereunder, of this By-law are hereby designated as parts of this By-law to which the Administrative Monetary Penalty System By-law applies.

21.2

Any person shall, upon issuance of a penalty notice for a contravention of this By-law, in accordance with the Administrative Monetary Penalty System By-law, be liable to pay an administrative penalty and any administrative fees, in accordance with the Administrative Monetary Penalty System By-law.

21.3

All the provisions of this by-law continue to apply in the Provincial Offences Act in addition to the Designated Provisions of this by-law.

21.4

Where a person has not paid the administrative penalty within 30 days in accordance with the Administrative Monetary Penalty System By-law, the Township may add the administrative penalty to the tax roll for any property for which the owner or owners are responsible for paying the administrative penalty under Section 21.2.

11. Section 1.1 of By-law 19-2013, as amended, is hereby amended by adding the following definitions thereto:

(u)

“Administrative Monetary Penalty System By-law” means the Administrative Monetary Penalty System By-law of the Township, as amended from time to time, or any successor thereof;

(v)

“Designated Provision” means any section of this By-law designated in accordance with section 6.3.

12. By-law 19-2013, as amended, is hereby amended, by adding the following sections thereto:

6.3

Sections 2.1 and 2.5, inclusive of all subsections thereunder, of this By-law are hereby designated as parts of this By-law to which the Administrative Monetary Penalty System By-law applies.

6.4

Any person shall, upon issuance of a penalty notice for a contravention of this By-law, in accordance with the Administrative Monetary Penalty System By-law, be liable to pay an administrative penalty and any administrative fees, in accordance with the Administrative Monetary Penalty System By-law.

6.5

All the provisions of this by-law continue to apply in the Provincial Offences Act in addition to the Designated Provisions of this by-law.

6.6

Where a person has not paid the administrative penalty within 30 days in accordance with the Administrative Monetary Penalty System By-law, the Township may add the administrative penalty to the tax roll for any property for which the owner or owners are responsible for paying the administrative penalty under Section 6.4.

13. Section 6 of By-law 44-2023, as amended, is hereby amended by adding the following definitions thereto:

“Administrative Monetary Penalty System By-law” means the Administrative Monetary Penalty System By-law of the Township, as amended from time to time, or any successor thereof;

“Designated Provision” means any section of this By-law designated in accordance with section 20.1.

14. By-law 44-2023, as amended, is hereby amended, by adding the following subsections thereto:

20.1

Sections 7, 8, 10, 17, and 19, inclusive of all subsections thereunder, of this By-law are hereby designated as parts of this By-law to which the Administrative Monetary Penalty System By-law applies.

20.2

Any person shall, upon issuance of a penalty notice for a contravention of this By-law, in accordance with the Administrative Monetary Penalty System By-law, be liable to pay an administrative penalty and any administrative fees, in accordance with the Administrative Monetary Penalty System By-law.”

20.3

All the provisions of this by-law continue to apply in the Provincial Offences Act in addition to the Designated Provisions of this by-law.

20.4

Where a person has not paid the administrative penalty within 30 days in accordance with the Administrative Monetary Penalty System By-law, the Township may add the administrative penalty to the tax roll for any property for which the owner or owners are responsible for paying the administrative penalty under Section 20.2.

15. Section 1 of By-law 40-2017, as amended, is hereby amended by adding the following definitions thereto:

1.29

“Administrative Monetary Penalty System By-law” means the Administrative Monetary Penalty System By-law of the Township, as amended from time to time, or any successor thereof;

1.30

“Designated Provision” means any section of this By-law designated in accordance with section 8.11.

16. Section 8 of By-law 40-2017, as amended, is hereby amended, by adding the following subsections thereto:

8.11

Sections 3.1, 3.2, 3.4, 3.5, 3.6, 3.7, and 3.8, inclusive of all subsections thereunder, of this By-law are hereby designated as parts of this By-law to which the Administrative Monetary Penalty System By-law applies.

8.12

Any person shall, upon issuance of a penalty notice for a contravention of this By-law, in accordance with the Administrative Monetary Penalty System By-law, be liable to pay an administrative penalty and any administrative fees, in accordance with the Administrative Monetary Penalty System By-law.”

8.13

All the provisions of this by-law continue to apply in the Provincial Offences Act in addition to the Designated Provisions of this by-law.

8.14

Where a person has not paid the administrative penalty within 30 days in accordance with the Administrative Monetary Penalty System By-law, the Township may add the administrative penalty to the tax roll for any property for which the owner or owners are responsible for paying the administrative penalty under Section 8.12.

17. Section 1 of By-law 55-2009, as amended, is hereby amended by adding the following definitions thereto:

f.

“Administrative Monetary Penalty System By-law” means the Administrative Monetary Penalty System By-law of the Township, as amended from time to time, or any successor thereof;

g.

“Designated Provision” means any section of this By-law designated in accordance with section 7.1.

18. By-law 55-2009, as amended, is hereby amended, by adding the following sections thereto:

7.1

Sections 2.1, 2.2, 2.3, 5.1, 5.2, and 5.3, inclusive of all subsections thereunder, of this By-law are hereby designated as parts of this By-

law to which the Administrative Monetary Penalty System By-law applies.

7.2

Any person shall, upon issuance of a penalty notice for a contravention of this By-law, in accordance with the Administrative Monetary Penalty System By-law, be liable to pay an administrative penalty and any administrative fees, in accordance with the Administrative Monetary Penalty System By-law.”

7.3

All the provisions of this by-law continue to apply in the Provincial Offences Act in addition to the Designated Provisions of this by-law.

7.4

Where a person has not paid the administrative penalty within 30 days in accordance with the Administrative Monetary Penalty System By-law, the Township may add the administrative penalty to the tax roll for any property for which the owner or owners are responsible for paying the administrative penalty under Section 7.2.

19. Part II of By-law 70-2006, as amended, is hereby amended by adding the following definitions thereto:

38.

“Administrative Monetary Penalty System By-law” means the Administrative Monetary Penalty System By-law of the Township, as amended from time to time, or any successor thereof;

39.

“Designated Provision” means any section of this By-law designated in accordance with Part XXII, section 1.

20. Part XXII, sections 1 and 2 of By-law 70-2006, as amended, are hereby repealed and replaced with the following sections thereto:

1.

Part IV section 4(a) and Part V sections 2, 3, 4, 5, 7, 8, 9, 10, 11, 12 and 13, inclusive of any sections and subsections thereunder, of this By-law are hereby designated as parts of this By-law to which the Administrative Monetary Penalty System By-law applies.

1.1

Any person shall, upon issuance of a penalty notice for a contravention of this By-law, in accordance with the Administrative Monetary Penalty System By-law, be liable to pay an administrative penalty and any administrative fees, in accordance with the Administrative Monetary Penalty System By-law.

1.2

Where a person has not paid the administrative penalty, issued pursuant to Part IV, section 4(a) of this By-law, within 30 days in accordance with the Administrative Monetary Penalty System By-law, the Township may add the administrative penalty to the tax roll for any property for which the owner or owners are responsible for paying the administrative penalty under Section 1.1.

2.
Notwithstanding Part XXI 1 a) of this By-law, any person violating any of the provisions of PARTS VII, VIII, IX, X, XI, XII, XIII, XIV, XV, XVI, Section 1 of PART XVII, PARTS XVIII, XIX and PART XX is guilty of an offence and shall be subject to the penalty provided for such violation in the Highway Traffic Act.
21. Schedule 28 of By-law 70-2006, as amended, is hereby repealed.
22. Section 1 of By-law 57-2014, as amended, is hereby amended by adding the following definitions thereto:
- 1.16
"Administrative Monetary Penalty System By-law" means the Administrative Monetary Penalty System By-law of the Township, as amended from time to time, or any successor thereof;
- 1.17
"Designated Provision" means any section of this By-law designated in accordance with section 2.
23. Sections 5, 6 and 7 of By-law 57-2014, as amended, are hereby repealed and replaced with the following sections thereto:
5.
Section 2, inclusive of any subsections thereunder, of this By-law are hereby designated as parts of this By-law to which the Administrative Monetary Penalty System By-law applies.
6.
Any person shall, upon issuance of a penalty notice for a contravention of this By-law, in accordance with the Administrative Monetary Penalty System By-law, be liable to pay an administrative penalty and any administrative fees, in accordance with the Administrative Monetary Penalty System By-law.
7.
Intentionally left blank.
24. Section 1 of By-law 71-2012, as amended, is hereby amended by adding the following definitions thereto:
- j)
"Administrative Monetary Penalty System By-law" means the Administrative Monetary Penalty System By-law of the Township, as amended from time to time, or any successor thereof;
- k)
"Designated Provision" means any section of this By-law designated in accordance with section 5.
25. By-law 71-2012, as amended, is hereby amended, by repealing section 5 and adding the following sections thereto:
5.
Sections 2 and 3, inclusive of any subsections thereunder, of this By-law are hereby designated as parts of this By-law to which the Administrative Monetary Penalty System By-law applies.

5.1

Any person shall, upon issuance of a penalty notice for a contravention of this By-law, in accordance with the Administrative Monetary Penalty System By-law, be liable to pay an administrative penalty and any administrative fees, in accordance with the Administrative Monetary Penalty System By-law.

26. Schedule C of By-law 41-2022, as amended, is hereby amended by adding the following delegated authority:

Delegated Authority	Delegate	Delegation & Legislative Limits
Prescribe all forms, notices, guidelines, practices, processes and procedures, necessary to implement the Administrative Monetary Penalty System	Director of Corporate Services	As set out in By-law XX-2024
Establish and implement any policies and procedures necessary to the Administrative Monetary Penalty system	Director of Corporate Services	As set out in By-law XX-2024
Appoint, suspend the appointment of and revoke appointments of any Screening Officer and Hearing Officer	Director of Corporate Services	As set out in By-law XX-2024
Execute Authorized Requester Information Services (ARIS) Agreements and any other documents needed for ARIS agreements	Clerk	None.

Amendment (of former by-laws)

27. The following by-laws are amended:

- a. By-law 57-2014 (Front Yard Parking By-law)
- b. By-law 71-2012 (Private and Municipal Lot Parking By-law)

- c. By-law 40-2017 (Clean Yards By-law)
- d. By-law 31-2018 (Animal Control By-law)
- e. By-law 08-2020 (Licensing By-law)
- f. By-law 47-2023 (Noise By-law)
- g. By-law 44-2023 (Recreation By-law)
- h. By-law 70-2006 (Traffic and Parking By-law)
- i. By-law 34-2024 (Boulevard Maintenance and Highway Obstruction By-law)
- j. By-law 15-2015 (Fireworks By-law)
- k. By-law 19-2013 (Open Air Burn By-law)
- l. By-law 55-2009 (Sidewalk Snow Removal By-law)
- m. By-law 41-2022 (Delegation of Authority By-law)

Enactment

28. This by-law shall come into full force and effect on November 5th, 2024, at which time all by-laws, policies and resolutions that are inconsistent with the provisions of this by-law are hereby repealed insofar as it is necessary to give effect to the provisions of this by-law.

FINALLY PASSED AND ENACTED this 22nd day of October, 2024.

Mayor

Clerk

<p>CORPORATE POLICY and PROCEDURE</p>	 <p>WOOLWICH TOWNSHIP</p>	<p>Policy No.:</p> <p>Pages:</p> <p>Effective Date:</p> <p>Supercedes:</p>
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SECTION: Administrative Monetary Penalty System (AMPS)

SUBJECT: Preventing Political Interference – (AMPS)

PURPOSE

Ontario Regulation 333/07 made under the *Municipal Act, 2001* requires a municipality establishing an Administrative Monetary Penalty System (AMPS) to have a policy for the prevention of political interference in AMPS.

This Policy is intended to address this requirement, to define what constitutes political interference in relation to AMPS, and to ensure that the responsibilities of individuals involved in AMPS are conducted in accordance with the principles of fundamental justice, which include decision making and procedural independence, fairness, impartiality and integrity, without any political interference.

LEGISLATIVE AUTHORITY

Municipal Act, 2001 and O. Reg. 333/07

DEFINITIONS

“Administrative Penalty” means an administrative penalty established by the Administrative Monetary Penalty System By-law for a contravention of a Designated By-law as defined therein;

“Administrative Monetary Penalty System By-law” means the by-law passed by the Township to establish administrative penalties, as amended from time to time, or any successor thereof;

“AMPS” means Administrative Monetary Penalty System, established by the Administrative Monetary Penalty System By-law;

“Clerk” means the Township Clerk, or anyone designated by the Township Clerk to perform his or her duties relating to AMPS;

“Council Code of Conduct” means the Code of Conduct for Members of Council, adopted by the Township to govern the conduct of Members of Council, as amended from time to time, or any successor thereof;

“Council” means the Council of the Township;

“Director” means the Director of Corporate Services/Clerk of the Township, or anyone designated by the Director of Corporate Services/Clerk to perform his or her duties relating to AMPS;

“Employee Code of Conduct and Ethics Policy” means the policy adopted by the Township to govern employee conduct, provide ethical standards and address conflict of interest, as amended from time to time, or any successor thereof;

“Hearing Officer” means any person appointed by the Township from time to time pursuant to the Screening and Hearing Officer By-law, to perform the functions of a hearing officer in accordance with the Screening and Hearing Officer By-law and the Administrative Monetary Penalty System By-law;

“Hearing Review” means the process related to review of a screening decision, as set out in the Administrative Monetary Penalty System By-law;

“Penalty Notice” means a penalty notice as described in the Administrative Monetary Penalty System By-law;

“Person” includes an individual or a corporation;

“Power of Decision” means a power or right, conferred by or under the Administrative Monetary Penalty System By-law, to make a decision deciding or prescribing the legal rights, powers, privileges, immunities, duties or liabilities of any person:

“Reprisal” means any measure taken or threatened as a direct result of disclosing or being suspected of disclosing an allegation of wrongdoing, initiating or cooperating in an investigation into an alleged wrongdoing, and includes but is not limited to:

- a) Disciplinary measures;
- b) Demotion of the employee or individual;
- c) Termination of the employee or individual;
- d) Intimidation or harassment of the employee or individual;
- e) Any measure that adversely affects the employment or working conditions of the employee or individual; and
- f) Directing or counselling someone to commit a reprisal.

“Screening and Hearing Officer By-law” means the by-law passed by the Township to establish the positions of screening and hearing officers and to provide for the appointment of screening and hearing officers, in relation to administrative penalties, as amended from time to time, or any successor thereof;

“Screening Review” means the process related to review of a Penalty Notice, as set out in the Administrative Monetary Penalty System By-law;

“Screening Officer” means any person appointed by the Township from time to time pursuant to the Screening and Hearing Officer By-law, to perform the functions of a Screening Officer in accordance with the Screening and Hearing Officer By-law and the Administrative Monetary Penalty System By-law;

“Supervisor of By-law Enforcement Services” means the Supervisor of By-law Enforcement Services of the Township, or anyone designated by the Clerk to perform his or her duties relating to AMPS;

“Township” means the Corporation of the Township of Woolwich;

POLICY SCOPE

1. This Policy applies to all members of Council, to Hearing Officers and Screening Officers, to Township employees involved in the enforcement and administration of AMPS, and to all other Township employees in relation to their interaction with AMPS and members of Council.
2. The following shall apply in addition to this Policy:
 - a) For Township employees involved in the administration of the AMPS program: the Employee Code of Conduct Policy, shall also apply in regard to the activities of an employee in the administration of the AMPS program.
 - b) For Hearing Officers: the provisions of any agreement governing the retainer between the Township and a Hearing Officer(s), shall also apply in regard to the activities of the Hearing Officer. In the event of a conflict between this Policy and the agreement, the provisions of this Policy shall supersede.
 - c) For members of Council: the Code of Conduct (Council, Committees of Council, Local Boards) shall also apply in regard to the activities of members of Council. In the event of a conflict between the provisions of this Policy and the provisions of the Council Code of Conduct, in relation to AMPS, this Policy shall supersede.
 - d) This Policy shall apply in addition to all applicable law (i.e. Municipal Conflict of Interest Act, etc.). A breach of applicable law shall be deemed to be a breach of this Policy.

POLICY COMMUNICATION:

3. This Policy will be posted on the Township's website.
4. Affected staff will be advised of the new Policy and any major amendments.
5. All members of Council shall be provided with a copy of this Policy and the Policy shall form part of the Council Orientation package;
6. This Policy shall form part of the orientation for all Screening Officers, Hearing Officers and Township staff involved in the enforcement and administration of AMPS; and
7. Without limiting Section 6, all current and new Township officials and staff, with the potential for interaction with the AMPS program, shall receive training in relation to this Policy.

POLICYPrinciples of Preventing Political Interference

8. No Person shall attempt, directly or indirectly, to communicate with any Township employee or other person performing duties related to the administration of AMPS for the purpose of influencing or interfering, financially, politically or otherwise, with the administration of AMPS or with any particular Penalty Notice;
9. No Person shall attempt, directly or indirectly, to communicate with a Screening Officer or Hearing Officer for the purpose of influencing or interfering, financially, politically or otherwise, the Screening Officer or Hearing Officer respecting a Penalty Notice and/or respecting a Power of Decision in a proceeding that is or will be pending before a Screening Officer or Hearing Officer, except:
 - a. A Person who is entitled to be heard in the proceeding or the Person's lawyer, licensed paralegal or authorized representative; and
 - b. Only by that Person or the Person's lawyer, licensed paralegal or authorized representative during the hearing of the proceeding in which the issues arise.
 - c. This paragraph shall not prohibit the giving of receiving of legal advice.
10. In addition to this Policy, the AMPS By-law sets out a prohibition on attempting to influence a Screening Officer or Hearing Officer and creates an offence for any contravention of the provisions of the By-law. Such penalty is in addition to any action taken pursuant to this Policy.
11. All individuals involved with the enforcement and administrative functions of AMPS shall carry out such duties in a manner which upholds the integrity of the administration of justice.

Accountability

12. A Screening Officer or Hearing Officer, Township employee or any other individual performing duties related to AMPS shall report any attempt at influence or interference, financial, political or otherwise, by any Person, to the Director as soon as possible. No action shall be taken against the Screening Officer, Hearing Officer, employee or other person(s) for making any such report in good faith.
13. Where any employee, Screening Officer, Hearing Officer or other person performing duties related to AMPS, is contacted by a member of Council or Township official with respect to the administration of AMPS or a specific Penalty Notice, he or she shall immediately disclose such contact to the Director in order to maintain the integrity of AMPS.
14. Any interference with or attempt to interfere with AMPS by any Person may result in charges under the Criminal Code of Canada, as applicable, or any other applicable law, in addition to any disciplinary action.
15. Any interference with AMPS or attempt to interfere with AMPS, by a member of Council, will be addressed pursuant to the Council Code of Conduct.

Reprisal

16. In addition to and without limiting 12, no person shall take any Reprisal against a Township employee or other individual performing duties related to the administration of the AMPS because the employee or individual, in good faith:
 - a. has sought information or advice about making a disclosure about wrongdoing contrary to this policy;
 - b. has made a disclosure about wrongdoing contrary to this policy in good faith;
 - c. has initiated or cooperated in an investigation or other process related to a disclosure of wrongdoing contrary to this policy;
 - d. has appeared as a witness, given evidence or participated in any proceeding relating to the wrongdoing contrary to this policy, or is required to do so;
 - e. has alleged or reported a Reprisal; or
 - f. is suspected or any of the above actions
17. The identity of employees or other individuals performing duties related to the administration of AMPS involved in an investigation, including the identity of an individual alleging political influence contrary to this policy, will be protected to the fullest extent possible.

18. If an employee believes that he or she has suffered Reprisal, this should be reported immediately to the Director.

Compliance

19. In cases of Policy violation, the Director may investigate and determine appropriate corrective action.

POLICY STATEMENT

20. The Township of Woolwich is committed to ensuring that the Administrative Monetary Penalty System (AMPS) system is conducted in a fair and independent manner and preventing political interference in the administration of AMPS.

<p>CORPORATE POLICY and PROCEDURE</p>	 <p>WOOLWICH TOWNSHIP</p>	<p>Policy No.: AMPS-02 Pages: 5 Effective Date: October 22nd, 2024 Supercedes:</p>
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SECTION: Administrative Monetary Penalty System (AMPS)

SUBJECT: Financial Management and Reporting

PURPOSE

Ontario Regulation 333/07 requires a municipality establishing an Administrative Monetary Penalty System (AMPS) to have a policy to address financial management and reporting of AMPS.

This purpose of this Policy is to provide a Policy regarding financial management and the reporting and tracking of administrative penalties and fees. This Policy affirms that the Township of Woolwich's AMPS shall follow the existing corporate policies and procedures related to financial management and reporting.

LEGISLATIVE AUTHORITY

Municipal Act, 2001 and O. Reg. 333/07

DEFINITIONS

"Administrative Fee" means any fee specified in the Administrative Monetary Penalty System By-law;

"Administrative Penalty" means an administrative penalty imposed for contravention of a Designated By-law, in accordance with the Administrative Monetary Penalty System By-law;

"Administrative Monetary Penalty System By-law" means the by-law passed by the Township to establish administrative penalties, as amended from time to time, or any successor thereof;

"AMPS" means Administrative Monetary Penalty System;

"Clerk" means the Township Clerk, or anyone designated by the Township Clerk to perform his or her duties relating to AMPS;

“Director” means the Director of Corporate Services/Clerk of the Township, or anyone designated by the Director of Corporate Services/Clerk to perform his or her duties relating to AMPS;

“Hearing Officer” means any person who is appointed by the Township from time to time pursuant to the Screening and Hearing Officer By-law, to perform the functions of a Hearing Officer in accordance with the Screening and Hearing Officer By-law and the Administrative Monetary Penalty System By-law;

“By-law Enforcement Services” means the By-law Enforcement Services section of the Township, or any successor thereof;

“*Municipal Freedom of Information and Protection of Privacy Act*” means the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M. 56, as amended from time to time, or any successor thereof;

“Penalty Notice” means a penalty notice as described in the Administrative Monetary Penalty System By-law;

“Person” includes an individual or a corporation;

“Screening and Hearing Officer By-law” means any person appointed by the Township from time to time pursuant to the Screening and Hearing Officer By-law, to perform the functions of a screening officer in accordance with the Screening and Hearing Officer By-law and the Administrative Monetary Penalty System By-law;

“Screening Officer” means any person appointed by the Township from time to time pursuant to the Screening and Hearing Officer by-law, to performs the functions of a Screening Officer in accordance with the Screening and Hearing Officer By-law and the Administrative Monetary Penalty System By-law;

“Township” means The Corporation of the Township of Woolwich.

POLICY SCOPE

1. This Policy applies to all financial management and reporting responsibilities and accountabilities regarding AMPS. All persons responsible for administering the AMPS program, as well as Screening Officers and Hearing Officers, shall comply with this Policy.
2. The Township has established several financial policies and procedures which, along with proactive financial planning processes, provide a framework for the Township’s overall fiscal planning and management. The Township continues to display financial accountability through regular, thorough and transparent financial performance reporting and analysis. This will be reflected in routine reporting on AMPS financial results, as well as efficiency and effectiveness measures of the AMPS programs and services.

POLICY COMMUNICATION:

3. This Policy will be posted on the Township's website.
4. Affected staff will be advised of the new Policy and any major amendments.
5. All members of Council shall be provided with a copy of this Policy.
6. This Policy shall form part of the orientation for all members of Council at the start of a new term of Council.
7. This Policy shall form part of the orientation for all Screening Officers, Hearing Officers and Township staff involved in the enforcement and administration of AMPS
8. Without limiting Section 7 all current and new Township officials and staff, with the potential for interaction with the AMPS program, shall receive training in relation to this Policy.

POLICY:

9. General Financial Management and Reporting:
 - a) Preparation of the Township's budget resolves around priority setting that reflects the Township's Strategic Plan, Council priorities, service delivery objectives and standards and historical financial performance, all balanced with the need for prudent financial management. Priority setting and budgeting with respect to AMPS shall be the responsibility of By-law Enforcement Services.
10. Through the process of current and capital financial management and reporting for AMPS, By-law Enforcement Services shall:
 - a) review and monitor current year actual, budgeted and projected financial performance and operating results in accordance with the Township's financial policies;
 - b) proactively compare program financial activity with past performance to identify trends, issues and opportunities in accordance with the Township's financial policies;
 - c) determine priorities for maintaining and improving AMPS program services levels;
 - d) review and develop long-term plans for AMPS including a multi-year operating and capital budget analysis and projections in accordance with the Township's financial policies;
 - e) identify and mitigate factors impacting the AMPS budget and financial performance, such as inflation in accordance with the Township's financial policies;

- f) comply with all corporate reporting standards and requirements as part of the Township's financial management and reporting processes;
- g) ensure all necessary financial signing authorities are in place and followed by all staff involved in AMPS administration; and
- h) comply with all Township procurement policies and procedures in regard to AMPS.

11. Payment of a Penalty Notice:

- a) Any person issuing a Penalty Notice for an infraction of a Designated By-law is not permitted to accept payment for an Administrative Penalty.
- b) Hearing Officers are prohibited from directly accepting any payment from any Person in respect of a Penalty Notice.
- c) Township employees shall ensure compliance with corporate and/or departmental cash/payment handling procedures for financial stewardship.

Methods of Payment

12. Following the issuance of a Penalty Notice, the Person is permitted to make a voluntary payment by using one of the following methods:

- a) Online (subject to a nominal processing fee);
- b) In person at: Township of Woolwich Administration Office
24 Church Street W, Elmira
Monday – Friday from 8:30am-4:30pm;
- c) By mail using cheque or money order only, where:
 - i. The Penalty Notice number must be written on the front of the cheque or money order and shall be made payable to The Corporation of the Township of Woolwich
 - ii. Mail to: The Corporation of the Township of Woolwich
24 Church Street West
P.O. Box 158
Elmira, Ontario N3B 2Z6

13. Payment is not considered made until received by the Township. Persons must allow sufficient mailing time for payments and should not send cash by mail. Post-dated cheques or payment by installments (unless otherwise agreed by the Director) are not

accepted. A fee will be applied for any Non-Sufficient Funds, cancelled or reversed payment, in accordance with the Township's Fees and Charges By-law.

14. Payments will be processed as follows:

- a) Online: The Person enters their Penalty Notice and related information into the system and makes a payment with their credit card information. Once the transaction is processed and approved, the Person may print a receipt of payment as proof of payment for their records.
- b) In Person: Apply the appropriate method of payment to the Penalty Notice. The Person is provided with a receipt of payment for their records.
- c) By Mail: Apply the cheque or money order payment to the Penalty Notice. A receipt is not provided when using this method of payment.
- d) Upon receipt of a Penalty Notice payment, a Township employee will apply the payment to a specific Penalty Notice in the Township's parking system connected to the Township's Point-of-Sale terminals. Unless otherwise agreed by the Director, partial payments will not be accepted. The Penalty Notice will reflect "paid" status.
- e) A Person's credit card information is not kept by the Township's system, in accordance with the Municipal Freedom of Information and Protection of Privacy Act.

15. Refund of Payment:

- a) If a Person has paid any Administrative Fee in respect of a Penalty Notice, and the Administrative Fee or part thereof is later cancelled or reduced by a Screening Officer or Hearing Officer, the Township shall refund the Administrative Fee or part thereof cancelled or reduced to the Person.

16. Administrative Fees

- a) Various Administrative Fees may be payable by a Person with a Penalty Notice as set out in the Administrative Monetary Penalty System By-law. Where applicable, such fees shall be paid in addition to the Administrative Penalty.

Compliance

17. In cases of Policy violation, the Township may investigate and determine appropriate corrective action.

POLICY STATEMENT

18. This Policy is to establish financial management and reporting responsibilities related to the Administrative Monetary Penalty System (AMPS).

<p>CORPORATE POLICY and PROCEDURE</p>	 <p>WOOLWICH TOWNSHIP</p>	<p>Policy No.:</p> <p>Pages: 5</p> <p>Effective Date:</p> <p>Supercedes:</p>
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SECTION: Administrative Monetary Penalty System (AMPS)

SUBJECT: Public Complaints

PURPOSE

Ontario Regulation 333/07 made under the *Municipal Act, 2001* requires a municipality establishing an Administrative Monetary Penalty System (AMPS) to develop a policy to address public complaints regarding the administration of AMPS.

The purpose of this Policy is to provide a process for public complaints regarding the administration of AMPS and to ensure that AMPS remains an open, transparent, accessible, responsive, accountable, efficient and effective system for enforcement in the Township of Woolwich, and that any public complaints are addressed in a timely and responsible manner.

LEGISLATIVE AUTHORITY

Municipal Act, 2001

DEFINITIONS

“Administrative Fee” means any fee specified in the Administrative Monetary Penalty System By-law;

“Administrative Penalty” means an administrative penalty established by the Administrative Monetary Penalty System By-law for a contravention of a Designated By-law as defined therein;

“Administrative Monetary Penalty System By-law” means the by-law passed by the Township to establish administrative penalties, as amended from time to time, or any successor thereof;

“AMPS” means Administrative Monetary Penalty System;

“Council” means the Council of the Township;

“Designated Complaints Investigator” means the Director of Corporate Services/Clerk or his or her designate;

“Hearing Officer” means any person who is appointed by the Township from time to time pursuant to the Screening and Hearing Officer By-law, to perform the functions of a Hearing Officer in accordance with the Administrative Monetary Penalty System By-law;

“Hearing Review” means the process related to review of a screening decision, as set out in the Administrative Monetary Penalty System By-law;

“Integrity Commissioner” means the Integrity Commissioner as appointed by Township Council from time to time;

“*Municipal Freedom of Information and Protection of Privacy Act*” means the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990. c. M. 56, as amended from time to time, or any successor thereof;

“Penalty Notice” means a penalty notice issued pursuant to the Administrative Monetary Penalty System By-law;

“Screening and Hearing Officer By-law” means the by-law passed by the Township to establish the positions of screening and hearing officers and to provide for the appointment of screening and hearing officers, in relation to administrative penalties, as amended from time to time, or any successor thereof;

“Screening Officer” means any person who is appointed by the Township from time to time pursuant to the Screening and Hearing Officer By-law, to perform the functions of a Screening Officer in accordance with the Administrative Monetary Penalty System By-law;

“Screening Review” means the process related to review of a Penalty Notice, as set out in the Administrative Monetary Penalty System By-law;

“Township” means The Corporation of the Township of Woolwich.

POLICY SCOPE

1. This Policy applies to all public complaints, informal or formal, regarding the administration of the AMPS program and applies to all administrative actions and functions of all Township employees and other individuals responsible for the administration of AMPS, and to all public complaints regarding Screening Officers or Hearing Officers. All individuals responsible for administering the AMPS program shall be responsible for adherence to this Policy.
2. Any public complaint filed pursuant to this Policy in regard to the administrative actions of a Township employee, Screening Officer or Hearing Officer under AMPS shall be referred to the Designated Complaints Investigator.
3. Screening Officers and Hearing Officers do not have jurisdiction to consider questions relating to the validity of a statute, regulation or by-law or the constitutional applicability or operability of a statute, regulation or by-law. Any such complaints will not be processed under this Policy.

4. This Policy is not intended to:
 - a) Operate as an appeal mechanism to reverse or alter any decision of a Screening Officer or Hearing Officer; or
 - b) Replace other specific Township programs, policies/procedures, legislative processes, or legal processes available to the public to address public concerns with AMPS or with the outcome of a Screening Review or Hearing Review.

POLICY COMMUNICATION:

5. This Policy will be posted on the Township's website.
6. Affected staff will be advised of the new Policy and any major amendments.
7. All members of Council shall be provided with a copy of this Policy.
8. This Policy shall form part of the orientation for all members of Council at the start of a new term of Council.
9. This Policy shall form part of the orientation for all Screening Officers, Hearing Officers and Township employees involved in the enforcement and administration of AMPS.
10. Without limiting Section 9 all current and new employees, with the potential for interaction with the AMPS program, shall receive training in relation to this Policy.

POLICY:

General Provisions

11. A public complaint shall be processed using the following framework:
 - a) Unless otherwise set out in this Policy, all public complaints regarding the administration of AMPS shall be submitted to the Designated Complaints Investigator, who may investigate and, if applicable, determine appropriate corrective action;
 - b) Any complaint regarding a member of Council in respect of the administration of AMPS shall be submitted and processed in accordance with the Council Code of Conduct;
 - c) Any complaint regarding a Hearing Officer shall be referred by the Designated Complaints Investigator;
 - d) A public complaint submitted pursuant to this Policy must be in writing, using the form(s) as may be prescribed by the Designated Complaints Investigator from time to time, complete with all required information, including the name and full contact information of the complainant, and be sent to the Designated Complaints Investigator within 30 calendar days of the date of the event for which the complaint is being made.

Incomplete complaint forms or forms submitted after the 30 calendar day period may not be processed, at the discretion of the Designated Complaints Investigator;

- e) All complaints shall be treated as confidential by the Township and shared only as required to investigate the complaint, respecting personal information privacy and confidentiality in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*;
 - f) The Designated Complaints Investigator may refuse to address or process any public complaint that is deemed by the Designated Complaints Investigator to be frivolous, vexatious, trivial or made in bad faith, or not within the scope of this Policy. The Designated Complaints Investigator shall notify the complainant in writing and provide the complainant with a reasonable opportunity to make written submissions, prior to determining a complaint to be frivolous, vexatious, trivial or made in bad faith. Any such decision shall be communicated to the complainant in writing with reasons;
 - g) Where possible, at the discretion of the Designated Complaints Investigator, attempts will be made to address public complaints through an informal resolution process before proceeding to a formal resolution process;
 - h) Any resolution, formal or informal, of a public complaint will be addressed by a written response from the Designated Complaints Investigator to the person filing the complaint;
 - i) A public complaint sustained through a review cannot be used as the basis to change or void a decision of a Screening Officer or Hearing Officer, including any Administrative Penalties and Administrative Fees due or paid; and
 - j) The Designated Complaints Investigator will report annually on the summary of public complaints filed and addressed in respect of AMPS.
12. Complaints that are anonymous will not be accepted.
13. A complainant may withdraw his/her complaint by so requesting in writing to the Designated Complaints Investigator at any time.

Compliance

14. In cases of Policy violation, the Township may investigate and determine appropriate corrective action.

POLICY STATEMENT

15. This Policy is to address any public complaint regarding the administration of the Administrative Monetary Penalty System (AMPS).

<p>CORPORATE POLICY and PROCEDURE</p>	 <p>WOOLWICH TOWNSHIP</p>	<p>Policy No.:</p> <p>Pages: 4</p> <p>Effective Date:</p> <p>Supercedes:</p>
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SECTION: Administrative Monetary Penalty System (AMPS)

SUBJECT: Undue Hardship

PURPOSE

Ontario Regulation 333/07 made under the *Municipal Act, 2001* requires a municipality establishing an Administrative Monetary Penalty System (AMPS) to have procedures that permit persons to be excused from paying all or part of the administrative penalty, including any administrative fees, if requiring them to do so would cause undue hardship.

The Administrative Monetary Penalty System By-law provides discretion to Screening Officers and Hearing Officer to cancel, reduce or extend time for payment of Administrative Penalties and Administrative Fees where the Officer determines it is necessary in order to reduce undue hardship. This Policy is intended to provide guidelines to Screening Officers and Hearing Officers in exercising their discretion in accordance with the By-law. It is not intended to provide criteria for establishing undue hardship in respect of other Township programs or services.

LEGISLATIVE AUTHORITY

Municipal Act, 2001 and O. Reg. 333/07

DEFINITIONS

“Administrative Fee” means any fee specified in the Administrative Monetary Penalty System By-law;

“Administrative Penalty” means an administrative penalty established by the Administrative Monetary Penalty System By-law for a contravention of a Designated By-law as defined therein;

“Administrative Monetary Penalty System By-law” means the by-law passed by the Township to establish administrative monetary penalties as amended from time to time, or any successor thereof;

“AMPS” means Administrative Monetary Penalty System;

“Financial Hardship” means a significant financial difficulty or expense and focuses on the resources and circumstances of the Person owing an Administrative Penalty or Administrative Fee, in relation to the cost or difficult of paying the Administrative Penalty or Administrative Fee;

“Hearing Officer” means any person who is appointed by the Township from time to time pursuant to the Screening and Hearing Officer by-law, to perform the functions of a Hearing Officer in accordance with the Screening and Hearing Officer By-law and the Administrative Monetary Penalty System By-law;

“Hearing Decision” means a notice which contains the decision of a Hearing Officer, as set out in the Administrative Monetary Penalty System By-law;

“Hearing Review” means the process related to review of a screening decision, as set out in the Administrative Monetary Penalty System By-law;

“*Municipal Freedom of Information and Protection of Privacy Act*” means the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990. c. M. 56, as amended from time to time, or any successor thereof;

“Penalty Notice” means a penalty notice as described in the Administrative Monetary Penalty System By-law;

“Person” includes an individual or a corporation;

“Records Retention By-law” means the by-law passed by the Township providing for the classification retention and disposition of records in the Township of Woolwich, as amended from time to time, or any successor thereof;

“Screening Review” means the process related to review of a Penalty Notice, as set out in the Administrative Monetary Penalty System By-law;

“Screening Decision” means a notice which contains the decision of a Screening Officer, as set out in the Administrative Monetary Penalty System By-law;

“Screening Officer” means any person appointed by the Township from time to time pursuant to the Screening and Hearing Officer By-law, to perform the functions of a Screening Officer in accordance with the Screening and Hearing Officer By-law and the Administrative Monetary Penalty System By-law;

“Township” means The Corporation of the Township of Woolwich; and

“Undue Hardship” means financial hardship, or other extenuating circumstances based on compassionate grounds.

POLICY SCOPE

1. This Policy applies to Screening Officers and Hearing Officers in the conduct of a Screening Review and a Hearing Review, respectively, pursuant to the Administrative Penalty By-law.

POLICY COMMUNICATION:

2. This Policy will be posted on the Township's website.
3. Affected staff will be advised of the new Policy and any major amendments.
4. This Policy shall form part of the orientation for all Screening Officers, Hearing Officers and AMPS enforcement and administration employees.

POLICY:

Process

5. In accordance with the Administrative Monetary Penalty System By-law, a Screening Officer or Hearing Officer:
 - a) May cancel, reduce or extend the time for payment of an Administrative Penalty and/or any Administrative Fee, where the Screening Officer or Hearing Officer is satisfied, on a balance of probabilities, that the cancellation, reduction or extension of time for payment is necessary to reduce Undue Hardship; and
 - b) Will consider and satisfy themselves at the Screening Review or Hearing Review as to the authenticity/credibility of any oral or documentary evidence provided, in respect of Undue Hardship, and will include an assessment of such evidence in their decision.

Documentation to support Financial Hardship

6. A Person who wishes to seek relief pursuant to the Administrative Monetary Penalty System By-law on the basis of Financial Hardship should bring documentation to support their claim to the Screening Review or Hearing Review. Examples of documents that may be considered in relation to Financial Hardship include, but are not limited to:
 - a) Old Age Security;
 - b) Canada Pension;
 - c) Guaranteed Income Supplement;
 - d) Disability Pension;
 - e) Ontario Student Assistance Program; or
 - f) Any other form of social assistance.

7. A Screening Officer or Hearing Officer may also consider the oral evidence provided by the Person in relation to Financial Hardship.

Records Retention

8. All information and documentation provided in support of financial hardship shall be treated in a confidential manner, in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*. Photocopies of the documentation may be required and attached to the Screening Decision and/or Hearing Decision record and will be retained according to the Township's Records Retention By-law.

Compliance

9. In cases of Policy violation, the Township may investigate and determine appropriate corrective action in accordance.

POLICY STATEMENT

10. The Township wishes to establish a Policy to assist Screening Officers and Hearing Officers in responding to requests by persons with a Penalty Notice for relief from paying all, or part, of an Administrative Penalty, including any Administrative Fees, on the basis that they would suffer undue hardship if required to pay the penalty or fee.

<p>CORPORATE POLICY and PROCEDURE</p>	 <p>WOOLWICH TOWNSHIP</p>	<p>Policy No.:</p> <p>Pages: 7</p> <p>Effective Date:</p> <p>Supercedes:</p>
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SECTION: Administrative Monetary Penalty System (AMPS)

SUBJECT: Conflict of Interest and Code of Conduct

PURPOSE

Ontario Regulation 333/07 (“the Regulation”) pursuant to the *Municipal Act, 2001* requires a municipality establishing an Administrative Monetary Penalty System (AMPS) to have a policy relating to conflicts of interest. In accordance with the Regulation, the Policy must define what constitutes a conflict of interest in relation to AMPS, contain provisions to prevent such conflicts and to redress such conflicts should they occur.

This Policy addresses conflict of interest provisions in relation to the administration of AMPS. The Policy set out requirements relating to Screening Officers, Hearing Officers and Township staff in order to prevent actual, potential and perceived conflicts of interest, and to ensure that AMPS responsibilities are conducted in accordance with fundamental principles of justice, which include judicial and prosecutorial independence, fairness, impartiality, competence and integrity.

LEGISLATIVE AUTHORITY

Municipal Act, 2001 and O. Reg. 333/07

DEFINITIONS

“Administrative Monetary Penalty System By-law” means the by-law passed by the Township to establish administrative monetary penalties, as amended from time to time, or any successor thereof;

“AMPS” means Administrative Monetary Penalty System, established pursuant to the Administrative Monetary Penalty System By-law;

“Clerk” means the Township Clerk, or anyone designated by the Township Clerk to perform his or her duties relating to AMPS;

“Director” means the Director of Corporate Services/Clerk of the Township, or anyone designated by the Director of Corporate Services/Clerk to perform his or her duties relating to AMPS;

“Council” means the Council of the Township;

“Employee Code of Conduct Policy” means the policy adopted by the Township to govern employee conduct, provide ethical standards and conflict of interest, as amended from time to time, or any successor thereof;

“Hearing Officer” means any person appointed by the Township from time to time pursuant to the Screening and Hearing Officer By-law, to perform the functions of a hearing officer in accordance with the Screening and Hearing Officer By-law and the Administrative Monetary Penalty System By-law;

“Hearing Review” means the process related to review of a Screening Decision, as set out in the Administrative Monetary Penalty System By-law;

“Parent” means a person who has demonstrated a settled intention to treat a child as a member of her or his family, whether or not that person is the natural parent of the child;

“Penalty Notice” means a penalty notice as described in the Administrative Monetary Penalty System By-law;

“Person” includes an individual or a corporation;

“Policy for Appointment of Screening and Hearing Officers” means the policy adopted by the Township to govern the Appointment of Screening and Hearing Officers, as amended from time to time, or any successor thereof;

“Power of Decision” means a power or right, under the Administrative Monetary Penalty System By-law, to make a decision deciding or prescribing the legal rights, powers, privileges, immunities, duties or liabilities of any Person:

“Relative” includes any of the following persons:

- a) spouse, common-law partner, or any person with whom the person is living as a spouse outside of marriage;
- b) Parent or legal guardian;
- c) child, including a step-child and grandchild;
- d) siblings and children of siblings;
- e) aunt, uncle, niece and nephew;
- f) in-laws, including mother, father, sister, brother, daughter and son; or

g) any person who lives with the person on a permanent basis.

“Screening and Hearing Officer By-law” means the by-law passed by the Township to establish the positions of screening and hearing officers and to provide for the appointment of screening and hearing officers, in relation to administrative penalties, as amended from time to time, or any successor thereof;

“Screening Decision” means a notice which contains the decision of a Screening Officer, as set out in the Administrative Monetary Penalty System By-law;

“Screening Officer” means any person appointed by the Township from time to time pursuant to the Screening and Hearing Officer By-law, to perform the functions of a screening officer in accordance with the Screening and Hearing Officer By-law and the Administrative Monetary Penalty System By-law;

“Screening Review” means the process related to review of a Penalty Notice, as set out in the Administrative Monetary Penalty System By-law; and

“*Statutory Powers Procedure Act*” means the Statutory Powers Procedure Act, R.S.O. 1990, c. S. 22, as amended from time to time, or any successor thereof;

“Township” means The Corporation of the Township of Woolwich;

POLICY SCOPE

1. This Policy applies to all Screening Officers, Hearing Officers, and all Township employees involved in the administration of the AMPS program.
2. The following shall apply in addition to this Policy:
 - a) For Township employees involved in the administration of the AMPS program: the Employee Code of Conduct Policy, shall also apply in regard to the activities of an employee in the administration of the AMPS program. In the event of a conflict between the provisions of this Policy and the provisions of the Employee Code of Conduct Policy, in relation to AMPS, this Policy shall supersede.
 - b) For Hearing Officers: the provisions of any agreement governing the retainer between the Township and a Hearing Officer(s), shall also apply in regard to the activities of the Hearing Officer. In the event of a conflict between this Policy and the agreement, the provisions of this Policy shall supersede.
3. This Policy shall apply in addition to all applicable law (i.e. Municipal Conflict of Interest Act, etc.). A breach of applicable law relevant to any matters set out in this Policy shall be deemed to be a breach of this Policy.

POLICY COMMUNICATION:

4. This Policy will be posted on the Township’s website.

5. Affected staff will be advised of the new Policy and any major amendments.
6. This Policy shall form part of the orientation for all Screening Officers, Hearing Officers and AMPS enforcement and administration staff.

POLICY:

Appointment of Screening Officers and Hearing Officers

7. The Screening and Hearing Officer By-law and Policy for Appointment of Screening and Hearing Officers, establish the rules regarding the appointment of Screening Officers and Hearing Officers.
8. Screening and Hearing Officers shall be appointed and recruited in accordance with the Policy for Appointment of Screening and Hearing Officers.
9. The following persons shall not be eligible for appointment as or to remain as a Screening Officer or Hearing Officer:
 - a) a member of Council;
 - b) a Relative of a member of Council;
 - c) an individual indebted to the Township other than:
 - i) in respect of current real property taxes; or
 - ii) pursuant to an agreement with the Township, where the individual is in compliance with the terms thereof; and
 - d) in the case of a Hearing Officer, a current employee of the Township of Woolwich.

Conflict of Interest

10. A conflict of interest arises where a Screening Officer, Hearing Officer or Township employee involved in the administration of AMPS, or any Relative of same, has a direct or indirect personal or financial interest:
 - a) such that they could influence a decision made in relation to AMPS;
 - b) that may affect the performance of their job duties in relation to AMPS;
 - c) that conflicts, might conflict, or may be perceived to conflict with the interests of the proper administration of AMPS; or
 - d) that may adversely affect the reputation of the Township as a public authority in relation to AMPS.

11. A conflict of interest includes a pecuniary or non-pecuniary interest, actual, perceived or potential conflict, that could arise in relation to personal or financial matters, including but not limited to:
- a) directorships or employment;
 - b) interests in business enterprises or professional practices;
 - c) share ownership or beneficial interests in trusts;
 - d) professional or personal associations with a Person;
 - e) professional associations or relationships with other organizations;
 - f) personal associations with other groups or organizations; or
 - g) family relationships, including Relatives.

Screening Officers

12. Screening Officers are employees of the Township of Woolwich and therefore must also abide by the Township's Employee Code of Conduct.
13. Screening Officers must be and appear to be impartial at all times. Screening Officers shall not review a Penalty Notice for a personal or business acquaintance or Relative.

Hearing Officers

14. Hearing Officers, in conducting a Hearing Review, are bound by and shall comply with the *Statutory Powers Procedures Act*, as well as general administrative common law principles (i.e. procedural fairness, natural justice, impartial and unbiased decision making, etc.).
15. Hearing Officers must be and appear to be impartial at all times. A Hearing Officer shall not review a Screening Decision for a personal or business acquaintance or Relative.
16. Hearing Officers must also abide by the terms of any agreement governing the retainer between the Hearing Officer and the Township.

Conduct of Screening Officers and Hearing Officers

17. All Screening Officers and Hearing Officers shall:
- a) both be and appear to be independent, impartial, and unbiased;
 - b) avoid all conflicts of interest, whether real, potential or perceived, and promptly take appropriate steps to disclose, resolve, or obtain advice with respect to any such conflict should it arise;

- c) not represent any Person at a Screening Review or Hearing Review;
- d) not dispute their own Penalty Notices and are expected to pay the Penalty Notice in a timely manner;
- e) not be influenced by partisan interests, public opinion, or by fear of criticism;
- f) not use their title and position to promote their own interests or the interests of others;
- g) discharge their duties in accordance with the law, Township by-laws and AMPS policies, procedures and guidelines in effect from time to time;
- h) maintain and upgrade their knowledge and competence through their work, by participating in training and education courses as required by the Township, including training relating to implicit bias, and by seeking guidance from their colleagues and the Township, as necessary; remain up to date on changes in the law, Township by-laws, policies and procedures relevant to their function;
- i) act with integrity, as they are subject to ongoing public scrutiny;
- j) respect and comply with the law and conduct themselves at all times in a manner that promotes public confidence in the integrity and impartiality of AMPS;
- k) approach their duties in a calm and courteous manner when dealing with the public and others and present and conduct themselves in a manner consistent with the integrity of AMPS and with their appointment;
- l) convey their decisions in plain language, including the reasons therefor where such are required;
- m) safeguard the confidentiality of information that comes to them by virtue of their work and not disclose that information except as required by, and in accordance with, the law;
- n) in discharging their duties, treat those with whom they deal with in a respectful and tolerant manner regardless of the gender, sexual orientation, race, religion, culture, language, mental abilities, or physical abilities of those Persons, and without limiting the foregoing, comply in all respects with the Ontario Human Rights Code;
- o) refrain from openly and publicly criticizing the administration of AMPS or the conduct of others, including Township employees or members of Council. Screening Officers and Hearing Officers shall acknowledge that only the Clerk may speak publicly on behalf of the Township's AMPS program. Any criticisms, suggestions or concerns related to AMPS shall be communicated through appropriate channels to the Clerk.
- p) deal with the matters that come before them in a timely manner and make themselves accessible to those requiring their services; and

- q) not knowingly exercise a power or function for which they have not been trained or designated.
18. Without limiting the foregoing, Screening Officers, Hearing Officers and all persons involved in the administration of AMPS shall avoid activities or circumstances that create conflicts, whether real, potential or perceived, between their personal interests and their responsibilities in relation to AMPS, including situations where their personal interests or the perception that their personal interests could influence any decisions they make on behalf of the Township. Any obligation, interest or participation, which would or could interfere with the fair and impartial administration of AMPS or the exercise of judgment in relation to AMPS, constitutes conflict of interest.
19. Every Screening Officer, Hearing Officer or Township employee involved in the administration of AMPS, must disclose, in accordance with this Policy, any obligation, commitment, relationship or interest that poses a real, potential or perceived conflict with his or her duties in relation to or interests in the administration of AMPS.

Preventing Conflict of Interest

20. The keys to preventing conflicts of interest are identification, disclosure and withdrawal from the power of decision with respect to a Screening Review or Hearing Review.
21. The need for identification, disclosure and withdrawal from a Power of Decision or administrative role in relation to AMPS applies to any real, potential or perceived conflict of interest.

Reporting Conflicts of Interest

22. Screening Officers and Township employees involved in the administration of AMPS shall notify the Director of any conflict of interest, real, potential or perceived, that they may have in relation to a matter.
23. If a Hearing Officer becomes aware of any real, potential or perceived conflict of interest, the Hearing Officer shall notify the Director.

Assignment of Alternate Screening Officer or Hearing Officer

24. Where a real, potential or perceived conflict of interest is reported by a Screening Officer or Hearing Officer, as set out in this Policy:
- a) in the case of a review of a Screening Review or Hearing Review that has not yet commenced, the Director shall assign another Screening Officer or Hearing Officer to conduct the review to avoid actual, potential or perceived conflict of interest; or
 - b) in the case of a review of a Screening Review or Hearing Review that has commenced:

- i) the Screening Officer or Hearing Officer, as the case may be, shall adjourn the review and withdraw from the Power of Decision; and
 - ii) the Director shall cause the Screening Review or Hearing Review to be recommenced and rescheduled with another Screening Officer or Hearing Officer.
25. If all appointed Screening Officers and/or Hearing Officers have a conflict of interest with a matter, the Director shall retain another Screening Officer or Hearing Officer to handle the matter that is the subject of the conflict of interest.
26. The Director may consult with anyone necessary, for further guidance in regard to this Policy.
27. Where a Screening Officer or Hearing Officer is charged with any offence under the Criminal Code of Canada, or under any other Federal or Provincial statute or Regulation where continuing to perform duties may erode public confidence in the administration of justice, the Screening Officer or Hearing Officer shall disclose same to the Director within 5 business days of the charge being laid, and appropriate action will be taken by the Township, which, if determined appropriate, may include suspension from duties until the final disposition of the charge and, upon final disposition, may include, but is not limited to, termination of duties related to AMPS and/or revocation of appointment.

Compliance

28. In cases of Policy violation, the Director may investigate and determine appropriate corrective action.

POLICY STATEMENT

29. The Township of Woolwich is committed to ensuring that the Administrative Monetary Penalty System operates in a fair and impartial manner, free of conflicts of interest.



Financial Services Staff Report

Report Number:	F18-2024
Report Title:	2024 Finance Staffing Plan
Author:	Colm Lynn, Director of Finance & Treasurer
Meeting Type:	Council Meeting
Meeting Date:	October 22, 2024
eDocs or File ID:	File
Consent Item:	No
Final Version:	Yes
Reviewed By:	SMT
Final Review:	Senior Management Team

Recommendation:

That the Council of the Township of Woolwich, considering Report F18-2024 respecting 2024 Finance Staffing Plan approve a pre-budget request to add a Senior Financial Analyst position to the Finance Department with the full annual salary / benefit impact of up to \$120,000 be included in the 2025 proposed budget.

Background:

The staff capacity of the finance department has not kept pace with the increasing demands of the organization over the years. Despite a significant increase in the size and complexity of the operating and capital budgets there has been little change in finance headcount.

As a result, the finance department has struggled to meet day to day operational demands with much of the long-term planning, policy, system and process improvement work not been given the needed attention.

The lack of finance capacity and planning carries increased risk to the Township's long term financial position as the Township's financial policies, models and systems have not kept up to date.

The finance department is in a period of transition with a new Finance Director recently onboarded who has identified several departments needs. Most critically, there a shortage of finance staff skills and capacity to assist senior staff with workload and to perform long range planning and analysis. This report includes the need for a Senior

Financial Analyst to support assist with the pressures facing existing finance staff and to undertake additional work related to the development of long-term financial models. Pre budget approval is sought to begin the recruitment process to address these gaps as soon as possible.

Comments:

Current Staffing Levels

Existing Structure

The finance department has a current complement of 9.5 FTE’s including the Director. The current structure can be found in figure 1 below:

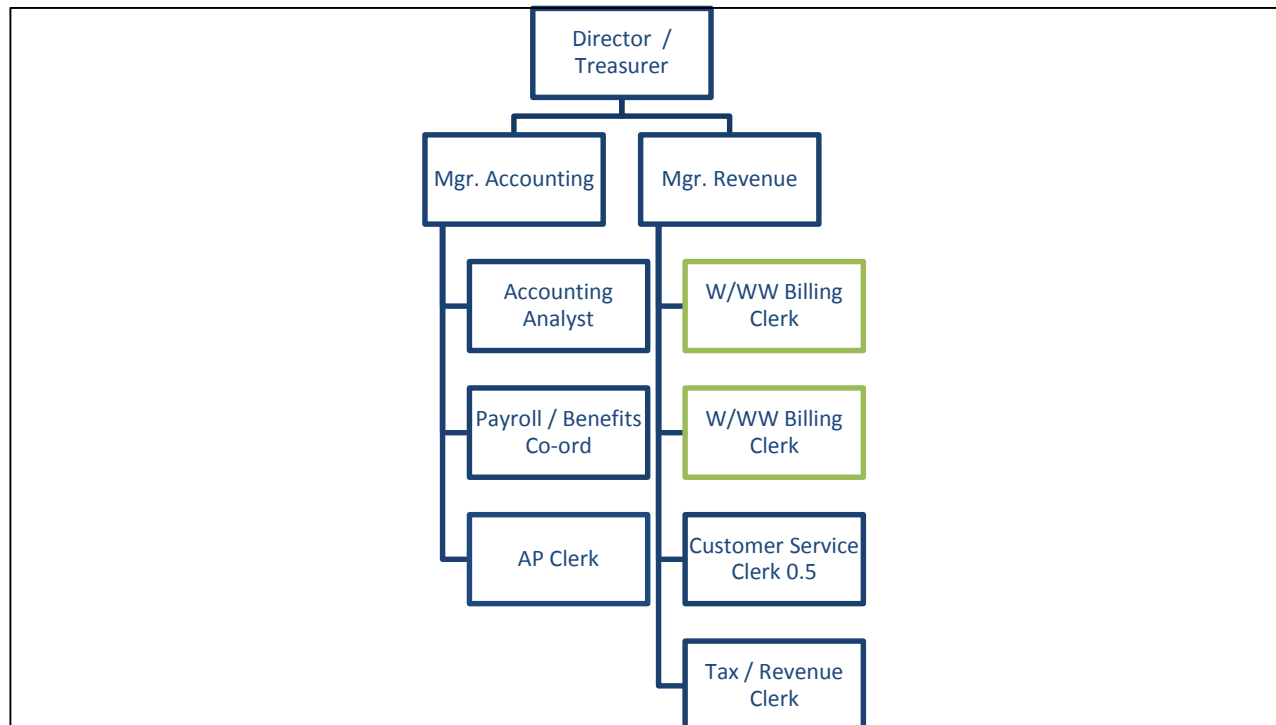


Figure 1 – 2024 Finance Organization Chart

Approximately half of the existing complement is dedicated to front line customer support including water and wastewater billing (which are outlined in green). These positions are funded directly from utility rates. The remainder of finance staff assist with day-to-day financial operations including tax collection, procurement, processing invoices, payroll and benefits administration, daily banking, account reconciliations, financial statement preparation and other analysis.

Finance Structure

While the structure of finance departments varies between municipalities, the most common structure is shown in figure 2 below. Often in smaller municipalities, many of these finance functions are combined with a single staff member taking on several

responsibilities. The functions in red below are functions that are performed without dedicated finance staff and are performed by existing staff with limited capacity.

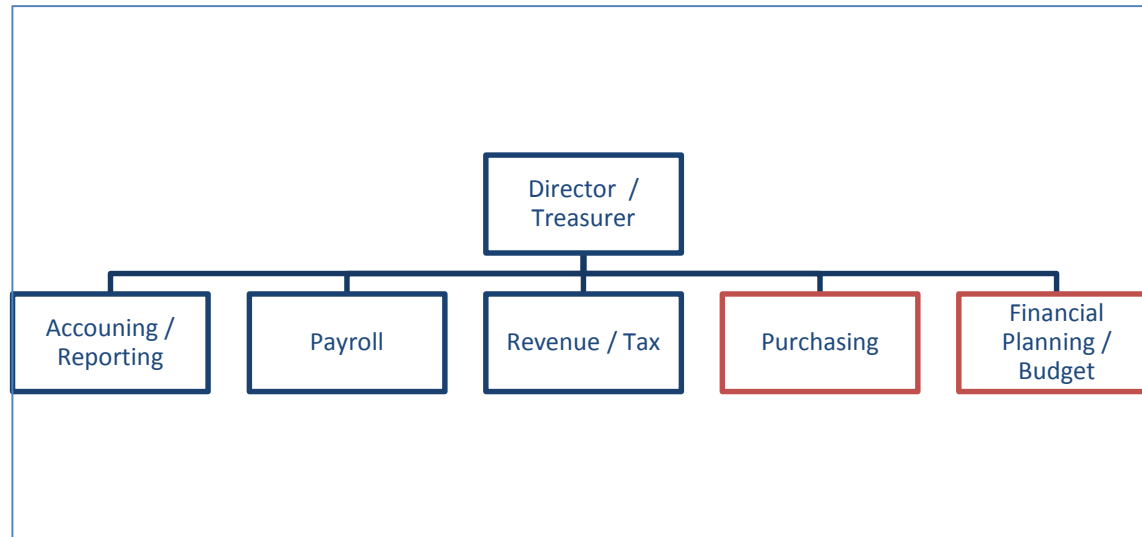


Figure 2 – Typical Finance Department Breakdown

Finance Staff History

The total finance complement has remained relatively static since pre 2012 and has not kept pace with the increased demands from internal departments or external bodies.

In the same time horizon, the total capital and operating budgets have increased by 137% (see Figure 2 below) with no corresponding increase in finance staff. This has meant an increased focus on day to day operations and long term planning and analysis work cannot be prioritized.

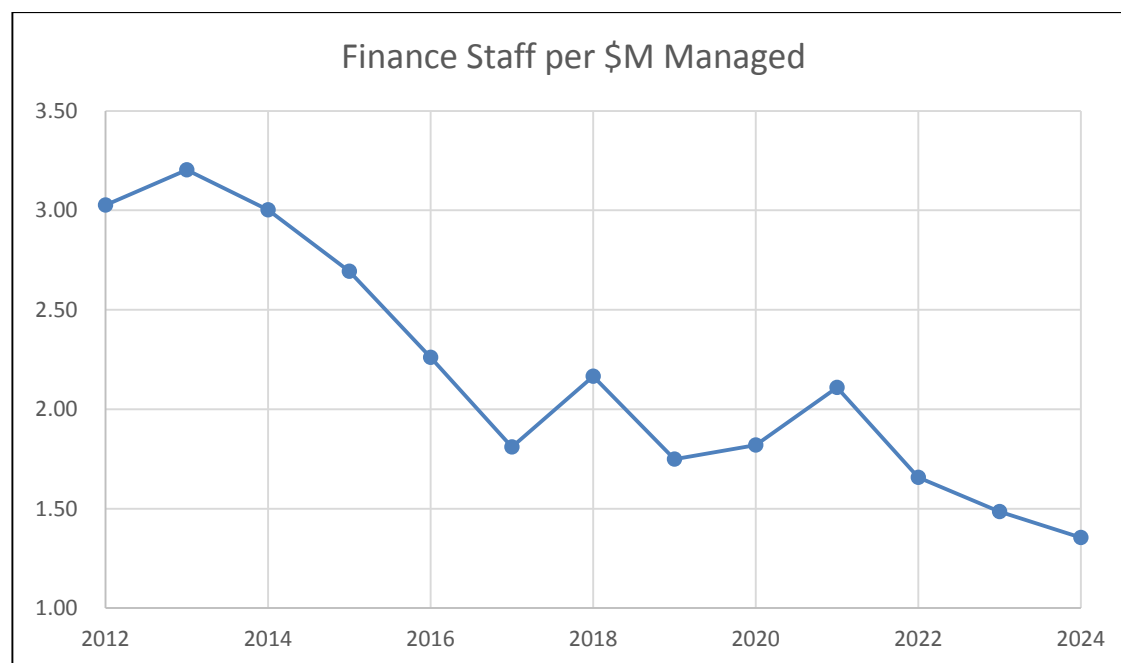


Figure 3 – Number of Finance staff per \$1M budget

Increased complexity

Beyond the absolute increase of the operating and capital budget, the complexity of financial requirements has significantly increased over the years. This includes the introduction of complex PSAB accounting standards which increased the requirements for financial reporting for municipalities. In addition, grant reporting requirements have increased as well as changing financial standards, asset management, provincial legislation and growth mandates. These activities have all required increased financial attention and analysis but been managed by a relatively static complement of finance staff in the Township.

New Finance Leadership

The finance department is currently in a transition period. The former finance director was in their role for almost 20 years while taking on additional work without additional resources. In November 2023, the former director took an extended leave, and the corporation struggled to adapt.

An interim director was appointed in late 2023 who guided the Township through the 2024 budget process. The interim director made several observations which were confirmed by the new finance director who was onboarded in June 2024. These include an overall lack of staff capacity, limited long term planning and analysis, dated financial systems and higher risk budgeting practices.

Finance staff job grades

The finance staff positions are not evenly distributed. There are several senior management positions along with primarily front-line customer facing positions. The Township evaluates non union job grades on a grid from 1-9. The median job grade in the finance department is a grade 2 which highlights an uneven distribution of responsibilities. Finance leadership have identified a need for future positions at the intermediate level to provide increased analytical capacity and enhanced career opportunities for staff.

Finance staff demographics

An aging workforce is a concern for many organizations and the finance department is not immune. The average age of existing finance staff is 51 with a median age of 53. While this means that finance staff have a strong level of experience, it also presents several challenges for long term sustainability and department succession planning.

Ongoing financial risks

Due to limited finance staff complement, the primary focus for finance has been on day-to-day financial operations. While invoices have been processed and taxes have been collected, longer term financial planning and analysis has been performed on a limited basis. In addition, many finance systems and processes are out of date.

Also, due to limited finance capacity, much of the financial work which *could* be performed by finance staff must often be completed by non finance experts. This approach carries an increased risk of financial decisions being made without fully understanding the long-term implications.

Senior Analyst Position

The most critical staffing position identified by the Finance Director is the creation of a Senior Financial Analyst. This position would assist with the existing workload of existing finance staff and to improve the quality of financial reporting and analysis that Council has begun to expect.

The senior analyst will assist with the development of long-term financial plans, models, and policies as well as providing critical support to other department staff during high volume periods such as year end and budget development.

Specific work to be performed by the Senior Analyst

- **Investment and cash flow management.** Monitoring cash flows and investments are a core finance function. Historically, Investments have been managed by an external agent with little integration of an overall Treasury strategy. As the organization proceeds with its growth and infrastructure renewal plans, treasury management and liquidity will become increasingly important. The Township is paying a premium for existing investments to be externally managed which may result in lower overall investment revenue. Bringing these functions in house could improve cash flow management and investment returns.
- **Long-term forecasting and modelling.** The Township has primarily been focused on day-to-day financial operations with limited long-term forecasting and modelling. As a result, decisions can be made without fully understanding the long-term financial implications. The Senior Analyst role would assist finance and other staff in developing long term financing plans including identifying appropriate funding sources.
- **Policy development and process improvement.** Financial policies are the critical to ensure appropriate financial controls are in place and ensure long term financial health. Many of the Townships need to be updated while others financial policies still need to be developed. This position would assist the Township in updating financial policies and identifying and implementing process improvements.
- **Assisting with budget development and capital planning.** Due to limited financial capacity, many of tasks which could be supported by financial staff are often performed by non-finance staff. This includes the annual budget process and reviewing financial implications in Council reports. This position would assist finance and other departments to improve analysis during budget development and assist with the review of financial implications in projects and reports.

- **Reviewing ongoing projects and studies.** There is an ongoing need for financial modelling and other analytical work with the limited finance capacity to assist. This results in an increased reliance on external consultants to perform analytical work which could result in increased costs and loss of in-house knowledge. This position would assist staff to understand the impacts of major capital projects and plans including growth and development.
- **Assisting with grant applications and reporting.** Grant applications are prepared and submitted by departments with limited involvement from finance due to capacity limitations. This position would assist departments to support grant applications and reporting and understand the broader financial implications.
- **Improving the use of data and analytics.** The Township's finance systems, policies and processes have not kept up with best practices. Industry trends include the increased the use of data analysis, data visualization, and key performance indicators to track performance. This position could assist with developing these analytical tools to improve decision making and presentation of information to the public.
- **Assisting the department during peak periods.** This position would support the other members of the finance team during high activity periods such as during the year end closing process, audit and budget development. This would help ensure that critical deadlines are met.

Job Position and Grade

This position would need to follow the Township job evaluation process. However, as shown in the job duties above, there would be a high level of skill and seniority required. This position would likely require a degree in accounting and a professional CPA designation. As a result, it is anticipated that this position should be placed around a job grade 5 or 6 to reflect the responsibility of the job and to attract suitable candidates.

Urgent Need

As outlined above in the financial risks section, this position is required to address urgent financial planning needs which there is limited current capacity within the department. Pre budget Council approval would allow for this position to be posted and filled many months earlier which would allow for an earlier start on this essential work.

Future Needs

Finance Software Implementation

The current financial software ASYST is an old MS Access driven database system that is past its useful life. This software causes many issues which require manual workarounds and less efficient processes. While many improvements can be made with additional capacity using excel, the lack of current financial software will result in less efficient day to day operations and reduce the ability to perform long term forecasting.

Finance has recently undertaken an RFP for new finance software but do not have existing staff capacity to oversee the implementation of such a large project. Additional temporary staff resources would be required to undertake this work including a project manager and backfill support for existing finance staff. Temporary support for the new financial software implementation will be requested through the 2025 budget.

Training and Development

Finance leadership has been reviewing current staff positions and organizational requirements and working on developing a long-term finance staffing plan. This will be incorporated into existing training plans to increase the skillset of existing finance staff. The overall objective is to have a staff complement that can more quickly respond to the changing needs of the organization.

Data and KPI Development

With a focus on day-to-day financial operations and many finance systems, there is limited use of data and analysis. Current best practices have shifted to increased use of data, dashboards, key performance indicators, and future AI generated insights. There will be an increased need for analytical, data and financial skills in the future which will be considered in future staff selection and existing training plans. The intention is to improve the overall data maturity in the organisation.

Interdepartmental Impacts:

Finance has limited capacity to assist departments with financial analysis, budget development and understanding of the financial implications of decisions. Additional finance support capacity would enable other departments to spend less time on financial matters and focus on core areas of expertise. Improving financial structures and frameworks should improve the financial decision making and overall fiscal health of the organization.

Financial Impacts:

Depending on the final job grade, the estimated salary of the senior financial analyst position of between \$80,000 and \$100,000. Benefits would amount to roughly 20% of salary cost for a maximum total annual budget impact of \$120,000 for 2025.

If this position is approved, there would be additional capacity to take the externally managed investment portfolio in house. This would likely result in increased investment revenue which could offset approximately 50% of the cost of this position. However, this revenue amount would fluctuate each year based on interest rates and would take time to transition this function in house as investments are locked in over a number of years.

Community Strategic Plan Impacts:

Improving financial capacity and frameworks should improve the financial decision making and overall fiscal health of the organization and will ensure the strategic goals of fiscal sustainability and long-term prosperity.

Conclusion:

The staff capacity of the finance department has not kept pace with the increasing demands of organization over the years. As a result, the finance department has struggled to meet day to day operational demands, and this has meant much of the long-term financial planning and analysis has fallen behind.

There is an urgent need for a senior financial analyst to support existing analytical needs and to improve long term decision making. Having an effective finance department with sufficient staff capacity is essential to protect the financial health of the organisation and to ensure long term sustainability.

Attachments:

1. Senior Analyst Job DRAFT Description

TOWNSHIP OF WOOLWICH**POSITION DESCRIPTION**

Date:	October 2024
Position Title:	SENIOR FINANCIAL ANALYST
Department:	FINANCE DEPARTMENT
Immediate Supervisor:	DIRECTOR OF FINANCE

SCOPE OF POSITION RESPONSIBILITIES:

Reporting directly to the Treasurer, the Senior Financial Analyst assists with the development of long-term financial plans, models, and policies to ensure the financial sustainability of the Township.

The Senior Financial Analyst undertakes various tasks, projects, and responsibilities as assigned by the Director of Financial Services / Treasurer including but not limited to; helping with budget preparation, providing analysis and assistance to other departments, financial forecasting and utilization of various plans in the formulation of the budget (i.e. Asset Management Plan, Master Plans, etc.), preparing, reviewing, authorizing, and reconciling various financial transactions, and reviewing and making recommendations for financial policies and procedures.

MAJOR RESPONSIBILITIES/ACCOUNTABILITIES:

- Investment and cash flow management. Responsible for managing cash flow, overseeing the current investment portfolio.
- assisting the Treasurer developing long term capital financing plans and identifying funding sources including reserve forecasts and debt models to understand financial capacity limits.
- Assist the treasurer in updating financial policies and identifying and implementing finance process improvements.
- Assist the Treasurer and other departments to in developing department and corporate budgets, including debt and capital funding models and improve the budget development process
- Assist departments to understand the impacts of major capital projects and plans including growth and development.
- Assist departments and finance staff with grant applications and related reporting requirements
- Assist management staff with budget preparation and monitors financial status for assigned projects taking appropriate actions to ensure adherence to the approved budget
- Practices effective public relations to sustain the positive image of the Corporation of the Township of Woolwich
- Perform ongoing budget, revenue and expenditure studies, general ledger and financial analysis, and prepare reports as necessary
- Assist in the year-end accounting processes and analysis and preparation of year-end financial statements and Financial Information Return (FIR)
- Perform other duties as assigned

PREREQUISITE QUALIFICATIONS:**Knowledge:**

- Strong knowledge of business processes and financial management methods
- Understanding of investment practices and ability to manage cash flows
- Good understanding of municipal government, its operations and services
- Good understanding of PSAB and other financial requirements
- Knowledge of financial and reporting software

Education:

- Post secondary degree in accounting or a related field (accounting/ commerce / business administration)

Certification/Designation:

- Completion or near completion of a professional accounting designation (CPA) is required

Experience:

- 5 or more years of experience in financial analysis preferably in a municipal or public sector environment

Skills:

- Sound technical knowledge and understanding of financial matters
- Strong financial and data analysis skills
- Ability to create financial models and deal with complex financial analysis
- Strong interpersonal skills and ability to work in a team environment
- Research, analytical, problem solving and decision-making skills
- Communication skills (listening, writing, verbal)
- Strong policy development and report writing skills
- Must have strong time management and organizational skills

WORKING CONDITIONS:

No unusual working conditions.

CLASSIFICATION:

Non-union/union: Non-union – 35 hours per week

Supervision: This position does not supervise

Rating: Level 5



Financial Services Staff Report

Report Number:	F19-2024
Report Title:	Water Wastewater Financial Plan and Rate Study
Author:	Colm Lynn, Director of Finance & Treasurer
Meeting Type:	Council Meeting
Meeting Date:	October 22, 2024
eDocs or File ID:	File
Consent Item:	No
Final Version:	Yes
Reviewed By:	SMT
Final Review:	Senior Management Team

Recommendation:

That the Council of the Township of Woolwich, considering Report F19-2024 Water Wastewater Financial Plan and Rate Study:

1. Receive the BMA Water and Wastewater Rate Study; and
2. Direct staff to conduct additional financial analysis on the rate recommendations outlined in the BMA Water and Wastewater Rate Study when proposing the 2025 rate increases including contributions for water and wastewater rate stabilization reserves for implementation as of March 1, 2025.

Background:

The Township sets its water and wastewater rates annually as part of the budget process. Regular review of water and wastewater rates is essential to ensure that generated revenues adequately cover the costs of operations and capital contributions are sufficient to ensure long term financial sustainability.

Best practices suggest that rates be reviewed annually for reasonability with an in-depth review taking place every 5 years. The Township has adjusted its annual rate primarily based on the wholesale rates supplied by the region. An in-depth review of utility rates has not been performed since 2005 (with recommendations implemented in 2006).

Currently, both the water and wastewater programs are in poor financial health with water and wastewater capital reserves in a negative position and large operating deficits are

forecast in the current fiscal year. Additionally, there are also negative balances in the development charge reserves which could impact capacity to support future growth.

The BMA water wastewater rate study recommends significant increases to both the water and wastewater rates to ensure long term sustainability. Township staff have identified additional financial needs which also need to be addressed and will need to be incorporated into the final rate recommendations for Council.

The Township does not have existing water and wastewater operating reserves, and potential operating deficits require funding by capital reserves. Additional contributions would be required to create and fund a water and wastewater operating stabilization reserves. This will also be considered as part of the proposed 2025 rates as part of the budget process.

Over the short to medium term, debenture financing for capital works will likely be required to return the existing reserves to a positive balance and will need to be looked at as part of a broader long term financial plan in accordance with the Township debt policy.

Improved analysis and monitoring of utility budgets and individual utility accounts is needed to better understand the financial situation of these services. More broadly there is a need for improved long-term financial planning and analysis capability of the Township.

Comments:

History

Overview

The Township's water and wastewater utility operates as a tiered system, with the Region of Waterloo providing most of the water and wastewater services, with the Township responsible for local infrastructure and ongoing maintenance and monitoring of the local water and wastewater system. The Region charges the municipality a wholesale rate for water and wastewater services, and the Township adds an additional fee on top of this wholesale rate to cover local capital and operating costs.

The Township's rate includes both an operating component (which covers day to day operating costs including salaries, materials, contract services, etc.) and a capital (reserve) component which provides for ongoing funding related to capital infrastructure.

Rate Study History

Regular review of water and wastewater rates is essential to ensure that revenues generated adequately covers the costs of operations and to ensure long term financial sustainability.

Best practices recommend rates are updated annually with an in-depth review every 5 years. The Township has adjusted its rates each year based primarily on the wholesale

rates supplied by the Region; however, an in-depth review of utility rates has not been performed since 2005. This is partially due to limited finance staff capacity needed to perform this analysis.

Current Water Rates

The Township has a tiered rate structure due to pipe capacity and a fixed charge for capital costs also related to pipe size. The current water rate for most households is \$2.11 per cubic metre and \$26 as a fixed capital charge. The historic water rates can be shown in the table below.

		2019	2020	2021	2022	2023	2024
Water							
Water Usage Charge (Volumetric) per m3		\$ 1.730	\$ 1.760	\$ 1.760	\$ 1.820	\$ 1.890	\$ 2.110
Water Charge based on Meter Size Bi-Monthly	5/8"	\$ 26.00	\$ 26.00	\$ 26.00	\$ 26.00	\$ 26.00	\$ 26.00
	1"	\$ 38.00	\$ 38.00	\$ 38.00	\$ 38.00	\$ 38.00	\$ 38.00
	1.5"	\$ 64.00	\$ 64.00	\$ 64.00	\$ 64.00	\$ 64.00	\$ 64.00
	2"	\$ 126.00	\$ 126.00	\$ 126.00	\$ 126.00	\$ 126.00	\$ 126.00
	3"	\$ 126.00	\$ 126.00	\$ 126.00	\$ 126.00	\$ 126.00	\$ 126.00
	4"	\$ 505.00	\$ 505.00	\$ 505.00	\$ 505.00	\$ 505.00	\$ 505.00
	6"	\$ 885.00	\$ 885.00	\$ 885.00	\$ 885.00	\$ 885.00	\$ 885.00
	8"	\$ 885.00	\$ 885.00	\$ 885.00	\$ 885.00	\$ 885.00	\$ 885.00
	10"	\$ 1,263.00	\$ 1,263.00	\$ 1,263.00	\$ 1,263.00	\$ 1,263.00	\$ 1,263.00
Volumetric Rate Change		0.6%	1.7%	0.0%	3.4%	3.8%	11.6%
Fixed Rate Change		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Table 1 – Water Rate History

Wastewater Rates

The current wastewater rate for most households is \$3.39 per cubic metre and \$26 as a fixed capital charge. The historic wastewater rates can be shown in the 2 below.

		2019	2020	2021	2022	2023	2024
Wastewater							
Wastewater Usage Charge (Volumetric) per m3		\$ 2.850	\$ 2.910	\$ 2.910	\$ 3.000	\$ 3.180	\$ 3.390
Wastewater Charge based on Meter Size Bi-Monthly	5/8"	\$ 26.00	\$ 26.00	\$ 26.00	\$ 26.00	\$ 26.00	\$ 26.00
	1"	\$ 38.00	\$ 38.00	\$ 38.00	\$ 38.00	\$ 38.00	\$ 38.00
	1.5"	\$ 64.00	\$ 64.00	\$ 64.00	\$ 64.00	\$ 64.00	\$ 64.00
	2"	\$ 126.00	\$ 126.00	\$ 126.00	\$ 126.00	\$ 126.00	\$ 126.00
	3"	\$ 126.00	\$ 126.00	\$ 126.00	\$ 126.00	\$ 126.00	\$ 126.00
	4"	\$ 505.00	\$ 505.00	\$ 505.00	\$ 505.00	\$ 505.00	\$ 505.00
	6"	\$ 885.00	\$ 885.00	\$ 885.00	\$ 885.00	\$ 885.00	\$ 885.00
	8"	\$ 885.00	\$ 885.00	\$ 885.00	\$ 885.00	\$ 885.00	\$ 885.00
	10"	\$ 1,263.00	\$ 1,263.00	\$ 1,263.00	\$ 1,263.00	\$ 1,263.00	\$ 1,263.00
Volumetric Rate Change		5.9%	2.1%	0.0%	3.1%	6.0%	6.6%
Fixed Rate Change		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Table 2 – Wastewater Rate History

Capital Reserve Contributions

In addition to the variable usage charge, each user pays a fixed capital charge to support infrastructure costs which varies according to pipe capacity. This is currently rate is \$26 bimonthly for most residential users. Unlike the volumetric rate, this fixed charge has not been adjusted annually and has remained at \$26 bimonthly since the 2005 rate study was implemented in 2006.

Capital costs increases have significantly outpaced inflation in recent years. Over the past five years, many capital costs have increased by over 40%. As this fixed charge is the primary funding source of our capital renewal and has not increased in 18 years, this would put significant pressure on our capital program and is not sustainable.

Operating Reserves

Best practice includes an operating rate stabilization reserve to respond to fluctuations in water revenues and unforeseen operating costs. This is usually funded by operating contributions or surpluses to allow for contingencies in the event of annual deficits. The Township does not currently have utility rate stabilization or operating reserves.

Past Council direction was to allocate any operating surpluses to support the capital program. However, this approach has meant that in the event of any operating deficits, any funds needed would have to be drawn from the capital reserve. As described above, the fixed charge was not adjusted to since 2006 and operating deficits would exacerbate this capital funding situation.

O Reg 453/07 Financial Plan

O Reg 453/07 requires all operators of a water system to submit a financial plan every 5 years under the Safe Drinking Water Act. This ensures the ongoing sustainability of the drinking water system. A similar plan is not currently required for wastewater.

Among the requirements of the financial plan includes:

- Financial plans must be approved by Council resolution indicating that the drinking water system is financially viable
- Financial plans must include a statement that the financial impacts have been considered and apply for a minimum six-year period

This required plan was completed in house by finance staff and submitted in 2020 and would be due for renewal in 2025. The BMA report that follows provides an update to this financial plan. It should be noted that this report needs further refinement and review by finance before presented and adopted.

BMA Study

Overview

The township has not performed an in-depth utility rate analysis since 2005 with recommendations taking effect in 2006.

An interim finance director was appointed in late 2023 who identified a critical need to perform an in-depth analysis of water and wastewater rates. In 2024 an RFP was issued, and BMA was selected to perform a water and wastewater rate study. The attached report contains the details of those findings.

Cost of Service / Comparators Overall

Page 13 of the BMA report outlines the current cost of the total water and wastewater utility service compared to our peers. The overall annual cost of \$1,275 for water and wastewater services is in line with the average from this comparator group. Woolwich rates as a percentage of household income is also in line with our comparator group.

However, a more reasonable comparison would be to compare municipalities in the same region who would be subject to the same regional wholesale rate. The average of these comparators is \$1,194 per year which is approximately 9% below the current annual average of Woolwich at \$1,275. However, there are differences between the two services as outlined below. The breakdown of water and wastewater into the overall utility rate varies greatly between municipality as seen in table 3 below.

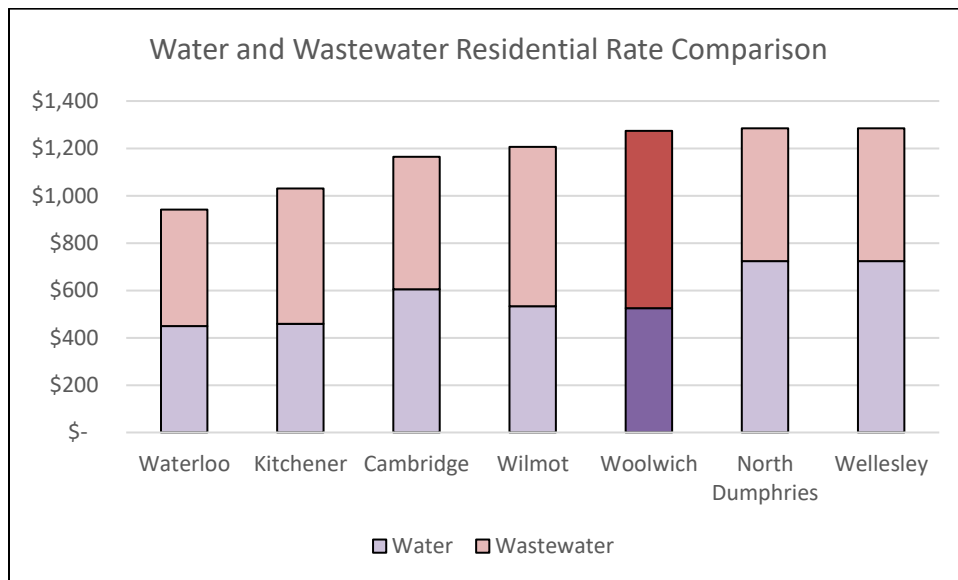


Figure 3 – Water and Wastewater Rate Comparisons

Water Comparison

Page 14 of the BMA report outlines the current cost of the individual water and wastewater utility services compared to our peers. The Woolwich water cost \$525 is approximately -19% below the comparator group. Compared to our regional peers, the

Townships water cost is -6% below the regional peer average of \$596. Our low fixed rate likely contributes to this position.

Wastewater Comparison

Page 14 of the BMA report outlines the current cost of the individual water and wastewater utility services compared to our peers. The Woolwich wastewater cost \$749 is approximately 14% above the comparator group. Compared to our regional peers, the Townships water cost is 26% higher than the regional peer average of \$574. This can be seen in figure 4 below:

Municipality 5/8	Water	Wastewater	Total
Waterloo	\$ 450	\$ 492	\$ 942
Kitchener	\$ 459	\$ 572	\$ 1,031
Cambridge	\$ 605	\$ 560	\$ 1,165
Wilmot	\$ 533	\$ 674	\$ 1,207
Woolwich	\$ 525	\$ 749	\$ 1,274
North Dumphries	\$ 724	\$ 561	\$ 1,285
Wellesley	\$ 724	\$ 561	\$ 1,285
Average	\$ 574	\$ 596	\$ 1,170
% above/(below)	26%	-6%	10%

Figure 4 – Water and Wastewater Rate Details

Fixed Capital Contribution

As outlined above, the Township has not adjusted its bi-monthly fixed capital contribution rate since 2006 at \$26 for most households. Keeping this capital rate unchanged would keep the overall rate lower over time since the capital contribution would not keep pace with long term capital needs.

Regional cost increases

Regional costs comprise the largest item in the budget and costs are forecast to increase over the next 10 years, with increases of 5.4% and 6.4% anticipated each year over the next few years. Figure 5 summarizes the regional projections:

	Regional % Increase	
	Water	WW
2025	5.4%	6.4%
2026	5.4%	6.4%
2027	5.4%	5.4%
2028	5.4%	5.4%
2029	5.4%	2.4%
2030	5.4%	2.4%

Figure 5 – Projected Regional Increases

Capital Plan

The BMA report has used the 2024-2028 capital budget to project capital works. As a 6-year plan is required and the Township only produces a 5-year capital plan, assumptions were made for the remaining two years (2029-2030). As the Township is currently developing its 2025 budget, any changes to the original 2024 plan will need to be considered when setting and adjusting rates.

Reserves

The annual contributions to capital reserves should be set at an amount that provides sufficient funding to cover the costs to replace assets. Reserves facilitate multi-year financial planning and are the critical component of financial sustainability. The Water and Wastewater Reserves are funded from fixed contributions from the water and wastewater rates.

The amounts for these capital contributions have not been increased in 18 years. Both the water and wastewater reserves are currently in a deficit position in 2024 meaning reduced capacity to undertake infrastructure work or to absorb unexpected events.

In addition, the Township does not maintain rate stabilization or operating reserves. This means any shortfalls on the water and wastewater operating budget must be taken from capital reserves. Funding these operating deficits will put additional pressure on the already underfunded capital reserves.

Development Charge Reserves

Development charges (DC's) are used to fund growth related infrastructure. These charges are set by service based on a development charge background study. As of 2023 year end the water DC reserve had a negative balance of \$970,000 and the wastewater DC reserve had an almost \$1.3 million negative balance.

Negative balances are not uncommon for water and sewer as servicing projects are required up front to be done to support future growth. However, this does mean that water and wastewater services are effectively internally borrowing from other DC programs until water and sewer DCs are collected.

BMA Study Recommendations

Capital Reserve Balances

The BMA report recommends best practice for the water and wastewater reserves to maintain a minimum balance of 2% of the asset replacement value. As the Township has negative reserve balances, it is considerably short of this target. The BMA recommendations present a modest plan to increase reserve balances but still do not achieve this 2% target level by 2030.

Revenue Stabilization Reserves

The BMA states that “the Township does not currently have rate stabilization reserves which has posed challenges in that significant deficits have been experienced in the (water and) wastewater operations over the past two years, resulting in a deficit in the Capital Reserve and erodes the ability to pay for future capital projects”.

“A leading practice is to establish Water and a Wastewater Rate Stabilization Reserves, through annual contributions. Any operating deficits could be funded in the future from these reserves and operating surpluses transferred in years where revenues exceeded operating expenditures. The recommended target balance for these reserves is 5%-15% of the operating revenue requirements.”

For the Township of Woolwich, this would equate to approximately \$350,000 to \$700,000 in operating stabilization reserves. The BMA report recommends a starting transfer for both water and wastewater of 0.5% of rate revenue requirements. However, it should be noted that at these levels the Township will only be 2.5% or at half the minimum recommendation of 5% of revenues by 2030.

Debt Strategies

Debt management may be defined as the process of providing for the payment of interest and principal payments on existing debt and the planning for new debt issuance at a level which will optimize borrowing cost and not impair the financial position of the municipality.

Due to the current deficiencies in capital reserves, the BMA report recommends \$1.5 million in new debt for water and \$3.0 million in new debt for wastewater in 2025 to return the reserves to a positive balance. While debt is likely a critical component of the Townships financial plan, this recommendation approach is not feasible which is outlined in more detail on page 11 below.

Suggested water rate increases

Page 30 of the BMA report outlines an operating budget forecast as well as the existing fixed charge. For water, the report recommends a 6.3% increase for both fixed and volumetric rates each year over the next 6 years. It should be noted that if rate increases are lower than this target, especially in earlier years, there will be a larger impact in future years

Suggested wastewater rate increases

Page 30 of the BMA report outlines an operating budget forecast as well as the existing fixed charge. For wastewater, the report recommends an 10.2% increase for both fixed and volumetric rates each year over the next 4 years and an 7.3% increase in the final two years. It should be noted that if rate increases are lower than this target, especially in earlier years, there will be a larger impact in future years

Rate Structure

The BMA report recommends continuing with the uniform rate structure which charges the same volumetric rate to all users regardless of consumption. This is also the easiest structure to understand and administer and is consistent with the rate recommendations above.

O-Reg 453/07 Financial Plan

The BMA report supplies an appendix which includes a 6-year financial plan for both water and wastewater which would meet the requirements of O-Reg 453/07. This plan will need to be further refined by BMA and finance staff before it can be presented and adopted to meet the O-Reg 453/07 requirements.

Internal Review

Overview

The BMA report is a strong foundational body of work which makes several important recommendations to improve the Township's water and wastewater financial position. However, finance staff can provide additional insights and take a more holistic view before proposing final rate recommendations to Council.

The following paragraphs list additional factors that need to be considered when preparing final rate / utility recommendations. These recommendations will be presented to Council as part of the 2025 budget discussions using the BMA findings as a baseline.

2024 Operating Budgets used as a Baseline

Page 9 of the BMA report states the 2024 Operating budget was used as a basis to forecast for future years. However, the Township is currently projecting significant deficits in both the water and wastewater program and the BMA report assumes that a sustainable level of funding is currently in place. Further analysis is required to understand if potential additional rate increases are required to address to avoid future operating deficits.

2024 Asset Management Plan

The BMA report relies on the 2024 Asset Management Plan to determine the backlog of future replacement requirements. The 2024 AMP was based primarily on data gathered in 2022. In addition, the associated AMP financial plan is still under development with at 2025 completion date. It is likely that the water / wastewater financial plan will need to be adjusted based on the ongoing AMP financial work.

2023 Financial Return

The 2023 Financial Information Return (FIR) was used as a basis in the preparation of the financial plan. Due to the transitions in finance, the 2023 financial statements have not yet been confirmed by the auditors.

The 2023 FIR includes approximately \$39 million in construction in progress (CIP) which are capital projects which have not yet been capitalized. The financial capitalization process is an essential part of the asset management / capital close process which puts the assets on our financial statements and calculates amortization expenses.

While a small CIP balance is expected, the Township has not capitalized any assets since 2020 and currently has a CIP balance of over \$39 million in the FIR. These assets are not actually construction in progress but are currently in service and will incur maintenance and replacement costs. These assets should be considered in developing long term maintenance and funding needs that may be higher than presented in this report. Addressing this CIP backlog as well as additional work through the asset management financial plan will improve the confidence in the long-term funding needs.

Capital processes

The standard industry practice for capital projects is to request / approve and the full cost of a project through the annual capital budget. For projects which span multiple years, standard practice is to show the overall impact over each year but to commit the total funding against the reserves. Upon project completion, a close out process is performed which compares the total cost of the project to the budget and returns any surplus funds to reserve or identifies alternate funding options for shortfalls.

Woolwich's capital process differs from this standard approach. In the Township, previously approved capital projects are not committed which remain unspent at the end of the year are re-budgeted in the following year. It is not uncommon for the same project to be budgeted multiple times in subsequent budget years. This makes the understanding of the true historic capital spending, reserve analysis and future forecasts more difficult. System limitations, staff capacity and a lack of assigned project numbers adds to the difficulty and risk involved in analyzing the capital program.

Work is underway through the recently adopted long term financial framework (LTFF) to improve the capital planning program and adjustments and refinements will be reflected to future financial plans.

Capital Reserves

BMA used existing reserve balances as at year end 2023. As the study progressed large deficits were forecasted for both water and wastewater. BMA was made aware of this late in the process, however, the full implications of these deficits have not been accounted for.

Also, since The Township has also not increased its capital contribution amount since 2006 and has limited long range forecasting, it is very likely that the existing contribution rate has long been insufficient and has impacted the capital program. More analysis

including work involving the asset management financial plan will be needed to understand any potential backlog and the true impact of this static fixed rate.

For these factors, it is likely the suggested rates increase in the BMA report may need to be adjusted as capital planning improves, and more information becomes available through the asset management financial plan.

Operating Reserves

The Township does not currently maintain operating rate stabilization reserves. The BMA report suggests a modest contribution of 0.5% of revenues to begin to address this, but this still falls well short of the 5% minimum target by 2030.

The cumulative water operating position can be seen in Figure 6 below:

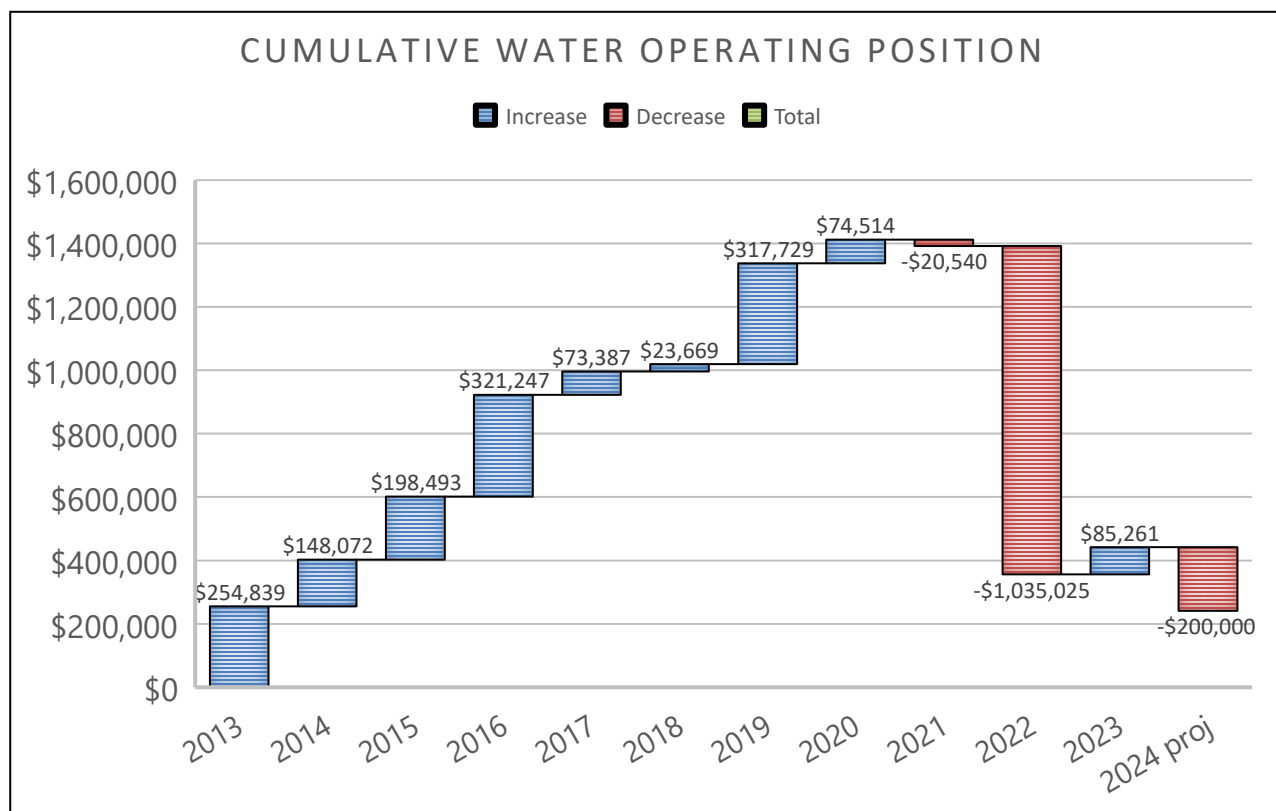


Figure 6 – Historic Water Operating Surplus / Deficit

While the water program had consistent operating surpluses each year, these were not used to fund an operating rate stabilization reserve. Any operating surpluses realized were instead transferred to support the capital program. However, when a large operating deficit was encountered in 2022, this meant the operating deficit had to be funded directly from the capital reserves. This would reduce the capital funding available in subsequent years.

The cumulative wastewater position can be seen in Figure 7 below:

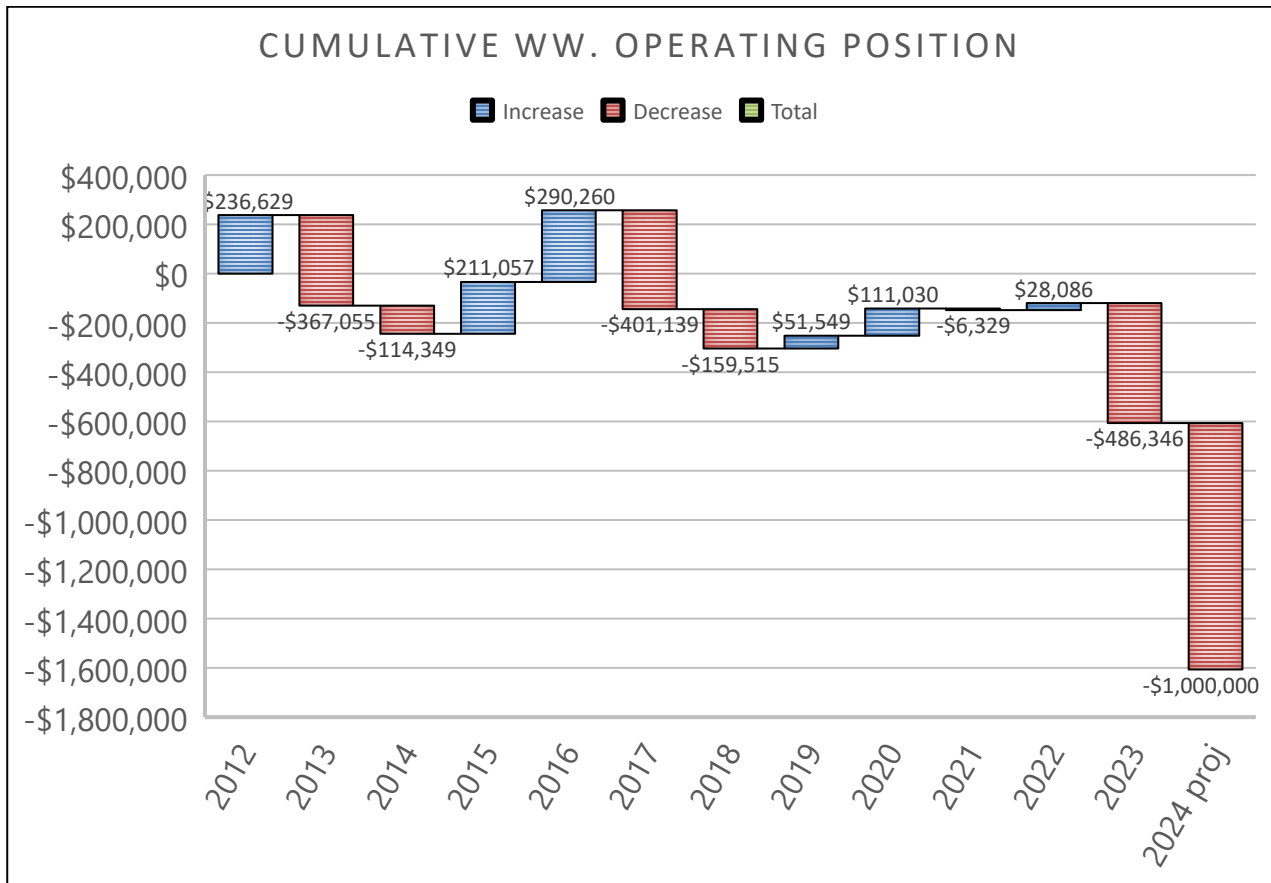


Figure 7 – Historic Wastewater Operating Surplus / Deficit

The wastewater program has been subject to higher volatility than the water program. The cumulative position from 2012-2022 was an approximately \$200,000 deficit which would have required supplementing from the capital program due to the lack of an operating reserve. The larger recent deficits in 2023 and 2024, and the lack of an operating stabilization reserves, means that the capital program will be impacted in future years.

As the Township’s utility deficits have fluctuated considerably in recent years, both a higher contribution rate and a high target level beyond the 5% minimum would be recommended. Staff will consider these additional needs as part of the proposed rate recommendations in 2025.

Utility Billing Analysis

There have been considerable revenue fluctuations in utilities in recent years and has coincided with the remote meter read program. Utility consumption and revenues have not been proactively analyzed due to limited finance staff capacity. As shown in the graphs above, there is an increased risk of large revenue fluctuations and a need for a more proactive monitoring program. This will require increased staff capacity and analysis to undertake this work.

There has been limited analysis when setting annual rates for budget. Suggested increases have mainly followed the increases in regional wholesale rates. This report and recent operating deficits have demonstrated a clear need for improved understating and analysis in the water and wastewater programs to incorporate into future rate setting work.

Debt Capacity

The BMA report recommends \$1.5 million in new debt for water and \$3.0 million in new debt for wastewater to return the utility reserves to a positive balance in 2025. While debt is likely a critical component of the Townships overall financial plan, this approach is not feasible for several reasons.

First, as per the Municipal Act, the Township must issue all debt through the Region and only for capital works. There is no mechanism for the Township to issue debt solely to address reserve shortfalls. The municipal also act specifically excludes issuing debt for operating expenses. A large portion of the current reserve shortfall is related to cumulative operating deficits.

Second, there are significant additional debt requirements which have not been accounted for in this report. The Township's overall debt capacity and ability to repay would need to be considered in the issuance of future debt. This is anticipated to be address through a future debt policy incorporating the long-term needs of the corporation.

Interdepartmental Impacts:

The Operations team is a key stakeholder in the setting of water and wastewater rates and the understanding of related revenues. Many expenses in the operations budget are funded directly from water and wastewater rate revenues. Shortfalls in these areas directly impact operations department sustainability. Understanding the financial implications of the utility program is crucial for long term planning and funding of future capital and maintenance works.

Setting appropriate water and wastewater rates will ensure sustainable funding for related operating costs and the future capital program. Improving analysis and understating of the utility program will improve the overall fiscal health of the organization.

Financial Impacts:

There are no direct fiscal impacts in the recommendations in this report. Recommendations from this report will be incorporated into the annual rate setting process for 2025.

However, for context, the baseline recommended increase of water rates by 6.3% would generate an additional \$300,000 annually. This would be an increase of approximately \$33 annually for the average residential user.

The recommended increase of wastewater rates by 10.2% would generate approximately \$530,000 annually. This would be an increase of \$77 annually for the average residential user.

Community Strategic Plan Impacts:

Setting rates which are sustainable improves the overall fiscal health of the organization and will ensure the strategic goals of fiscal sustainability and long-term prosperity.

Conclusion:

Industry best practice suggests that water and wastewater rates are reviewed annually, and an in-depth review takes place every 5 years. The Township has adjusted its rates annually but has not performed in-depth review of utility rates since 2005.

The current financial health of both the water and wastewater program is poor, with reserves in a negative position and large operating deficits forecast for 2024. The BMA study recommends significant increases to both the water and wastewater rates to ensure long term sustainability.

Staff will consider the findings of the BMA review and closely monitor the year end financial position of the water and wastewater programs. This additional analysis will be incorporated into setting the final rates with as part of the budget process for 2025.

Attachments:

1. BMA - Water and Wastewater Financial Plan and Rate Study

Township of Woolwich - Water and Wastewater Financial Plan and Rate Study



BMA MANAGEMENT CONSULTING INC.

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Water and Wastewater Long Range Financial Plan Forecast



Water & Wastewater
Long Range
Financial Plan

Water/Wastewater Long Range Financial Plan

Introduction

The Safe Drinking Water Act, 2002 (SDWA) requires owners of municipal drinking water systems to apply for and obtain a Municipal Drinking Water Licence. The Licence must be renewed every five years. In order to renew the Licence, the Act requires that a financial plan be prepared in accordance with the prescribed requirements in the Financial Plans Regulation (O. Reg 453/07).

Financial Plan provisions set out in the Financial Plans Regulation that must be met include:

- Financial plans must be approved by Council resolution indicating that the drinking water system is financially viable;
- Financial plans must include a statement that the financial impacts have been considered and apply for a minimum six-year period;
- Financial plans must include detail regarding proposed or projected financial operations itemized by total revenues, total expenses, annual surplus/deficit and accumulated surplus/deficit (i.e. the components of a “Statement of

Operations” as per Public Sector Accounting Board) for each year in which the financial plans apply;

- Financial plans are to be made available to the public upon request and at no charge;
- If a website is maintained, financial plans are to be made available to the public through publication on the internet at no charge;
- Notice of the availability of the financial plans is to be given to the public; and
- Financial plans must be given to Ministry of Municipal Affairs and Housing.

While the Regulations are directed at water systems, the approach undertaken by the Township was to undertake a similar process for the Township’s wastewater systems to ensure transparency and sustainability of the system.

The purpose of this report is to propose a financially viable multi-year financial plan for the water and wastewater operations as required by Regulation (O. Reg. 453/07).

Sustainable Financial Planning

The Ministry of the Environment, Conservation and Parks released a guideline (“Towards Financially Sustainable Drinking-Water and Wastewater Systems”) that outlines suggested principles for water and wastewater and provides possible approaches to achieving sustainability. The Province’s Principles of Financially Sustainable Water and Wastewater Services are provided below:

- **Principle #1:** Ongoing public engagement and transparency can build support for, and confidence in, financial plans and the system(s) to which they relate.
- **Principle #2:** An integrated approach to planning among water, wastewater, and storm water systems is desirable given the inherent relationship among these services.
- **Principle #3:** Revenues collected for the provision of water and wastewater services should ultimately be used to meet the needs of those services.
- **Principle #4:** Life-cycle planning with mid-course corrections is preferable to planning over the short-term, or not planning at all.
- **Principle #5:** An asset management plan is a key input to the development of a financial plan.
- **Principle #6:** A sustainable level of revenue allows for reliable service that meets or exceeds environmental protection standards, while providing sufficient resources for future rehabilitation and replacement needs.
- **Principle #7:** Ensuring users pay for the services they are provided leads to equitable outcomes and can improve conservation. In general, metering and the use of rates can help ensure users pay for services received.
- **Principle #8:** Financial plans are “living” documents that require continuous improvement. Comparing the accuracy of financial projections with actual results can lead to improved planning in the future.
- **Principle #9:** Financial plans benefit from the close collaboration of various groups, including engineers, accountants, auditors, utility staff, and municipal council.

Guiding Principles

The following guiding principles were used as the basis for the creation of the water and wastewater financial plans to meet the requirements of O. Reg 453/07:

- Ensure reasonable degree of stability and predictability in the rate burden;
- A fair sharing in the distribution of resources between current and future ratepayers;
- Provide for sustainable cash flows to ensure reliable service that meets environmental protection standards, while also providing sufficient resources for future rehabilitation and replacement needs;
- Maintain programs and services at their desired levels; and
- Balance increased investment with affordability.

General Approach to Preparing the Township's Financial Plan

The financial plan identifies the key financial strategies required to achieve a sustainable long-term financial future for the water and wastewater operations. The financial plan includes:

- Expected operating and capital outlays for each year of the plan;
- Expected revenues for each year and their source;
- Performance metrics to enable assessment of the financial plan; and
- Assumptions that have been used in the development of the financial plan.

This financial plan will be instrumental in the Township's ability to meet the Provincial reporting requirements included in O.Reg. 453/07 for water operations and has been developed in recognition of the above noted principles.



The Financial Plan is Dynamic

The water and wastewater financial plans have been developed to provide the Township with a realistic and informed view of operating and capital expenditures needed over time to maintain the integrity and health of its physical infrastructure and accommodate growth.

Although great effort has been made to present accurate financial projections, based upon the most recent data, the financial plan is a “living” document and should be updated and re-evaluated, on an ongoing basis. Comparing the accuracy of financial projections with actual results can lead to improved planning in the future.

Council priorities, planning policies, changes to service levels, consumption projections and infrastructure requirements, will certainly lead to changes and the financial plan should be adjusted to reflect these changes as they occur.

The financial plans have been prepared to meet the regulatory requirements of the Safe Drinking Water Act, 2002 and are not binding on Council, however, they provide a framework for guiding future operating and capital budgets.

It is well recognized that a Financial Plan is a **dynamic document** that should be updated and re-evaluated, on an **ongoing** basis to:

- ✓ Amend the assumptions, projections and strategies based on changes in the municipal environment;
- ✓ Continue building awareness of the results of projections of current operating and capital spending and funding levels
- ✓ Assist the Township in determining the extent of its financial challenges;
- ✓ Reconfirm the key financial goals and strategies that should guide future planning; and
- ✓ Spur the development of actions in future business plans that would respond to the long-term strategies.

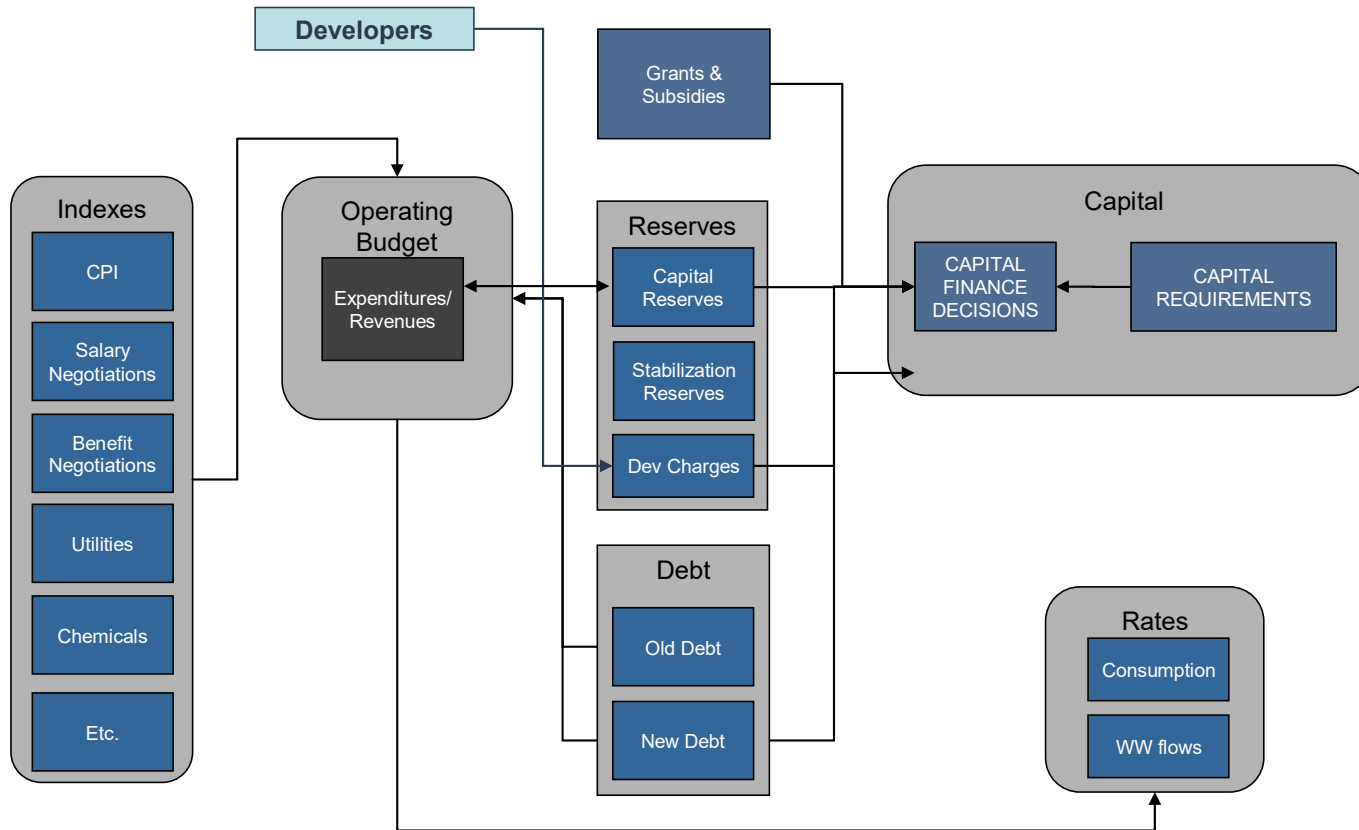


Water and Wastewater Model and Situational Analysis



Model Development

The financial plan model is an essential tool for long-term planning for the Township. The model has been developed to provide an indication of the Township's future Water and Wastewater operating, debt and reserve fund requirements given current conditions. The strength of the model lies in its ability to identify implications of future strategies and initiatives as they are proposed and to confirm the financial impacts of these strategies and determine affordability and impacts on the Water and Wastewater Financial positions. The model has the flexibility to set and change assumptions for each variable.



Sources of Data Used

- **Reserves**—Water/Wastewater Reserve projected 2025 opening balance taking into account any outstanding commitments from previous years.
- **Operating Budget**—The Township provided the 2024 Operating Budgets for Water and Wastewater which were used to forecast future years based on various assumptions for the remainder of the forecast period.
- **2024-2028 Capital Budget**—The approved 5-year Capital Budget which included sources of funding from future development charges for growth related capital projects, rates through contributions from Capital Reserves and the issuance of debt. The forecast for 2029 and 2030 is based on the 2024-2028 average expenditures in the Capital Budget.
- **Financial Information Return (FIR) 2023**—The Township’s FIR was used in the preparation of the O. Regs. with respect to amortization information.
- **Consumption**—Water consumption and billable Wastewater trends were provided by the Township to determine an appropriate assumption.
- **2024 Asset Management Plan (AMP)** – The 2024 AMP was used to determine the backlog of future replacement requirements.



- **2024 Debt Schedules** – Debt schedules were provided by the Township for existing debt outstanding.

Challenges/Risks

The following summarizes the Township's key challenges, risks and opportunities to long-term financial sustainability for water and wastewater operations. Understanding these factors are important in the preparation of the financial plan.

- **Capital Intensive Water and Wastewater Systems**—The Township is responsible for distribution of water to local consumers. Based on the Township's 2024 AMP, the replacement cost of the water distribution system is approximately \$141.8 million.
- The Township is also responsible for the collection of wastewater and transferring the Wastewater to the Region of Waterloo's sanitary sewer system for treatment. Based on the Township's 2024 AMP, the estimated replacement cost of the wastewater collection system is approximately \$148.3 million.
- **Capital Replacement Backlog** - The AMP identified that the majority of needs in the drinking water service area are related to addressing the existing infrastructure backlog (i.e. approximately \$9.4 million of backlog needs). Only a relatively small amount of additional asset needs will arise over the 25-year forecast period. This means that as the Township continues to invest in watermain replacements, it should see an increase in service levels, as most of that investment will go towards eliminating backlog, especially in the near-term. The AMP identified wastewater infrastructure backlog of \$36.3 million.
- **Availability of Capital Reserves**— The Water and Wastewater Capital Reserves funds are used to provide funding for future major repairs or replacement of the Township's infrastructure and both are in a negative position (Water -\$1.5 million, WW - \$1.7 million).
- **Inflationary Increases to the Capital and Operating Costs**—The majority of the costs associated with the water and wastewater operations are the fixed and therefore cannot be controlled by the Township. Many of these water and wastewater operating and capital costs are increasing faster than the rate of inflation including the Region's costs which represent the majority of the expenditures.
- **Interest Rates**—There is a need to issue debt to cover the reserve shortfall and fund capital costs. Municipal borrowing rates have increased. The currently borrowing rates is 4.5% for a 20-year debenture. This results in higher debt payments funded from the Operating Budget.

Regulatory and Legislative Environment

Legislative and regulatory changes will continue to be a factor that drives the cost of service well into the future. There are numerous statutes and associated regulations that dictate service and service levels including:

- Municipal Act;
- Clean Water Act;
- Water Opportunities Act;
- Ontario Water Resources Act;
- Safe Drinking Water Act (SDWA);
- Environmental Protection Act;
- Environmental Assessment Act;
- PSAB 3150, Tangible Capital Assets Reporting, and;
- More Housing Built Faster Act.

Historical Rates

- From 2019-2024 the Township has increased only their volumetric rates and maintained the same fixed rate. If this practice were to continue, the proportional amount recovered from the fixed charge will continue to erode. It is recommended that this practice be changed to support revenue stability.
- The table reflects the rates over the past six years.
- As illustrated in the tables in previous years, increases were below inflation. Higher increases in 2024 were required.

		2019	2020	2021	2022	2023	2024
Water							
Water Usage Charge (Volumetric) per m3		\$ 1.730	\$ 1.760	\$ 1.760	\$ 1.820	\$ 1.890	\$ 2.110
Water Charge based on Meter Size Bi-Monthly	5/8"	\$ 26.00	\$ 26.00	\$ 26.00	\$ 26.00	\$ 26.00	\$ 26.00
	1"	\$ 38.00	\$ 38.00	\$ 38.00	\$ 38.00	\$ 38.00	\$ 38.00
	1.5"	\$ 64.00	\$ 64.00	\$ 64.00	\$ 64.00	\$ 64.00	\$ 64.00
	2"	\$ 126.00	\$ 126.00	\$ 126.00	\$ 126.00	\$ 126.00	\$ 126.00
	3"	\$ 126.00	\$ 126.00	\$ 126.00	\$ 126.00	\$ 126.00	\$ 126.00
	4"	\$ 505.00	\$ 505.00	\$ 505.00	\$ 505.00	\$ 505.00	\$ 505.00
	6"	\$ 885.00	\$ 885.00	\$ 885.00	\$ 885.00	\$ 885.00	\$ 885.00
	8"	\$ 885.00	\$ 885.00	\$ 885.00	\$ 885.00	\$ 885.00	\$ 885.00
	10"	\$ 1,263.00	\$ 1,263.00	\$ 1,263.00	\$ 1,263.00	\$ 1,263.00	\$ 1,263.00
Volumetric Rate Change		0.6%	1.7%	0.0%	3.4%	3.8%	11.6%
Fixed Rate Change		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Wastewater							
Wastewater Usage Charge (Volumetric) per m3		\$ 2.850	\$ 2.910	\$ 2.910	\$ 3.000	\$ 3.180	\$ 3.390
Wastewater Charge based on Meter Size Bi-Monthly	5/8"	\$ 26.00	\$ 26.00	\$ 26.00	\$ 26.00	\$ 26.00	\$ 26.00
	1"	\$ 38.00	\$ 38.00	\$ 38.00	\$ 38.00	\$ 38.00	\$ 38.00
	1.5"	\$ 64.00	\$ 64.00	\$ 64.00	\$ 64.00	\$ 64.00	\$ 64.00
	2"	\$ 126.00	\$ 126.00	\$ 126.00	\$ 126.00	\$ 126.00	\$ 126.00
	3"	\$ 126.00	\$ 126.00	\$ 126.00	\$ 126.00	\$ 126.00	\$ 126.00
	4"	\$ 505.00	\$ 505.00	\$ 505.00	\$ 505.00	\$ 505.00	\$ 505.00
	6"	\$ 885.00	\$ 885.00	\$ 885.00	\$ 885.00	\$ 885.00	\$ 885.00
	8"	\$ 885.00	\$ 885.00	\$ 885.00	\$ 885.00	\$ 885.00	\$ 885.00
	10"	\$ 1,263.00	\$ 1,263.00	\$ 1,263.00	\$ 1,263.00	\$ 1,263.00	\$ 1,263.00
Volumetric Rate Change		5.9%	2.1%	0.0%	3.1%	6.0%	6.6%
Fixed Rate Change		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Source: Township Water and Wastewater rates By-laws

Cost of Service and Ratepayer Affordability

- An analysis of the 2024 water and wastewater rates in Woolwich was undertaken against Waterloo/Wellington municipalities.
- As shown in the table to the right, the customer cost of water/ww services in Woolwich is approximately at the peer average for a residential customer that consumes 175 m³ per year. In Woolwich a customer pays \$1,275 annually compared with the Waterloo/Wellington average of \$1,283.
- For non-residential customers, the cost of service in Woolwich ranges from 6%-8% higher than the peer average. This is driven in part by a relatively low allocation of costs to be recovered from the fixed meter charge.
- Differences in rates are impacted by the overall age of the system, the condition of the infrastructure, the complexity of the system and the strategies used to address infrastructure gaps.

2024 Volume Meter Size	Residential 175 m ³ 5/8"	Commercial 10,000 m ³ 2"	Industrial 30,000 m ³ 3"	Industrial 100,000 m ³ 4"
Waterloo	\$ 941	\$ 51,806	\$ 154,622	\$ 513,917
Guelph	\$ 975	\$ 44,721	\$ 133,278	\$ 440,446
Kitchener	\$ 1,031	\$ 58,901	\$ 176,703	\$ 589,010
Cambridge	\$ 1,165	\$ 55,672	\$ 165,575	\$ 545,644
Wilmot	\$ 1,207	\$ 54,356	\$ 162,260	\$ 539,197
Centre Wellington	\$ 1,278	\$ 57,081	\$ 167,816	\$ 554,835
North Dumfries	\$ 1,285	\$ 59,252	\$ 177,252	\$ 590,252
Wellesley	\$ 1,285	\$ 59,252	\$ 177,252	\$ 590,252
Wellington North	\$ 1,303	\$ 49,363	\$ 144,963	\$ 479,563
Guelph-Eramosa	\$ 1,457	\$ 66,498	\$ 198,898	\$ 662,298
Minto	\$ 1,654	\$ 45,473	\$ 121,188	\$ 369,556
Mapleton	\$ 1,820	\$ 32,686	\$ 99,311	\$ 307,744
Average	\$ 1,283	\$ 52,922	\$ 156,593	\$ 515,226
Median	\$ 1,281	\$ 55,014	\$ 163,918	\$ 542,421
Woolwich	\$ 1,275	\$ 56,512	\$ 166,512	\$ 556,060
% Above/(Below) Waterloo/Wellington Avg	-1%	7%	6%	8%

Source: 2024 Municipal By-laws

Residential Water/WW Cost of Service

- The table reflects a typical residential customer that consumes 175 m³ annually.
- The table reflects the water and wastewater separately and the combined total cost for a customer. The water cost of service in Woolwich is below the peer average by 19%, however, the wastewater cost is above the average by 14%. The primary driver of costs in wastewater are associated with Regional costs which comprise 50% of the total expenses.
- In 2024, the residential customer cost of water and wastewater combined is lower than the peer average by 1%.

Residential 175 m3 Annual 5/8"	Water	Wastewater	Total Costs
Waterloo	\$ 450	\$ 492	\$ 941
Guelph	\$ 473	\$ 502	\$ 975
Kitchener	\$ 459	\$ 572	\$ 1,031
Cambridge	\$ 605	\$ 560	\$ 1,165
Wilmot	\$ 533	\$ 674	\$ 1,207
Centre Wellington	\$ 587	\$ 691	\$ 1,278
North Dumfries	\$ 724	\$ 561	\$ 1,285
Wellesley	\$ 724	\$ 561	\$ 1,285
Wellington North	\$ 584	\$ 719	\$ 1,303
Guelph-Eramosa	\$ 672	\$ 785	\$ 1,457
Minto	\$ 746	\$ 908	\$ 1,654
Mapleton	\$ 980	\$ 840	\$ 1,820
Erin	\$ 923	N/A	N/A
Total Average	\$ 651	\$ 655	\$ 1,283
Median	\$ 605	\$ 623	\$ 1,281
Woolwich	\$ 525	\$ 749	\$ 1,275
% Above/(Below)			
Waterloo/Wellington Avg	-19%	14%	-1%

Source: 2024 Municipal By-laws

Ratepayer Affordability

- Ratepayer affordability has also been taken into consideration. This compares the cost of water/ww services in relation to average household income in 2024.
- There are a number of sources which are used in the industry to establish a benchmark upon which affordability is measured. The most common approach is water/wastewater costs as a percentage of average household income. The threshold value, which is expressed as a percent, is applied to a measure of income to determine the point at which the cost of water/wastewater becomes unaffordable.
- Woolwich's average household income is \$149,838, above the peer survey average and median. In addition, residential water/ww costs at \$1,275 are the third lowest in the survey. These help to support residential affordability.
- There is no one benchmark percentage established in the industry. Depending on the source used, the range typically is from 1.5%-3.0% of household income, beyond which, affordability is questionable.
- The water/ww costs as a percentage of income in Woolwich is 0.9% compared with the survey average of 1.0% and at the survey median.

Municipality	2024 Est. Avg. Household Income	2024 Residential Water/WW Costs 175 m ³	2024 Affordability Metric
Waterloo	\$ 134,179	\$ 941	0.7%
Guelph	\$ 121,500	\$ 975	0.8%
North Dumfries	\$ 158,807	\$ 1,285	0.8%
Wellesley	\$ 156,403	\$ 1,285	0.8%
Wilmot	\$ 144,096	\$ 1,207	0.8%
Guelph-Eramosa	\$ 166,340	\$ 1,457	0.9%
Kitchener	\$ 112,517	\$ 1,031	0.9%
Centre Wellington	\$ 135,649	\$ 1,278	0.9%
Cambridge	\$ 117,575	\$ 1,165	1.0%
Wellington North	\$ 98,628	\$ 1,303	1.3%
Mapleton	\$ 130,416	\$ 1,820	1.4%
Minto	\$ 105,814	\$ 1,654	1.6%
Average	\$ 131,827	\$ 1,283	1.0%
Median	\$ 132,298	\$ 1,281	0.9%
Woolwich	\$ 149,838	\$ 1,275	0.9%

Source: Income provided by Manifold Data Mining

Financial Environment, Forecast Assumptions and Financial Policies



Water/Wastewater Financial Environment and Assumptions

The following provides the key assumptions were used in the financial plan:

- **Capital Projects** — The financial plan is based on the Township’s 2024-2028 Capital Budget. Beyond 2028 the project expenditures are based on the average of the previous 5 years.
- **Debt Terms** — Funding for capital replacement costs included debt proceeds of \$1.5 million in 2025 for water and \$3.0 million in 2025 for wastewater necessary to maintain positive reserve balances. The debt issued is amortized over a 20-year term at 4.5% interest rate.
- **Water & Wastewater Capital Reserves** — The estimated 2025 opening balance less any outstanding commitments in the Water Reserve is approximately negative \$1.5 million and the Wastewater Reserve is a negative balance of \$1.7 million. These negative balances, in addition to the replacement needs contained in the 2024 Capital Budget reflect a need to significantly increase contributions to both the Water and Wastewater Capital Reserves.

- **Service Standards**—Water and wastewater programs are maintained at their current service levels.
- **Growth Assumptions** – The DC Background Study was used as a basis of growth-related new accounts. To be conservative, and based on a review of past history, this has been modified as full occupancy does not result in a full year of consumption and new accounts for the entire year. The forecast assumes 50% of the DC Forecast for growth. An average of 175 m³ annually for residential new construction has been built into the model for growth in consumption resulting from new construction.

Mid-Year	2025	2026	2027	2028	2029	2030
Singles & Semis	76	76	76	76	76	76
Rows & Other Multiples	37	37	37	37	37	37
Apartments	40	40	40	40	40	40
Total New Households	153	153	153	153	153	153

Source: Township of Woolwich 2024 DC Background Study

- **Consumption Assumptions** – A trend analysis was undertaken on the billable consumption over the past several years. The forecast was established taking into consideration growth and historical consumption patterns.

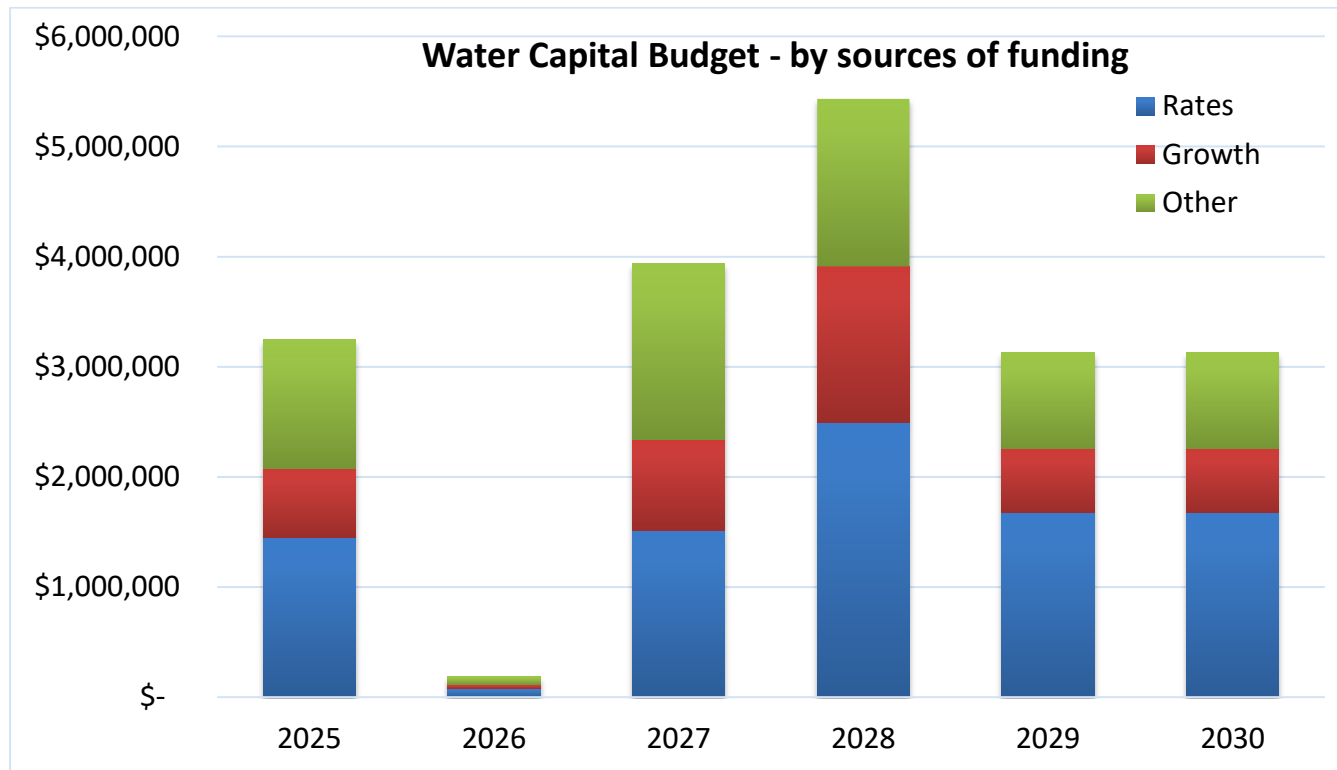
- **Operating Budget Assumptions**—The Township’s 2024 approved operating budgets were used as the base to project future revenue and expenditures increases. An inflation factor of 3% was used to project the operating costs, except for the Region wholesale costs.
- **Regional Cost Increases** – Regional costs comprise the largest item in the budget and costs are forecast to increase over the next 10 years, above inflationary rates. The following table summarizes the results.

	Regional % Increase	
	Water	WW
2025	5.4%	6.4%
2026	5.4%	6.4%
2027	5.4%	5.4%
2028	5.4%	5.4%
2029	5.4%	2.4%
2030	5.4%	2.4%

Source: Region of Waterloo 2024 Financial Plan, 2024 Woolwich DC Background Study

Water Capital Budget

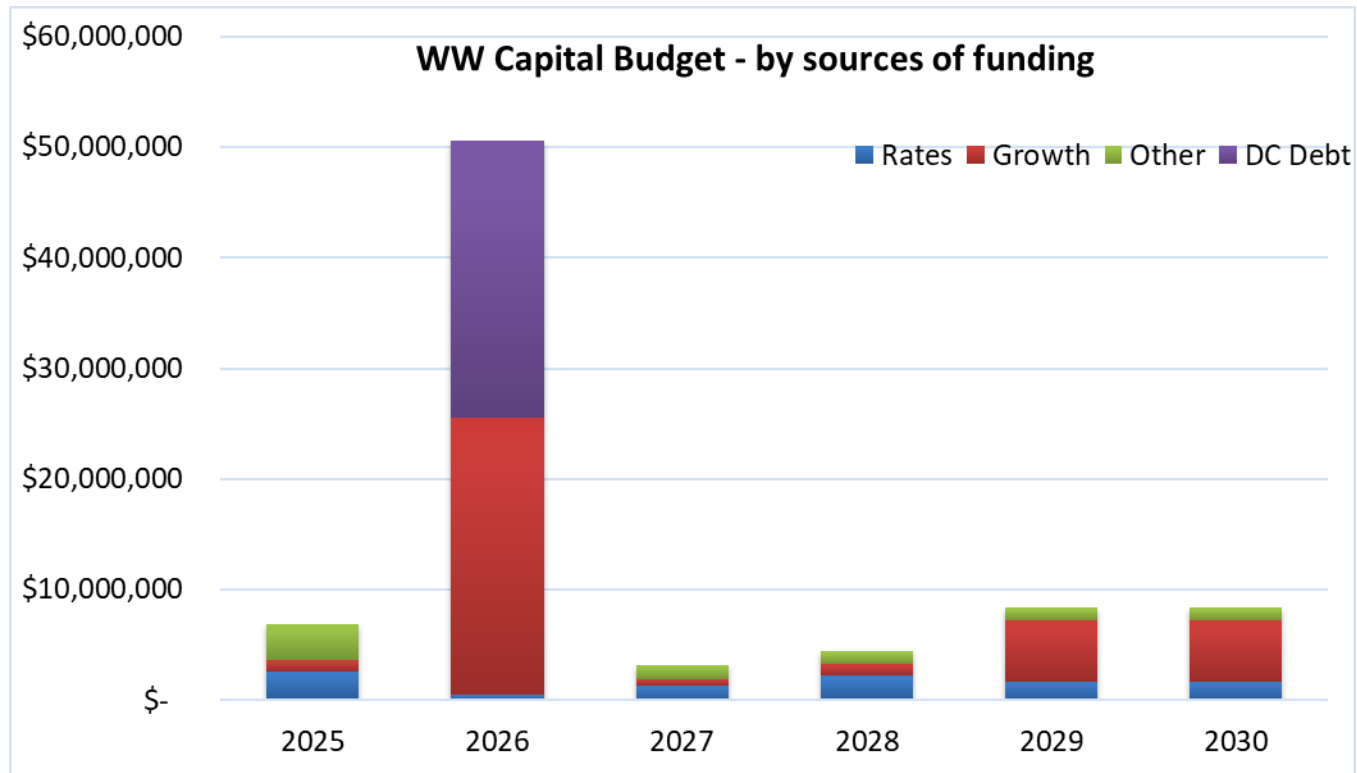
The following graph reflects the projected water capital spending plan to 2030 funded from rates, development charges and other. As shown below, \$19.1 million is required over the 6-year period. The last 2 years of the plan are based on 2024-2028 average annual requirement. When the 2025, 10-Year Capital Budget is available, this will be updated. The O. Regs requires a 6-year forecast which will be shown later in the report.



Source: Woolwich 2024-2028 Water Capital Budget

Wastewater Capital Budget

The following graph reflects the projected water capital spending plan to 2030 funded from rates, development charges and development charges debt and other. As shown below, \$81.7 million is required over the 6-year period. The last 2 years of the plan are based on 2024-2028 average annual requirement. When the 2025, 10-Year Capital Budget is available, this will be updated.



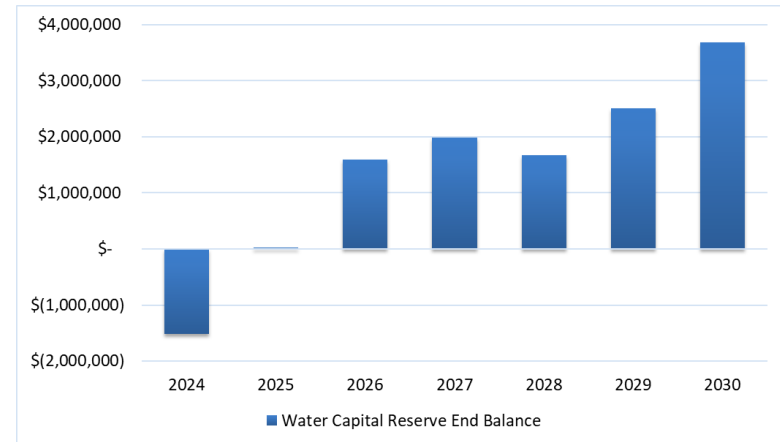
Source: Woolwich 2024-2028 WW Capital Budget

Reserve Strategies

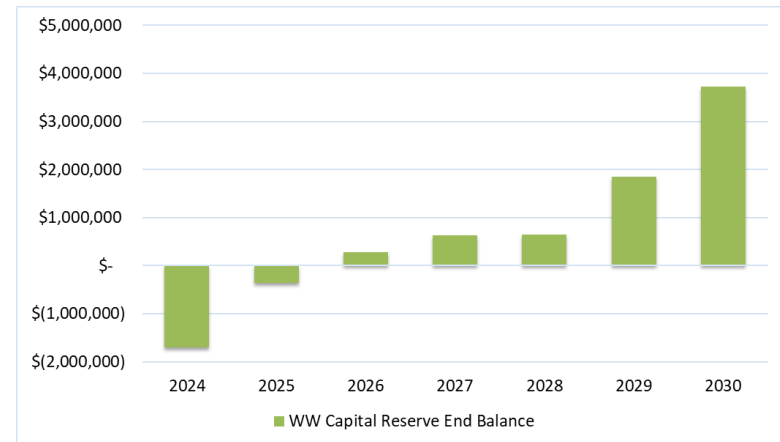
Reserves facilitate multi-year financial planning and are the critical component of financial sustainability. The Water and Wastewater Reserves are funded with annual contributions from the operating budgets in addition to any remaining surpluses not committed upon the closing of completed capital projects. The annual contributions to capital reserves should be set at an amount that provides sufficient funding to cover the costs to replace assets when they become due for replacement thereby reducing reliance on long-term debt borrowing.

Maintaining reserves also:

- ✓ Provide stability of rates in the face of variable and uncontrollable factors (e.g. interest rates, changes in subsidies, increase in fuel prices, weather);
 - ✓ Provide financing for one-time or emergency requirements without permanently impacting the utility rates;
 - ✓ Help ensure adequate cash flows.
- **Capital Reserves** - The following graphs reflects the Water and Wastewater Capital year end Reserve balances over the forecast period:

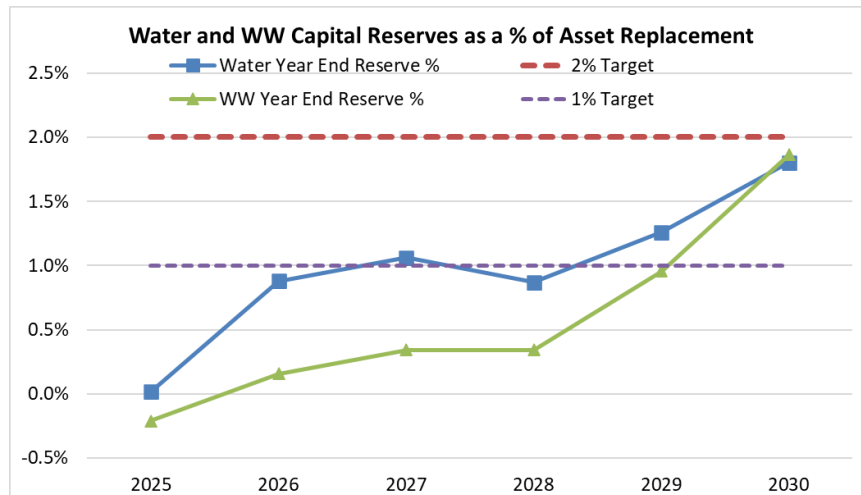


The Water Reserve balance increases from negative \$1.5 million in 2024 to \$3.7 million in 2030.



The Wastewater Reserve balance increases from negative \$1.7 million in 2024 to \$3.7 million in 2030. Source: Woolwich Water & Wastewater Reserve Projected 2024 End-Balance

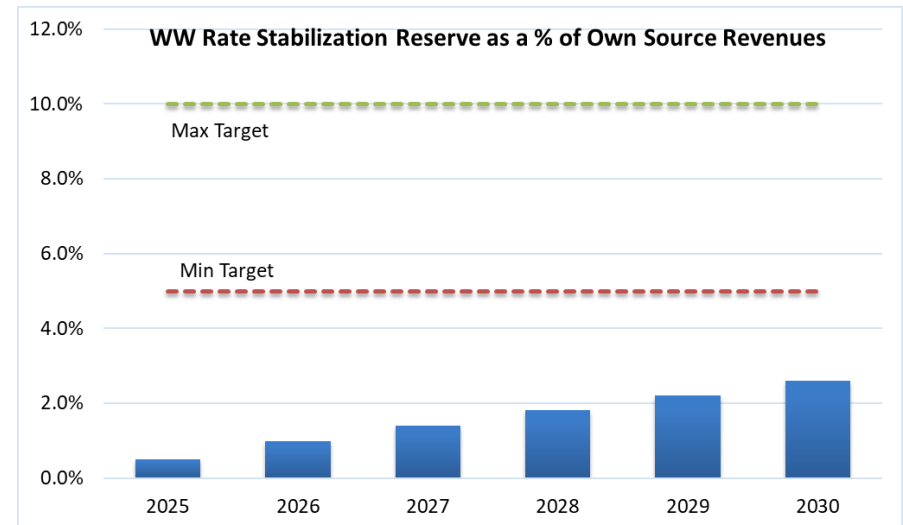
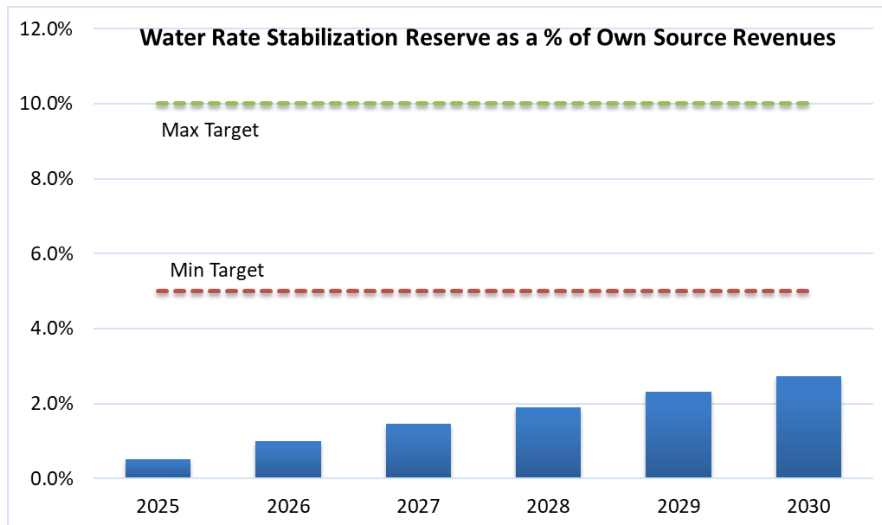
- Leading practice for Water and Wastewater Reserves is to maintain a minimum balance of 2% of the asset replacement value. This helps ensure there is a reasonable level of funds available for unforeseen expenses, revenue shortfalls, and/or emergency situations.



- A phase-in approach is used to increase the contributions to reserves over the forecast period to gradually build the reserve position to address infrastructure needs while taking into consideration ratepayer affordability. Continuation of this strategy will bring the water reserve balances up to the minimum over the forecast period).
- **Revenue Stabilization Reserves**—Rate Stabilization Reserves are required to ensure that there are sufficient funds to address unforeseen events, such as weather conditions that may impact consumption and unplanned funding needs to avoid operating deficits and cause fluctuations in the rate. The Township does not currently have Rate Stabilization Reserves which has posed challenges in that significant deficits have been experienced in the Wastewater operations over the past two years, resulting in a deficit in the Capital Reserve and erodes the ability to pay for future capital projects without issuing debt. The deficits were primarily caused by higher than anticipated wholesale costs which are not controlled by the Township.
- A leading practice is to establish Water and a Wastewater Rate Stabilization Reserves, through annual contributions. Any operating deficits could be funded in the future from these reserves and operating surpluses transferred in years where revenues exceeded operating expenditures. The recommended target balance for these reserves is 5%-15% of the operating revenue requirements.

- As shown below, gradual contributions from the operating budget have been built into the forecast. The Water Rate Stabilization Reserve as a % of own source revenues are below the recommended levels, however is on increasing trend over the forecast period. The starting recommended transfer from operating is 0.5% of rate revenue requirements.

- As well, the Wastewater Rate Stabilization Reserve as a % of own source revenues are below the recommended levels, however is on increasing trend over the forecast period. The starting recommended transfer from operating is 0.5% of rate revenue requirements.



Debt Strategies

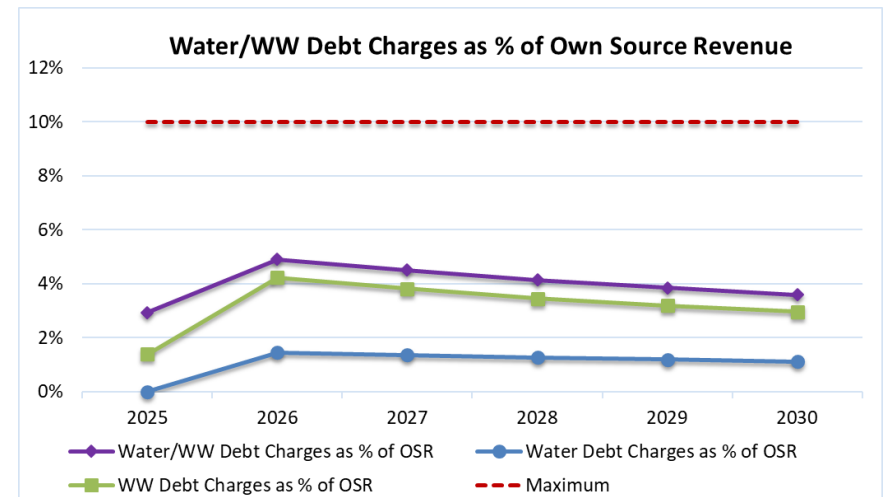
Debt management may be defined as the process of providing for the payment of interest and principal payments on existing debt and the planning for new debt issuance at a level which will optimize borrowing cost and not impair the financial position of the municipality. The prudent use of debt is acknowledged as a fundamental component to well developed and credible financial management and supports financial discipline and stability.

Adherence to a debt management plan is a sign the municipality is financially prudent and should meet its obligations. The proposed financial plan helps ensure that:

- Future debt service payments can be made in full and on time, without jeopardizing the provision of essential services;
- Outstanding debt obligations will not threaten long-term financial stability of the water, wastewater operations; and
- The amount of outstanding debt will not place undue burden on ratepayer

Given the large capital infrastructure requirements for the water/wastewater operations and the current negative reserve

balances in water and wastewater the financial plan includes \$1.5 million in new debt for water and \$3.0 million in new debt for wastewater in 2025 and no new debt beyond 2025 is anticipated. A fiscally sustainable target for water and wastewater is that debt charges not exceed 10% of water and wastewater revenues.



Water and wastewater debt charges as a percentage of revenues is well below the maximum recommended for both the water and wastewater operations over the forecast period.

Summary of Water Operating Budget Requirements

The Township's objective in establishing the Water rates is to avoid large fluctuations from year to year and are set at a level to adequately cover current operating costs, maintain and repair the Township's existing asset base, and replace assets where appropriate. Efforts are being made in this plan to gradually grow/maintain the Reserve Funds to provide a source of funding for replacement of capital assets. The following tables reflect the Water forecast revenues and expenditures.

Water	2024 Budget	2025	2026	2027	2028	2029	2030
Rate Revenues	\$ 6,525,515	\$ 6,982,301	\$ 7,471,062	\$ 7,994,036	\$ 8,553,619	\$ 9,152,372	\$ 9,793,038
Other Revenues	\$ 480,329	\$ 494,739	\$ 509,581	\$ 524,868	\$ 540,615	\$ 556,833	\$ 573,538
Total Revenues	\$ 7,005,844	\$ 7,477,040	\$ 7,980,643	\$ 8,518,905	\$ 9,094,234	\$ 9,709,205	\$ 10,366,576
Operating Expenses	\$ 1,858,234	\$ 1,913,981	\$ 1,971,400	\$ 2,030,542	\$ 2,091,459	\$ 2,154,203	\$ 2,218,829
Regional Expenses	\$ 3,542,770	\$ 3,733,233	\$ 3,933,856	\$ 4,145,176	\$ 4,367,760	\$ 4,602,205	\$ 4,849,138
Transfer to Water Capital Reserve	\$ 1,560,000	\$ 1,794,914	\$ 1,922,717	\$ 2,187,902	\$ 2,476,933	\$ 2,791,722	\$ 3,134,330
Transfer to Rate Stabilization Reserve	\$ -	\$ 34,912	\$ 37,355	\$ 39,970	\$ 42,768	\$ 45,762	\$ 48,965
Debt Charges	\$ 44,840	\$ -	\$ 115,314	\$ 115,314	\$ 115,314	\$ 115,314	\$ 115,314
Total Expenditures	\$ 7,005,844	\$ 7,477,040	\$ 7,980,643	\$ 8,518,905	\$ 9,094,234	\$ 9,709,205	\$ 10,366,576
Rate Revenues % Change		7.0%	7.0%	7.0%	7.0%	7.0%	7.0%

As shown above, there are significant requirements to fund the capital program which are impacting the expenditures over the forecast period. The rate revenue requirement increase year over year is 7% for water. The majority of the expenses are related to Regional wholesale costs and increases to contributions to capital. Note that later in the report this does not translate directly into rate increases at this level as there are growth related factors that reduce the rates to customers.

Summary of Wastewater Operating Budget Requirements

The Township's objective in establishing the Wastewater rates is to avoid large fluctuations from year to year and are set at a level to adequately cover current operating costs, maintain and repair the Township's existing asset base, and replace assets where appropriate. Efforts are being made in this plan to gradually grow/maintain the Reserve Funds to provide a source of funding for replacement of capital assets. The following tables reflect the Wastewater forecast revenues and expenditures.

Wastewater	2024 Budget	2025	2026	2027	2028	2029	2030
Rate Revenues	\$ 6,151,251	\$ 6,827,889	\$ 7,578,956	\$ 8,412,642	\$ 9,338,032	\$ 10,085,075	\$ 10,891,881
Other Revenues	\$ 231,415	\$ 145,544	\$ 149,910	\$ 154,408	\$ 159,040	\$ 163,811	\$ 168,726
Total Revenues	\$ 6,382,666	\$ 6,973,433	\$ 7,728,867	\$ 8,567,049	\$ 9,497,072	\$ 10,248,886	\$ 11,060,606
Operating Expenses	\$ 1,385,021	\$ 1,426,572	\$ 1,469,369	\$ 1,513,450	\$ 1,558,853	\$ 1,605,619	\$ 1,653,788
Regional Expenses	\$ 3,744,819	\$ 4,350,400	\$ 4,627,950	\$ 4,876,822	\$ 5,138,966	\$ 5,260,917	\$ 5,385,644
Transfer to WW Capital Reserve	\$ 1,151,000	\$ 1,065,763	\$ 1,266,475	\$ 1,807,566	\$ 2,425,500	\$ 3,005,000	\$ 3,640,069
Transfer to Rate Stabilization Reserve	\$ -	\$ 34,139	\$ 37,895	\$ 42,063	\$ 46,690	\$ 50,425	\$ 54,459
Debt Charges	\$ 101,826	\$ 96,558	\$ 327,178	\$ 327,148	\$ 327,063	\$ 326,925	\$ 326,646
Total Expenditures	\$ 6,382,666	\$ 6,973,433	\$ 7,728,867	\$ 8,567,049	\$ 9,497,072	\$ 10,248,886	\$ 11,060,606
Rate Revenues % Change		11.0%	11.0%	11.0%	11.0%	8.0%	8.0%

As shown above, there are significant requirements to fund the capital program which are impacting the expenditures over the forecast period. The wastewater rate revenue requirement increase year over year is 11% for 2025 to 2028, and 8% for the rest of the forecast period. The majority of the expenses are related to Regional wholesale costs and increases to contributions to capital. Note that later in the report this does not translate directly into rate increases at this level as there are growth related factors that reduce the rates to customers.

Rate Structure - Goals and Objectives

The Township of Woolwich currently utilizes a two-part Water and Wastewater rate structure recovering a portion of the service costs from a fixed basic charge based on the size of the meter and a volumetric charge. This type of rate structure conforms with the Canadian Waterworks association (CWWA) recommendations and the majority of municipalities in Ontario. Currently in Woolwich, approximately 17 percent of combined Water and Wastewater budgeted costs are allocated to the fixed charge.

The following provides a set of goals and objectives that were considered in reviewing the various types or rate structures:

- ✓ ***Affordability***—The rate structure should incorporate policies that support affordable water and wastewater services for all customers while at the same time ensuring that the full cost of service is being recovered.
- ✓ ***Revenue Stability and Rate Predictability***—The rate structure should provide for a steady and predictable stream of revenues such that the Township is capable of meeting its current financial requirements. To the extent possible, cash flows should be matched with expenditures. Any rate setting practice employed by the Township will consider the impact on revenue stability and take the appropriate actions to maintain/improve revenue stability.
- ✓ ***Fairness and Equity***—The rate structure should ensure that customers are contributing equitably towards revenue requirements. Equity should be based on the user pay principle.
- ✓ ***Conservation***—The rate structure should encourage the efficient and justifiable uses of water as well as assist in managing system demand. Programs that promote efficient water usage may reduce operating costs and capital investment needs over time.
- ✓ ***Practical (Simple to Understand and Update)*** - The rate structure should support principles of fairness and equity but at the same time it should be simple to understand, rational and easy to update and administer.
- ✓ ***Economic Development*** - The rate structure should align with other economic development initiatives and should consider the competitive positioning of commercial and industrial properties in Woolwich and the Township's ability to attract new business to the community.

Fixed Rate

- The extent to which the amount recovered from a fixed monthly fee varies considerably across Ontario municipalities. Municipalities must determine the appropriate amount to be recovered from a fixed monthly charge. These decisions are based on the overall objectives of the municipality.
- Consistent with the approach in Woolwich, approximately 90% of 120+ Ontario municipalities surveyed have a fixed and volumetric rate structure.
- The following table summarizes the allocation of fixed and volumetric charges using the 2024 Budget

2024	Water	WW	Water%	WW%	Total %
Fixed	\$ 1,328,761	\$ 848,970	20%	14%	17%
Volumetric	\$ 5,196,754	\$ 5,302,281	80%	86%	83%
Total	\$ 6,525,515	\$ 6,151,251	100%	100%	100%

Source: Woolwich 2024 Water & WW Operating Budget

- As shown above in terms of the total budget, 17% of the consolidated water and wastewater budget revenues from rates are to be recovered from the fixed monthly cost. Over the past number of years, there have been no increases in the fixed rates.

- Any reduction in the fixed allocation would increase revenue instability and any increase in the fixed allocation would negatively impact low volume customers and discourage conservation.
- An increase in the allocation of fixed costs to be recovered from the basic service charge improves revenue stability and is fair equitable.
- However, large increases in the fixed results in a low volumetric charge which discourages conservation and negatively impacts low volume users consistent with the existing rate structure.
- Recouping all possible fixed costs from the fixed monthly charge is not recommended, particularly in a two-tiered system whereby the Region of Waterloo comprises 50% and 62% of the total expenditures respectively in 2025.
- In order to provide a good balance between the principles of fairness and equity revenue stability affordability and conservation goals it is recommended to maintain approximately the same proportion of fixed and volumetric charges and ensure that as the rates increase, both the volumetric and fixed charges increase by a commensurate amount.

Rate Structure Options—Volumetric Rates

There are a number of different volumetric rate structures used by municipalities. The following summarizes the most common types of volumetric rate structures:

- Declining (Regressive) Block Rate Structure - In a declining block rate structure, the unit price of water decreases as the volume consumed increases. This rate structure is used primarily in municipalities with large high-volume consumers. Low volume residential customers are charged the highest volumetric rate. Any change to a declining rate structure would make residential affordability more challenging and is not recommended.
- Inclining (Progressive) Rate Structure - The main objective of an increasing block structure is to encourage conservation. The rates in an inclining (progressive) rate structure increase as consumption increases by establishing thresholds or blocks at which the rate would change. For inclining block rate structures, the block (quantity) shift points are generally based upon the unique demand characteristics of each user class and are focused on user demand points to enhance water usage awareness. Customer awareness, combined with price

incentives, are critical elements in modifying consumption behavior.

- Humpback Rate Structure - A humpback rate structure uses a combination of increasing and decreasing block rates: rates first increase, then decrease in steps as consumption increases. This approach targets high volume users, and then provides lower cost for very high-volume users. This is complex to administer and is not recommended.
- Uniform Rate Structure – Woolwich uses a uniform rate structure which is the most common approach amongst Ontario municipalities. A uniform volumetric rate structure charges the same volumetric rate to all users regardless of the amount of consumption. This approach is recommended to continue to support fairness and equity.
- The following table summarizes the approach used across over 100 Ontario municipalities in 2024.

Source: BMA Municipal Study

Municipality	Water Residential	Water Non-Res.	WW Residential	WW Non-Res.
Uniform	70%	73%	71%	73%
Declining	11%	15%	11%	14%
Inclining	8%	5%	7%	5%
Humpback	6%	6%	8%	8%
Flat	4%	1%	3%	0%
Total	100%	100%	100%	100%

Rate Forecast

		2025	2026	2027	2028	2029	2030
Water							
Water Usage Charge (Volumetric) per m3		\$ 2.243	\$ 2.385	\$ 2.536	\$ 2.696	\$ 2.867	\$ 3.049
Water Charge based on Meter Size Bi-Monthly	5/8"	\$ 27.64	\$ 29.38	\$ 31.23	\$ 33.20	\$ 35.29	\$ 37.51
	1"	\$ 40.39	\$ 42.94	\$ 45.64	\$ 48.52	\$ 51.58	\$ 54.83
	1.5"	\$ 68.03	\$ 72.32	\$ 76.87	\$ 81.72	\$ 86.87	\$ 92.34
	2"	\$ 133.94	\$ 142.38	\$ 151.35	\$ 160.88	\$ 171.02	\$ 181.79
	3"	\$ 133.94	\$ 142.38	\$ 151.35	\$ 160.88	\$ 171.02	\$ 181.79
	4"	\$ 536.82	\$ 570.63	\$ 606.58	\$ 644.80	\$ 685.42	\$ 728.60
	6"	\$ 940.76	\$ 1,000.02	\$ 1,063.02	\$ 1,129.99	\$ 1,201.18	\$ 1,276.86
	8"	\$ 940.76	\$ 1,000.02	\$ 1,063.02	\$ 1,129.99	\$ 1,201.18	\$ 1,276.86
	10"	\$ 1,342.57	\$ 1,427.15	\$ 1,517.06	\$ 1,612.64	\$ 1,714.23	\$ 1,822.23
Volumetric Rate Change		6.3%	6.3%	6.3%	6.3%	6.3%	6.3%
Fixed Rate Change		6.3%	6.3%	6.3%	6.3%	6.3%	6.3%
		2025	2026	2027	2028	2029	2030
Wastewater							
Wastewater Usage Charge (Volumetric) per m3		\$ 3.737	\$ 4.120	\$ 4.542	\$ 5.008	\$ 5.373	\$ 5.765
Wastewater Charge based on Meter Size Bi-Monthly	5/8"	\$ 28.65	\$ 31.57	\$ 34.80	\$ 38.34	\$ 41.10	\$ 44.06
	1"	\$ 41.88	\$ 46.15	\$ 50.85	\$ 56.04	\$ 60.08	\$ 64.40
	1.5"	\$ 70.53	\$ 77.72	\$ 85.65	\$ 94.39	\$ 101.18	\$ 108.47
	2"	\$ 138.85	\$ 153.01	\$ 168.62	\$ 185.82	\$ 199.20	\$ 213.54
	3"	\$ 138.85	\$ 153.01	\$ 168.62	\$ 185.82	\$ 199.20	\$ 213.54
	4"	\$ 556.51	\$ 613.27	\$ 675.83	\$ 744.76	\$ 798.39	\$ 855.87
	6"	\$ 975.27	\$ 1,074.75	\$ 1,184.37	\$ 1,305.18	\$ 1,399.15	\$ 1,499.89
	8"	\$ 975.27	\$ 1,074.75	\$ 1,184.37	\$ 1,305.18	\$ 1,399.15	\$ 1,499.89
	10"	\$ 1,391.83	\$ 1,533.79	\$ 1,690.24	\$ 1,862.64	\$ 1,996.75	\$ 2,140.52
Volumetric Rate Change		10.2%	10.2%	10.2%	10.3%	7.3%	7.3%
Fixed Rate Change		10.2%	10.2%	10.2%	10.2%	7.2%	7.2%

The water rates are projected to increase 6.3% per year over the next 6 years, and wastewater rates by 10.2% per year for 2025 to 2028, and 7.2% per year for the remainder of the forecast period. This increase is for both the fixed and the volumetric rates.

Projected Water and Wastewater Rates' Residential Impact

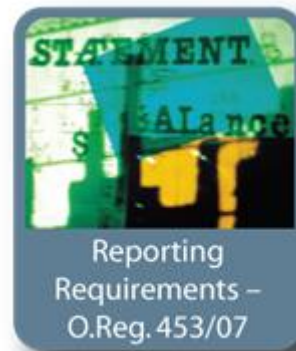
Based on the assumptions in terms of the rate revenue requirement, consumption and growth, the following provides a summary of the forecast rates over the forecast period and impact to a residential customer consuming 175 m³ annually.

175 m³ residential impact - 5/8"												Blended Percentage Increase from Prior Year	Blended \$ Increase from Prior Year
			Water		WW		Cost of service						
Year	Annual Consumption m3	Bi-monthly Consumption m3	Fixed Bi-Monthly	Volumetric	Fixed Bi-Monthly	Volumetric	Water	WW	Total				
2024	175	29.17	\$ 26.00	\$ 2.110	\$ 26.00	\$ 3.390	\$ 525	\$ 749	\$ 1,275				
2025	175	29.17	\$ 27.64	\$ 2.243	\$ 28.65	\$ 3.737	\$ 558	\$ 826	\$ 1,384	8.6%	\$ 110		
2026	175	29.17	\$ 29.38	\$ 2.385	\$ 31.57	\$ 4.120	\$ 594	\$ 910	\$ 1,504	8.7%	\$ 120		
2027	175	29.17	\$ 31.23	\$ 2.536	\$ 34.80	\$ 4.542	\$ 631	\$ 1,004	\$ 1,635	8.7%	\$ 131		
2028	175	29.17	\$ 33.20	\$ 2.696	\$ 38.34	\$ 5.008	\$ 671	\$ 1,107	\$ 1,778	8.7%	\$ 143		
2029	175	29.17	\$ 35.29	\$ 2.867	\$ 41.10	\$ 5.373	\$ 714	\$ 1,187	\$ 1,900	6.9%	\$ 123		
2030	175	29.17	\$ 37.51	\$ 3.049	\$ 44.06	\$ 5.765	\$ 759	\$ 1,273	\$ 2,032	6.9%	\$ 131		

On a blended average annual basis, the cost of water/ww service for a typical customer is approximately 8.6% - 8.7% for 2025 to 2028, then 6.9% over the remaining forecast period.

Reporting Requirements

O.Reg. 453/07



Introduction—O.Reg. 453/07

The Financial plan has been prepared in accordance with the regulation (O.Reg. 453/07) made under the Safe Drinking Water Act. The Financial plan regulation requires that the plans be updated every five years along with the request for the renewal of the drinking water licence. This ongoing update will assist in revisiting the assumptions made to develop the operating and funding plans as well as reassessing the needs for capital renewal and major maintenance expenses.

Statement of Financial Operations - This statement summarizes the revenues and expenditures. The expenditures include ongoing operating costs plus asset amortization. This statement indicates that the system and its asset base are projected to be maintained with funds being available each year for future capital renewal or major maintenance. As shown in the statements of financial operations, the Township is generating excess revenues over expenses including amortization for water and wastewater throughout the forecast period.

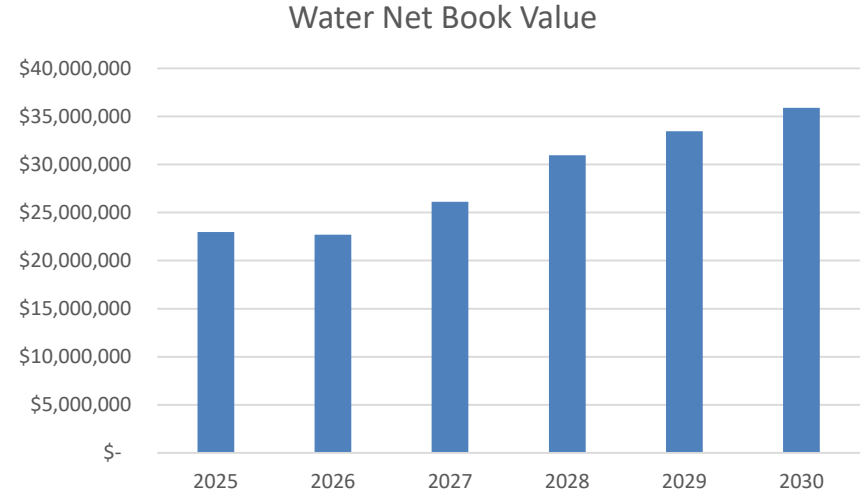
Cash Receipts or Gross Cash Payments (Cash Flows) - The cash flow statement summarizes how the water and wastewater system is expected to generate and utilize cash resources. The transactions that generate and use cash include the projection of cash to be received from revenues, cash to be used for operating expenditures and financing charges, cash projected to be used to acquire capital assets and projected financial transactions that are the proceeds from debt or debt principal repayment. Cash balances are positive by 2026 and the remainder of the forecast period, as reflected in the Financial Statements.

Financial Position - There are two important indicators to review in the Statement of Financial Position described as follows:

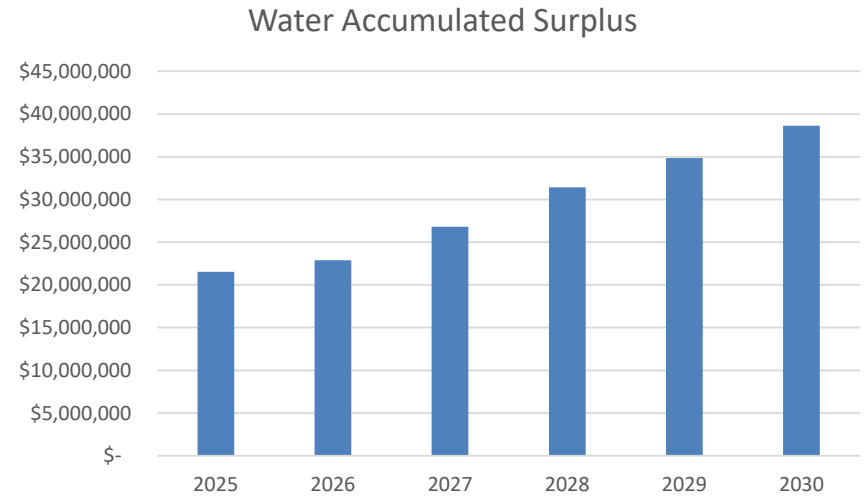
- Tangible Capital Assets
- Accumulated Surplus

Water Statements

Tangible Capital Assets (Net Book Value) - An increase in net book value of tangible capital assets is an indication that assets have been renewed faster than they were used. The net book value is projected to increase for water indicating that assets are being renewed faster than they are being used.



Accumulated Surplus—A second financial indicator which is reflected in the financial position statement is the accumulated surplus. This indicator represents cash on hand plus the net book value of tangible capital assets less debt. The accumulated surplus is forecast to increase from 2025 to 2030 for water. The increasing projected surpluses in water operations indicate that if the Township adheres to the Financial Plan, it will strengthen its combined cash and asset position.



Statement of Financial Operations—Water

	Projected					
	2025	2026	2027	2028	2029	2030
Revenues						
Rate Revenues	\$ 6,982,301	\$ 7,471,062	\$ 7,994,036	\$ 8,553,619	\$ 9,152,372	\$ 9,793,038
Other revenues	\$ 193,866	\$ 199,682	\$ 205,672	\$ 211,842	\$ 218,197	\$ 224,743
Interest Earnings	\$ 1,232	\$ 32,730	\$ 41,250	\$ 35,994	\$ 53,239	\$ 77,542
Total revenues	\$ 7,177,399	\$ 7,703,474	\$ 8,240,959	\$ 8,801,455	\$ 9,423,809	\$ 10,095,323
Operating Expenses						
Staff Costs	\$ 907,822	\$ 935,057	\$ 963,109	\$ 992,002	\$ 1,021,762	\$ 1,052,415
Equipment Cost	\$ 149,766	\$ 154,259	\$ 158,887	\$ 163,653	\$ 168,563	\$ 173,620
Facility Costs	\$ 52,136	\$ 53,700	\$ 55,311	\$ 56,970	\$ 58,679	\$ 60,439
Operating/Material Costs	\$ 335,710	\$ 345,781	\$ 356,155	\$ 366,839	\$ 377,845	\$ 389,180
External Contracts	\$ 446,145	\$ 459,529	\$ 473,315	\$ 487,514	\$ 502,140	\$ 517,204
Other Costs	\$ 22,403	\$ 23,075	\$ 23,767	\$ 24,480	\$ 25,214	\$ 25,971
Regional Wholesale Water Cost	\$ 3,733,233	\$ 3,933,856	\$ 4,145,176	\$ 4,367,760	\$ 4,602,205	\$ 4,849,138
Total Operating expenses	\$ 5,647,214	\$ 5,905,256	\$ 6,175,718	\$ 6,459,219	\$ 6,756,407	\$ 7,067,967
Debt Charges						
Debt Charges - Interest Expenses	\$ -	\$ 67,500	\$ 65,348	\$ 63,100	\$ 60,750	\$ 58,295
Amortization Expense						
Amortization of tangible capital assets	\$ 460,850	\$ 463,360	\$ 515,856	\$ 588,285	\$ 629,981	\$ 671,677
Total Expenses	\$ 6,108,064	\$ 6,436,116	\$ 6,756,923	\$ 7,110,603	\$ 7,447,138	\$ 7,797,939
Annual Surplus/Deficit	\$ 1,069,334	\$ 1,267,358	\$ 1,484,036	\$ 1,690,852	\$ 1,976,670	\$ 2,297,385

Statement of Cash Flow/Cash Receipts—Water

	Projected					
	2025	2026	2027	2028	2029	2030
Total Revenues	\$ 7,177,399	\$ 7,703,474	\$ 8,240,959	\$ 8,801,455	\$ 9,423,809	\$ 10,095,323
Cash Paid For						
Operating Costs	\$ 5,647,214	\$ 5,905,256	\$ 6,175,718	\$ 6,459,219	\$ 6,756,407	\$ 7,067,967
Debt Repayment - Debt Interest	\$ -	\$ 67,500	\$ 65,348	\$ 63,100	\$ 60,750	\$ 58,295
Cash Provided from Operating Transactions	\$ 1,530,185	\$ 1,730,718	\$ 1,999,892	\$ 2,279,137	\$ 2,606,651	\$ 2,969,062
Capital Transactions						
Acquisition of TCA	\$ 3,250,360	\$ 188,250	\$ 3,937,184	\$ 5,432,163	\$ 3,127,211	\$ 3,127,211
Finance Transactions						
Proceeds from Grants and Subsidies	\$ 1,173,650	\$ 73,500	\$ 1,594,100	\$ 1,520,000	\$ 872,250	\$ 872,250
Proceeds from Debt Issuance	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -
Proceeds from DCs	\$ 628,710	\$ 38,250	\$ 827,684	\$ 1,417,163	\$ 582,361	\$ 582,361
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Principal Repayment	\$ -	\$ 47,814	\$ 49,966	\$ 52,214	\$ 54,564	\$ 57,019
Increase/(Decrease) in Cash Equivalents	\$ 1,582,185	\$ 1,606,404	\$ 434,526	\$ (268,078)	\$ 879,487	\$ 1,239,442
Cash and Cash Equivalents at Beginning Balance	\$ (1,519,341)	\$ 62,844	\$ 1,669,248	\$ 2,103,774	\$ 1,835,696	\$ 2,715,184
Cash and Cash Equivalents at Ending Balance	\$ 62,844	\$ 1,669,248	\$ 2,103,774	\$ 1,835,696	\$ 2,715,184	\$ 3,954,626

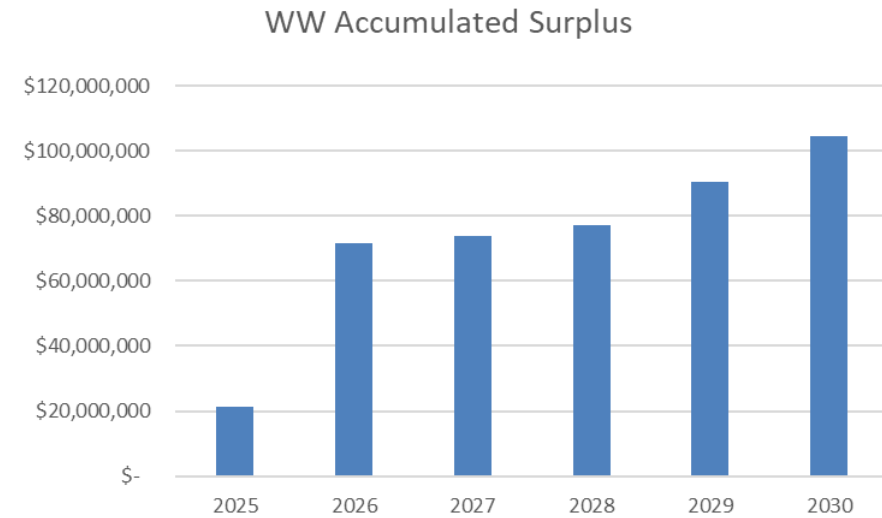
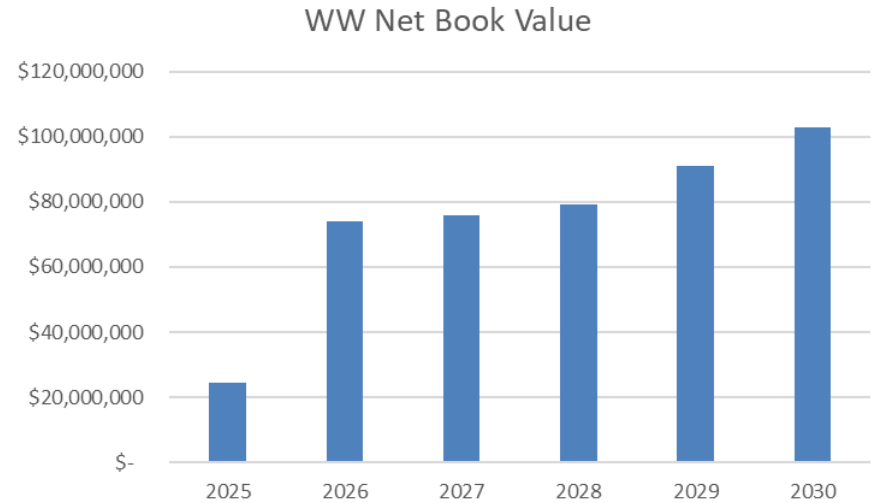
Statement of Financial Position—Water

	Projected					
	2025	2026	2027	2028	2029	2030
Financial Assets						
Cash	\$ 62,844	\$ 1,669,248	\$ 2,103,774	\$ 1,835,696	\$ 2,715,184	\$ 3,954,626
Liabilities						
Debt - Principal Outstanding	\$ 1,500,000	\$ 1,452,186	\$ 1,402,220	\$ 1,350,006	\$ 1,295,442	\$ 1,238,422
Net Financial Assets	\$ (1,437,156)	\$ 217,062	\$ 701,554	\$ 485,691	\$ 1,419,742	\$ 2,716,204
Non-Financial Assets						
Tangible Capital Assets	\$ 26,483,971	\$ 29,734,331	\$ 29,922,581	\$ 33,859,765	\$ 39,291,928	\$ 42,419,139
Additions to Tangible Capital Assets	\$ 3,250,360	\$ 188,250	\$ 3,937,184	\$ 5,432,163	\$ 3,127,211	\$ 3,127,211
Accumulated Amortization	\$ 6,777,136	\$ 7,240,496	\$ 7,756,352	\$ 8,344,637	\$ 8,974,618	\$ 9,646,295
Total Non-Financial Assets	\$ 22,957,195	\$ 22,682,085	\$ 26,103,413	\$ 30,947,291	\$ 33,444,521	\$ 35,900,055
Accumulated Surplus	\$ 21,520,039	\$ 22,899,147	\$ 26,804,967	\$ 31,432,981	\$ 34,864,263	\$ 38,616,259
Cash as a % of Non-Financial Assets	0.3%	7.4%	8.1%	5.9%	8.1%	11.0%
Debt as a % of Non-Financial Assets	6.5%	6.4%	5.4%	4.4%	3.9%	3.4%

Wastewater Statements

Tangible Capital Assets (Net Book Value) - An increase in net book value of tangible capital assets is an indication that assets have been renewed faster than they were used. A decrease in net book value indicates that assets are being used, or amortized, faster than they are renewed. The net book value is projected to increase for wastewater indicating that assets are being renewed faster than they are being used.

Accumulated Surplus—Another financial indicator which is reflected in the financial position statement is the accumulated surplus. This indicator represents cash on hand plus the net book value of tangible capital assets less debt. The accumulated surplus is forecast to increase from 2025 to 2030 for wastewater. The increasing projected surpluses in wastewater operations indicate that if the Township adheres to the financial plan, it will strengthen its combined cash and asset position.



Statement of Financial Operations—Wastewater

	Projected					
	2025	2026	2027	2028	2029	2030
Revenues						
Rate Revenues	\$ 6,827,889	\$ 7,578,956	\$ 8,412,642	\$ 9,338,032	\$ 10,085,075	\$ 10,891,881
Other revenues	\$ 22,974	\$ 23,663	\$ 24,373	\$ 25,104	\$ 25,858	\$ 26,633
Interest Earnings	\$ (6,469)	\$ 6,965	\$ 14,636	\$ 16,024	\$ 40,786	\$ 78,742
Total revenues	\$ 6,844,394	\$ 7,609,584	\$ 8,451,651	\$ 9,379,160	\$ 10,151,718	\$ 10,997,256
Operating Expenses						
Staff Costs	\$ 871,615	\$ 897,763	\$ 924,696	\$ 952,437	\$ 981,010	\$ 1,010,440
Equipment Cost	\$ 87,855	\$ 90,491	\$ 93,205	\$ 96,001	\$ 98,881	\$ 101,848
Facility Costs	\$ 70,592	\$ 72,710	\$ 74,891	\$ 77,138	\$ 79,452	\$ 81,836
Operating/Material Costs	\$ 81,609	\$ 84,057	\$ 86,579	\$ 89,176	\$ 91,852	\$ 94,607
External Contracts	\$ 127,875	\$ 131,711	\$ 135,662	\$ 139,732	\$ 143,924	\$ 148,242
Other Costs	\$ 187,026	\$ 192,637	\$ 198,416	\$ 204,369	\$ 210,500	\$ 216,815
Regional Wholesale WW Cost	\$ 4,350,400	\$ 4,627,950	\$ 4,876,822	\$ 5,138,966	\$ 5,260,917	\$ 5,385,644
Total Operating expenses	\$ 5,776,972	\$ 6,097,319	\$ 6,390,272	\$ 6,697,819	\$ 6,866,536	\$ 7,039,432
Debt Charges						
Debt Charges - Interest Expenses	\$ 57,558	\$ 190,550	\$ 184,217	\$ 177,634	\$ 170,798	\$ 163,607
Amortization Expense						
Amortization of tangible capital assets	\$ 506,027	\$ 847,094	\$ 888,677	\$ 947,823	\$ 992,493	\$ 1,037,163
Total Expenses	\$ 6,340,557	\$ 7,134,962	\$ 7,463,165	\$ 7,823,277	\$ 8,029,826	\$ 8,240,201
Annual Surplus/Deficit	\$ 503,837	\$ 474,622	\$ 988,486	\$ 1,555,883	\$ 2,121,892	\$ 2,757,055

Statement of Cash Flow/Cash Receipts—Wastewater

	Projected					
	2025	2026	2027	2028	2029	2030
Total Revenues	\$ 6,844,394	\$ 7,609,584	\$ 8,451,651	\$ 9,379,160	\$ 10,151,718	\$ 10,997,256
Cash Paid For						
Operating Costs	\$ 5,776,972	\$ 6,097,319	\$ 6,390,272	\$ 6,697,819	\$ 6,866,536	\$ 7,039,432
Debt Repayment - Debt Interest	\$ 57,558	\$ 190,550	\$ 184,217	\$ 177,634	\$ 170,798	\$ 163,607
Cash Provided from Operating Transactions	\$ 1,009,864	\$ 1,321,716	\$ 1,877,162	\$ 2,503,707	\$ 3,114,385	\$ 3,794,218
Capital Transactions						
Acquisition of TCA	\$ 6,869,280	\$ 50,580,000	\$ 3,118,726	\$ 4,436,000	\$ 13,350,221	\$ 13,350,221
Finance Transactions						
Proceeds from Grants and Subsidies	\$ 3,281,150	\$ -	\$ 1,256,600	\$ 1,195,000	\$ 1,146,550	\$ 1,146,550
Proceeds from Debt Issuance	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
Proceeds from DCs	\$ 984,780	\$ 50,080,000	\$ 519,126	\$ 957,500	\$ 10,508,281	\$ 10,508,281
Debt Principal Repayment	\$ 39,000	\$ 136,628	\$ 142,932	\$ 149,429	\$ 156,128	\$ 163,039
Increase/(Decrease) in Cash Equivalents	\$ 1,367,514	\$ 685,087	\$ 391,231	\$ 70,778	\$ 1,262,867	\$ 1,935,789
Cash and Cash Equivalents at Beginning Balance	\$ (1,697,410)	\$ (329,896)	\$ 355,192	\$ 746,422	\$ 817,200	\$ 2,080,067
Cash and Cash Equivalents at Ending Balance	\$ (329,896)	\$ 355,192	\$ 746,422	\$ 817,200	\$ 2,080,067	\$ 4,015,856

Statement of Financial Position—Wastewater

	Projected					
	2025	2026	2027	2028	2029	2030
Financial Assets						
Cash	\$ (329,896)	\$ 355,192	\$ 746,422	\$ 817,200	\$ 2,080,067	\$ 4,015,856
Liabilities						
Debt - Principal Outstanding	\$ 3,000,000	\$ 2,904,372	\$ 2,804,440	\$ 2,700,011	\$ 2,590,883	\$ 2,476,845
Net Financial Assets	\$ (3,329,896)	\$ (2,549,180)	\$ (2,058,018)	\$ (1,882,811)	\$ (510,816)	\$ 1,539,011
Non-Financial Assets						
Tangible Capital Assets	\$ 23,984,923	\$ 30,854,203	\$ 81,434,203	\$ 84,552,929	\$ 88,988,929	\$ 102,339,150
Additions to Tangible Capital Assets	\$ 6,869,280	\$ 50,580,000	\$ 3,118,726	\$ 4,436,000	\$ 13,350,221	\$ 13,350,221
Accumulated Amortization	\$ 6,233,235	\$ 7,413,662	\$ 8,635,672	\$ 9,916,829	\$ 11,309,322	\$ 12,813,151
Total Non-Financial Assets	\$ 24,620,968	\$ 74,020,541	\$ 75,917,257	\$ 79,072,100	\$ 91,029,829	\$ 102,876,220
Accumulated Surplus	\$ 21,291,073	\$ 71,471,361	\$ 73,859,240	\$ 77,189,289	\$ 90,519,012	\$ 104,415,232
Cash as a % of Non-Financial Assets	0.0%	0.5%	1.0%	1.0%	2.3%	3.9%
Debt as a % of Non-Financial Assets	12.2%	3.9%	3.7%	3.4%	2.8%	2.4%



Infrastructure Services Staff Report

Report Number: IS15-2024
 Report Title: Tender Award for Cured-In-Place-Pipe (CIPP) Sewer Lateral Lining
 Author: Ian Vaughan, Engineering Project Supervisor
 Meeting Type: Council Meeting
 Meeting Date: October 22, 2024
 eDocs or File ID: T04
 Consent Item: No
 Final Version: Yes
 Reviewed By: Jared Puppe, Director of Infrastructure Services
 Final Review: Senior Management Team

Recommendation:

That the Council of the Township of Woolwich, considering Report IS15-2024 respecting Tender Award for Cured-In-Place-Pipe (CIPP) Sewer Lateral Lining:

1. Award Contract 2024-12 Cured-In-Place-Pipe Sewer Lateral Lining Program to Liqui-Force Services (Ontario) Incorporated at a cost of \$ 570,313.92 after H.S.T. rebate; and,
2. Retain GEI Consultants Incorporated for the contract administration, inspection, and post construction services at a total cost of \$ 38,611.41 after H.S.T. rebate.

Background:

The Township of Woolwich (Township) has been investigating and reducing Inflow and Infiltration in their sewer systems since 1995.

Inflow and Infiltration (“I&I”) is ‘clean’ water that enters the sanitary sewer system. Inflow is generally rainwater which comes from downspouts, sump pumps and weeping tiles that are directly connected to the sanitary sewer system. Infiltration is groundwater that enters the sanitary sewer system through cracked or broken pipes, leaking joints, etc. This ‘clean’ water from I&I is conveyed through the sanitary sewer system and is processed at the sewage treatment plant. I&I uses up capacity, reduces the life of sewer systems and adds to the cost of treatment.

Cured-In-Place-Pipe (CIPP) lining products allow existing sewer pipes to remain in place while permitting municipalities to renovate and revitalize the existing sewer networks to extend valuable asset life (50 years). CIPP is a jointless, seamless, pipe-within-a-pipe product used to rehabilitate sanitary sewers, storm sewers, cellar drains, laterals, forcemains and culverts. CIPP installations have been used for over 40 years in North America. The Township of Woolwich began using the technology in 2016 and has completed over 8,200m of mainline sewer relining.

The supply and installation of CIPP addresses a variety of concerns including:

- **Infiltration** – CIPP helps with the reduction of water entering the sewer system through cracks, holes and joint failures in the existing infrastructure which can overload existing treatment facilities, especially during times of wet weather (spring/fall). CIPP significantly reduces infiltration.
- **Roots/Organic Debris** – Over time roots will find sewer systems an attractive source of water and nutrients and can create blockages, leading to surcharges in the system. CIPP is designed to keep roots out of Township infrastructure, while keeping Township flows inside the sewer.
- **Structural Integrity of Existing Pipe** – Because of the structural integrity component of CIPP liners, CIPP can be used to restore the structural integrity to damaged sewers while providing a new “lease on life” for the Township’s aged infrastructure. In addition, CIPP can also be used to replace damaged pipes entirely and act as a standalone sewer, should the existing sewer disintegrate entirely. CIPP liners, can also be lined again, should a failure occur.
- **Flow capacity and characteristics** – CIPP installation slightly decreases the overall sewer capacity by decreasing the overall inside diameter of the pipe; however, CIPP provides the least cross-sectional reduction of all methods used to rehabilitate pipe. CIPP does improve upon the existing flow characteristics as it provides a smooth jointless interior that reduces abrasion resistance.
- **Affordability** – CIPP is typically less expensive than conventional “dig and replace” methods of sewer repair due to the elimination of restoration costs (i.e. no open trenching, no need to cut roadways/boulevards, and no outside service restorations (bell, rogers, hydro, etc.). In addition to the lower restoration costs, there is also less disturbance to property owners and less traffic congestion and detouring.
- **Installation** – Each section of pipe is unique, and care is required to prepare the pipe so that it can be inspected and measured using closed-circuit television (CCTV). A benefit to using CIPP is that it can be installed in any season of the year. CIPP affords a cost-effective, technically sound and flexible solution for our pipe rehabilitation.

Water and Young Street Inflow and Infiltration Project

Through the Water Street and Young Street Inflow and Infiltration Remediation Project, the objective is to remediate the inflow and infiltration within the wastewater system along Water Street and Young Street in St. Jacobs. Through Report IS12-2021 Water Street and Young Street Inflow and Infiltration Remediation Project, GM BluePlan Engineering Limited (now GEI Consulting) was retained for the engineering and design services. Through IS20-2023, Tender Award for Cured-In-Place-Pipe (CIPP) Sewer Lining, the mainline sewer lining within Water Street and Young Street was completed. The mainline sewer lining was required to be completed prior to the lateral lining to create a monolithic seal of the mainline and lateral connection point. The CIPP Lateral Lining Location Maps are attached to this report as Appendix A.

The work required under this contract consists of full-length trenchless rehabilitation of existing sewer laterals, from mainline to house/building using a CIPP tube with ambient or light cured resin. The purpose of this contract is to eliminate extraneous flow and repair structural and operational defects in the Water Street and Young Street sanitary sewer collection systems.

Staff have prioritized the locations of sewer laterals identified as having inflow and infiltration issues requiring repair/replacement based on CCTV review and areas of known concern (existing flow monitoring information provides areas where inflow and infiltration has historically occurred). Focusing on these areas can help reduce inflow and infiltration and help to reduce overall flows received by the Region's Wastewater Facilities.

It is noted that, while Staff provided the contractor with the most up to date sewer lateral videos, drawings and background information available at the time of tender, final quantities of lateral lengths to be lined will not be determined until the contractor mobilizes and completes CCTV inspections of their own.

GEI Consulting has reviewed the laterals and lateral connection, condition assessment documentation, media footage, provided an in-depth evaluation of operational defects, vertical deflections and other issues of the wastewater laterals for Water and Young Street. Township staff completed an Online Public Consultation Centre (PCC) for the Water and Young Street project in March of 2023.

Comments:

Tender documents were picked up by fifteen firms and two bids were received by tender closing. Liqui-Force Services (Ontario) Incorporated provided the low bid price at a total cost of \$ 570,313.92 after H.S.T. rebate. The Record of Tender Summary is attached to this report as Appendix B.

The tenders were reviewed by GEI Consultants Incorporated and Township Staff. It has been determined that the low bid submitted by Liqui-Force Services (Ontario) Incorporated is correct with no major abnormalities.

Township staff are familiar with Liqui-Force Services (Ontario) Incorporated and have successfully completed similar project in the past. Liqui-Force Services (Ontario) Incorporated meet all requirements of the contract documents; therefore, staff recommend that Liqui-Force Services (Ontario) Incorporated be awarded the contract for the CIPP sewer lateral lining project. The Award Recommendation Letter is attached to this report as Appendix C.

A construction contingency in the amount of \$50,000.00 and provisional items in the amount of \$67,080.19 is included in the tender received by Liqui-Force Services (Ontario) Incorporated. Contingencies are included in each tender submission to address any unforeseen construction issues and to enable the negotiation of any tender items should changes to the scope of work occur. Provisional items are included in the contract and will be utilized if required.

Interdepartmental Impacts:

None.

Financial Impacts:

Budget

\$1,350,000.00

Tender for Water and Young Street (Lateral)

Liqui-Force Services (Ontario) Incorporated	\$ 560,450.00
H.S.T	\$ 72,858.50
Subtotal (including H.S.T)	\$ 633,308.50
Less H.S.T Rebate	\$ 62,994.58
Total with H.S.T. rebate	\$ 570,313.92

Other Known Costs for Water and Young

GM BluePlan: Inspection, Contract Administration and Post Construction Services (as-recorded drawings, deficiency reviews)	\$ 38,611.41
Remaining carryover cost from Tender 2023-15 for Water Street and Young Street (Mainline Sewer) completed in 2024.	\$ 560,000.00
Woolwich Staff	\$ 15,000.00
Total	\$ 613,611.41

Grand Total	\$ 1,183,925.33
Remaining Budget	\$ 166,074.67

Funding for the Water Street and Young Street Cured-In-Place-Pipe (CIPP) Sewer Lateral Lining Program was identified in the 2024 Capital Budget being funded from the Wastewater Reserve Fund. This project was previously approved to be funded from the Wastewater Reserve Fund, and finance have confirmed this project was included in the deficit projections shared with Council in September. However, as the wastewater reserve fund is currently in a deficit position, a financial strategy will need to be developed in conjunction with the rate review study, to bring the reserve to a positive balance.

The Water Street and Young Street project was originally identified in 2012 to begin engineering for a reconstruction project due the inflow and infiltration as well as the Series 160 (thin walled) PVC watermain. As the Series 160 PVC watermain has been adequate to date, through IS20-2023, Tender Award for Cured-In-Place-Pipe (CIPP) Sewer Lining, the mainline sewer lining within Water Street and Young Street was completed.

Community Strategic Plan Impacts:

The Cured-In-Place-Pipe (CIPP) Sewer Lateral Lining Program supports the Township of Woolwich's strategic direction to "*Manage and maintain all municipal infrastructures with an emphasis on continuous improvement and greater efficiencies*", with a goal to "*Optimize the Use of Municipal Infrastructure*".

Conclusion:

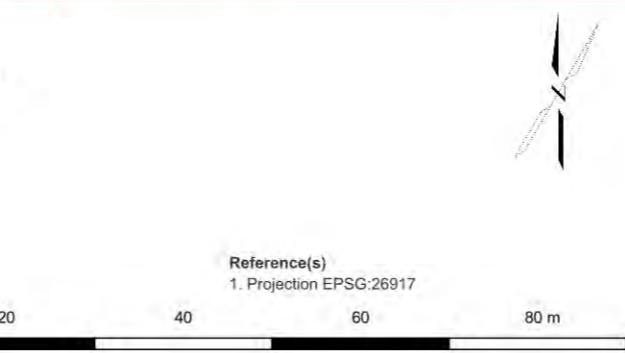
Staff recommends that Tender 2024-12 for the Cured-In-Place-Pipe (CIPP) Sewer Lateral Lining Program be awarded to Liqui-Force Services (Ontario) Incorporated at a total cost of \$570,313.92 after H.S.T. rebate and retain GEI Consultants Incorporated for the contract administration, inspection, and post construction services at a total cost of \$38,611.41 after H.S.T. rebate.

Attachments:

1. Appendix A – CIPP Lateral Lining Location Maps
2. Appendix B – Record of Tender Summary
3. Appendix C – Award Recommendation Letter



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|--|---|--|
| <p>Sanitary Infrastructure</p> <ul style="list-style-type: none"> • Sanitary Manholes — Sanitary Sewers | <p>Lateral Rehabilitation Actions</p> <ul style="list-style-type: none"> — Connection Liner — FLL CIPP — Provisional FLL CIPP or Connection Liner | <p>Background Information</p> <ul style="list-style-type: none"> ▭ Parcel Boundaries |
|--|---|--|



Sanitary Lateral Rehabilitation Actions

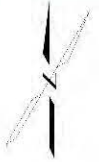
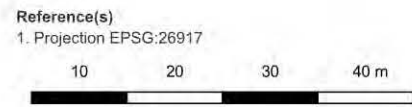
<p>Project Name: Water and Young Street I&I Remediation</p>	<p>Client Name: Woolwich, ON, Canada</p>
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Last Updated: August 2024
 Document ID: 2401773 - 421039

Document Path: E:\Woolwich\GIS\ON-TYPN-DP2401773-421039_2024-08-01\Map\Water St and Young St I&I Remediation\GIS\Map\Water St and Young St I&I Remediation Working File.dwg



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|--------------------------------|--|-------------------------------|
| Sanitary Infrastructure | Lateral Rehabilitation Actions | Background Information |
| • Sanitary Manholes | — Connection Liner | ■ Parcel Boundaries |
| — Sanitary Sewers | — FLL CIPP | |
| | — Provisional FLL CIPP or Connection Liner | |



Sanitary Lateral Rehabilitation Actions	
Project Name: Water and Young Street I&I Remediation	Client Name: Woolwich, ON, Canada
Last Updated: August 2024 Document ID: 2401773 - 421039	

IS15-2024 - Cured-In-Place-Pipe (CIPP) Sewer Lateral Lining
Appendix B - Record of Tender Summary

Closing Date: Tuesday, September 24, 2024

Submission Summary

Vendor	City/Province	Submission Name	Unofficial Value or Notes
Liqui-Force Services (Ontario) Inc	Kingsville, Ontario	Submission 1	\$633,308.50
Capital Sewer Services Inc.	Vaughan, ON	Submission 1	\$979,602.65

Witness (Print Name) Signature Date

Witness (Print Name) Signature Date

Witness (Print Name) Signature Date



1266 SOUTH SERVICE ROAD UNIT C31
HAMILTON, ONTARIO, CANADA
L8E 5R.
905.643.6688

October 3, 2024
Our File: 2401832

Ian Vaughan
Engineering Project Supervisor
24 Church St W, Elmira, ON, N3B 2Z6

Re: Cured in Place Pipe (CIPP) Sewer Lateral Lining (Contract 2024-12)

Dear Mr. Vaughan,

Tenders for 2024 CIPP Lateral Lining (2024-12) were received by the Township of Woolwich (Township) on or before 2:00pm September 24, 2024. A total of 2 bids were received via Bids & Tenders. The tender results are summarized in Table 1, which includes provisional items and HST rebate.

Table 1: Price Submitted

Bidder	Tender Price
Liqui-Force Services (Ontario) Inc (LFS)	\$570,313.92
Capital Sewer Services Inc. (CSS)	\$882,162.53

GEI Consultants Inc (GEI) has reviewed the submissions for general bid compliance and both were deemed compliant.

All the bids were entered electronically into tables on the online bidding platform. GEI checked the submitted Form of Tender pricing for errors and omissions and no arithmetic errors were identified.

We note the following based on our review of the low bid submitted by LFS:

- LFS are considered leaders in the industry for lining laterals from the mainline.
- GEI has successfully completed similar projects with LFS since 2021.
- LFS did not carry any subcontractors.
- LFS provided a reasonable market price to complete lateral lining and the Township should consider completing the provisional full length lateral lining work if budgets allow.

RECOMMENDATION

GEI can confirm that LFS meets all requirements of the contract documents. Provided that the Township has sufficient budget to cover the project costs, we recommend that the Township award LFS the contract including the provisional amount - \$570,313.92 including HST rebate.



We trust you will find the above to be in order and meets the Township's requirements. Please contact the undersigned should you have any questions regarding the above.

Yours truly,
GEI CONSULTANTS
Per:

A handwritten signature in black ink, appearing to read "B. Peters", is written over a horizontal line.

Ben Peters, B.Eng.
Sr. Project Manager, Trenchless



Infrastructure Services Staff Report

Report Number:	IS17-2024
Report Title:	Increase Staffing Request – Operations Project Supervisor
Author:	Carter Maguire, Manager of Operations
Meeting Type:	Council Meeting
Meeting Date:	October 22, 2024
eDocs or File ID:	File
Consent Item:	No
Final Version:	Yes
Reviewed By:	Jared Puppe, Director of Infrastructure Services
Final Review:	Chief Administrative Officer

Recommendation:

That the Council of the Township of Woolwich, considering Report IS17-2024 respecting Increase Staffing Request – Operations Project Supervisor

1. Approve a pre-budget request to add a full-time position as an Operations Project Supervisor to the Infrastructure Services Department; and,
2. Authorize the full annual salary and all-in cost impacts of up to \$122,732 be included in the 2025 proposed budget with 70% funded from the Infrastructure Services Operating Budget and 15% from each of the Water and Wastewater Operating Budgets.

Background:

Woolwich Township is one of the fastest growing municipalities in the Region of Waterloo and has experienced significant infrastructure expansions throughout many of its communities over the past three decades. The most notable expansions have occurred in the communities of: Breslau, Elmira, Maryhill and St. Jacobs. This growth has added considerably to Woolwich's road system, sidewalk network, stormwater management facilities, boulevard tree inventory, traffic signage, water distribution, wastewater collection systems as well as vehicle fleet requirements.

These growth pressures, along with ongoing legislative requirements such as: the Minimum Maintenance Standards for Municipal Highways (MMS) Ontario Regulation (O.

Reg.) 239/02, Asset Management Planning for Municipal Infrastructure O.Reg. 588/17 and the Safe Drinking Water Act 2002, along with significant management related workloads and service delivery expectations are the principal reasons for the request for an additional staffing resource within the Operations section of the Infrastructure Services Department. In light of these increased pressures and responsibilities it is important that we ensure an appropriate number of supervisory staff are in the department to avoid any undue burdens being placed on the existing management complement within Operations.

Legislative requirements, growth pressures and increased demand for service delivery have put an undue strain on the current management structure within the Operations section. Currently, the Manager of Operations, the Roads Supervisor and Water / Wastewater Supervisor share all of the on-call duties and obligated winter patrol inspections. This equates to each needing to be available 17 weeks of the year. Further, it is highly unusual to utilize a Water / Wastewater Supervisor for road patrol as this is not a skill set that typically comes with the position and the Township has always needed to provide this type of training when on-boarding the Water / Wastewater Supervisor position. Of note, the Township has had nine different Water / Wastewater Supervisors over the past 12 years. This is largely due to the number of duties assigned to the position and the entire Operations management team in general.

In 2022 it was recognized, and endorsed by Council, to increase the frontline roads staffing complement from five unionized positions to nine to better align with legislation and help improve service delivery within the municipality. Despite this improvement in the Roads section, Woolwich is still behind its neighbouring municipalities with respect to internal frontline staff and the Township remains reliant on a number of contracted service providers to supplement its work force. These contracted services are selected through procurement procedures, which includes preparing and issuing tenders, acquiring quotes and oversight of the contracted work to ensure it meets the requirements of the contract documents. Contractors are also relied upon to fulfill minor needs of the department including, supply and delivery of required materials, fleet maintenance, supplement staff shortages for winter control as well as replacement or restoration of minor assets.

Based on the current staffing complement within the Operations section and to ensure that an appropriate span of control exists related to a number of factors, including: growth pressures, service delivery expectations and legislated obligations, the existing Operations management structure is in need of an additional supervisory position as the three existing management staff are over capacity. More time is needed to address the requirements of internal staff, which has affected management's ability to properly oversee contracted service providers and higher order maintenance and operation obligations, including roads, wastewater stations and fleet assets. This often requires working outside of regular business hours when management staff have the time to connect with contractors.

Comments:

The Operations section of the Infrastructure Services Department is seeking endorsement for an Operations Project Supervisor to help address the challenges faced by the existing Operations management team. Some of the more significant issues, duties and responsibilities that this position would help address include:

Reduction of Overtime and Work-Life Balance – A significant reason for this position is to assist in providing a better work-life balance for the three existing management staff within the Operations section. Employers face an ever-changing workforce, which has only become more challenging since coming out of the pandemic. It is a very competitive landscape with senior and mid-level management positions being highly sought after as many of these positions experienced retirements. Without proper long term succession planning employers face difficulties with the loss of experienced staff and systemic knowledge gaps to try to fill – the Township of Woolwich is not immune to these pressing issues. More and more employers struggle to compete for the same skilled workers but from a smaller talent pool. Appropriate remuneration is important, which now includes flexible work schedules, competitive wages and benefits as well as a work/life balance that better suits people's lifestyles outside of the workplace. It has become increasingly important for this organization to assess its existing employee complement to ensure that we can meet these challenges with an emphasis on retention, continuing education, advancement opportunities and an appropriate staffing complement to avoid the realities of worker fatigue and burn-out.

This risk becomes much greater when organizations rely on a small group of workers to perform a vast array of duties without consideration for succession planning, improved span of organizational knowledge and balance. Woolwich has struggled in this area and have experienced the effects of this issue firsthand on more than one occasion. In such an unfortunate event, the employee and employer are greatly impacted. Far too often a specific skill set and knowledge is contained to an individual and is not shared broadly simply due to a lack of personnel resourcing and succession planning. Currently, the Township relies on only three individuals to take part in an on-call rotation that requires each of them to be available 24 hours a day for a minimum of 17 weeks a year. They are required to be the first point of contact for frontline unionized staff working outside of regular hours and the Region of Waterloo's Call Centre, which dispatches after hour requests received from residents within the Township.

During the winter season, mandated winter patrolling is also carried out solely by the three management staff. This places a considerable strain on these individuals as they are needed to be on a three week cycle. This translates into a minimum work week of 61 hours, which is an additional 21 hours per week over and above their regular 40 hour work week. Winter road patrols require management to be on the road system anywhere between 2:00 am and 4:00 am to determine if weather conditions necessitate frontline winter control staff to be called in. This is a legislated obligation under the MMS per O.Reg. 239/02 and is

stipulated to occur from October 1st until April 30th every year. This is in addition to their regular on-call requirements previously mentioned.

This new position would perform the mandated winter patrols as well as take part in the on-call rotation, which would better distribute these required duties across the management group, thereby helping reduce the burden placed on the current management staff. This additional position will provide much needed support and have a positive impact on reducing the amount of overtime currently being performed by the existing management staff. The reduction in overtime realized will be used to help offset the costs associated with this new position, which is discussed further in the Financial Impacts section.

Legislated Road Patrol – The MMS, through O.Reg. 239/02, requires municipalities to perform time sensitive inspections. These crucial inspections play a direct role in helping to mitigate municipalities' exposure to risk and claims. Currently, the process is paper based and the Township is reliant on a part-time contracted position and the use of a personal vehicle to perform these duties. Given the importance of these patrols, the contemplated growth and the ever increasing risk that municipalities face, more than a part-time contracted position is warranted to address risks and to modernize the process.

Further, as part of Woolwich's asset management plan, condition assessments of the Township's road network has been contracted out since 2009 and there is a concerted effort to bring this valuable knowledge internally. To successfully do this it requires inspections from both engineering staff and operations staff. Having a full-time Operations Project Supervisor, who will already be completing road inspections, will provide an added benefit of performance and condition ratings of the road system from an operations perspective, which is not something that currently exists in the Township.

Fleet Management – Manage and schedule regular preventative maintenance of the Infrastructure Services Fleet used by both road maintenance staff and water/wastewater staff. The current replacement value of the Infrastructure Services Department's fleet is over \$7.5 million. This position will also be involved with procurement for replacement vehicles and additions to the current fleet. Other responsibilities would include, managing compliance needs specific to legislation governing commercial vehicles, such as CVORs.

Material Management – Manage and procure; aggregates and materials used for water/wastewater/storm infrastructure repair and replacement, the winter sand and salt, the recycled asphalt product (RAP) used for shoulder maintenance, aggregates used for gravel road repair

Winter Contractor Management – Manage and oversee; the sidewalk snow clearing program for Elmira and the other small settlements, the Parking lot snow clearing program as well as the dead ends and cul-de-sac roadway snow clearing.

Summer Contractor Management – Manage and oversee; the gravel overlay program, the dust suppressant application program, the catchbasin and oil grit separator cleaning program, the rural ditch re-establishment program, the surface treatment and padding

program, roadway line painting program, hot mix asphalt repairs, the boulevard tree replacement program as well as manage contracted forestry needs for large tree removals.

Claims for Damages – Investigate and compile information for the Waterloo Region Municipalities Insurance Pool (WRMIP) for the defense of claims against the Township of Woolwich related to the MMS O.Reg. 239/02 thresholds. Due to the large amount of information required to be gathered, there are often delays associated with providing this data.

Water Utility Contractors– Manage and oversee; the water valve replacement program, the water meter installation/replacement program as well as assist with water billing investigations associated with meter reads.

Wastewater Utility Contractors – Manage and Oversee; the Closed-Circuit Television (CCTV) survey program contractor, Wastewater Pumping Station contractors involved in building maintenance including snow removal, wet well cleaning contractors and industrial electricians for the repair and/or replacement of the automated control systems.

This important staffing position will have an immediate positive impact on the existing management complement in the Operations section by reducing the required overtime associated with legislated obligations primarily around road inspections and seasonal road patrols. This position will also help improve external and internal response times associated with public inquiries, on-call duties, contractor oversight, inspections and improved risk management through reduced liability exposure.

Interdepartmental Impacts:

None

Financial Impacts:

Funding for this new full-time position is largely contained within the existing Infrastructure Services, Water and Wastewater Operating Budgets. In keeping with the current funding structure, it is proposed that the Operations Project Supervisor position will be funded from the Infrastructure Services Operating Budget (70%), the Water Operating Budget (15%) and the Wastewater Operating Budget (15%).

The funding already contained within the existing operating budgets are to be redistributed to support the position's creation. The existing contracted part-time staffing position is paid an hourly rate plus a mileage reimbursement allowance totaling \$33,763 annually. Existing Operations management staff provides coverage seven days a week and receive overtime rates based on the Employment Standards Act. This equates to an approximate cost savings of \$35,951, which is based on 15 hours per week for an average of 25 weeks at overtime rates. This is an estimated savings based on a three year average of overtime performed. The overtime costs that are currently being paid out to the existing management staff will be reallocated to the Operations Project Supervisor position. This funding

reallocation coupled with the part-time contract costs provide \$69,714 of already allocated funding to help support the increased staffing request.

Based on similar roles within the Township, the Operations Project Supervisor would be in Level 5 on the salary grid; however, due to the position residing in the Operations section a base 40 hour work week is required. This equates to a 2024 annual salary range of \$87,865 (\$100,765 all-in costs) to \$109,832 (\$122,732 all-in costs). The current operating budgets already account for over 56% of the top end all-in costs of the salary range and over 69% of the lower end salary range.

Community Strategic Plan Impacts:

Adding an Operations Project Supervisor to the Infrastructure Services department supports the Township of Woolwich's strategic direction by prioritizing "*cost effective and efficient resource allocation to support long-term planning and investments in infrastructure that will improve the quality of life for all community members*".

Conclusion:

Staff are seeking Council's endorsement for the recruitment of an Operations Project Supervisor to improve the structure of the Operations section within the Infrastructure Services Department. This position is crucial in reducing the span of control and burden placed on the existing Manager of Operations, Roads Supervisor and Water / Wastewater Supervisor, which in turn will reduce the amount of overtime currently required by the management staff, improve the overall management structure and provide some much needed staffing resiliency within the Department.

Attachments:

None



Recreation & Community Services Staff Report

Report Number:	R08-2024
Report Title:	Grant Application - St. Jacobs Arena Rink Floor, Dasherboards, Glass, and Bleachers Replacement
Author:	Thomas van der Hoff, Deputy Director of Recreation and Community Services
Meeting Type:	Council Meeting
Meeting Date:	October 22, 2024
eDocs or File ID:	File
Consent Item:	No
Final Version:	Yes
Reviewed By:	Ann McArthur, Director of Recreation and Community Services
Final Review:	Senior Management Team

Recommendation:

That the Council of the Township of Woolwich, considering Report R08-2024 respecting Grant Application - St. Jacobs Arena Rink Floor, Dasherboards, Glass, and Bleachers Replacement:

1. Support a grant funding application to the Canadian Sport and Recreation Infrastructure Fund in the amount of \$2,466,677.00 (HST included) for the replacement of these assets; and
2. Direct staff to report back to Council following announcement of the grant with a recommendation for a 2025 or 2026 completion.

Background:

The St. Jacobs Arena, as we know it today, was constructed in 1974 as a seasonal arena facility at 29 Parkside Dr., St. Jacobs. The original construction consisted of four changerooms, washrooms, and one ice pad. At this time, the arena replaced an existing outdoor rink which was located on the exact location that the current ice pad sits. Rather than removing the existing outdoor rink slab, the new facility and rink was constructed directly atop the existing slab, likely as a cost savings measure.

Capital Investments

Since the original construction, significant capital investment in the facility has occurred. In 2008/2009, as a part of a greater Township capital facilities campaign, which included the Administration Building, Woolwich Memorial Centre, Floradale Fire Station, Maryhill Community Centre, Elmira Library, and Breslau Community Centre, a dressing room, washroom, and ice resurfacers room addition was constructed on the west side of the St. Jacob's Arena (2008 - \$635,697). More recently, over the past seven years, capital projects have included replacement of the refrigeration room electrical panel (2017 - \$48,633), exterior cladding (2017 - \$94,257) condenser (2018 - \$103,442), chiller (2019 - \$171,218), parking lot (2021 - \$160,334), roof (2021 - \$88,971), dehumidifiers and renovation of the washrooms (2024 - \$218,782), among other HVAC and flooring replacements. The single greatest remaining investment required in the facility is the replacement of the rink floor and underflooring cooling, dashboards, glass, and bleachers.

Many municipalities across the province face similar realities as Woolwich, needing to invest significant capital dollars to renovate and replace arena assets originally constructed in the 1970's utilizing Wintario funding. Our neighbouring municipality, the Township of Centre Wellington, completed a rink floor replacement and renovation of the Elora arena in 2023 for \$5 million.

Asset Lifespan and Evaluation

The estimated useful life of rink slabs and dasher boards is 40 years, with these assets at St. Jacobs Arena demonstrating their age at 50. The underfloor cooling headers were replaced as an unplanned expense in 2017; the concrete slab is cracked and heaving throughout; underfloor refrigerant leaks have occurred with frequency likely to grow due to the age of the piping; the rink boards and glass are original to the facility and in extremely poor condition as well as not compliant with Canadian Standards Association (C.S.A.) standards, and the bleachers are also original and not compliant with the Ontario Building Code (O.B.C.). Failures of the underfloor cooling system result in significant interruptions in programming to repair, with potential for loss of ice and revenues during the season.

Bleacher replacements first appeared in the Township's capital budget in 2010, dashboards and glass in 2012, and the rink slab replacement in 2021, however all projects continued to be deferred annually due to competing priorities and capital funding availability.

Staff have evaluated the existing facility assets and recent capital investments, considering both a rink floor and dasherboard replacement versus replacing the entire facility, as well as evaluated the results of the department's Parks and Recreation Master Plan which will be before Council in November. Staff recommend that based on the current cost of constructing a new facility, referencing pricing from other local municipal

arena and community centre projects, and the future needs identified through the Master Plan for a recreation facility in the southern portion of Woolwich only, carrying out the rink floor and dasherboard replacements is the preferred path forward. As reference, the Bill Gies Recreation Complex in the Township of Wellesley was constructed at a cost \$27.2 million in 2022, with the rink and lobby portion estimated between \$18 and \$20 million in 2024 dollars.

Comments:

Canadian Sport and Recreation Infrastructure Fund

The Community Sport and Recreation Infrastructure Fund is a \$200 million grant program that was announced on April 18, 2024, and provides funding to municipalities for capital repairs or upgrades of existing sport and recreation facilities. The grant funding program is a cost-shared program designed to:

- foster healthier and more active lifestyle for families;
- make sport more accessible; and,
- help more communities across the province host local, national and international sporting events and competitions.

Primary grant funding program objectives are to extend the lifespan of existing facilities, maximize the use of existing facilities, and improve health and safety, accessibility and environment standards of facilities. Examples provided under the program include arena dasherboard and glass replacements.

Funding is available up to a maximum of \$1 million per project, with the Province covering 50% of expenses. Staff are currently preparing to submit an application by the October 29th deadline, with an ask for the full \$1 million.

If the Township is successful in its application for grant funding, the project must be completed within 24 months.

Scope of Work

The objective of the project is to address the primary rink assets collectively to achieve costing and operational efficiencies, all of which have extended past their estimated useful life.

Staff retained Chung & Vander Doelen Engineering Ltd. to complete geotechnical and environmental investigatory work at St. Jacob's Arena in 2024. The findings, existing facility drawings, and legislated project requirements (soils testing, O.B.C., C.S.A., etc.) informed development of the scope of work, including the structural engineering services, civil works, refrigeration engineering and piping, dasherboards, glass, and bleachers.

The scope of work and costing proposal was developed with Cimco Refrigeration, who has completed the Township's legislated preventative refrigeration maintenance programs since 2013, and also completed the refrigeration plant and pool dehumidifier replacement at the Woolwich Memorial Centre in 2023 at \$2.2 million. In the past three years in Ontario, Cimco Refrigeration has replaced 20 rink floors. Cimco is an approved provider through the Canoe Procurement Group of Canada co-operative purchasing program, which provides the Township preferred pricing.

Schedule

Announcements for the Canadian Sport and Recreation Infrastructure Fund will occur in the winter of 2024/2025. Staff intend to return to Council with a recommendation for implementation following the funding announcement.

Due to the significance of the scope of work and timing required to design and implement the project, funding approval and award of the project to Cimco Refrigeration would need to occur by January 31st, 2025. Alternatively, for a planned 2026 installation, pre-budget approval would be required in 2025 with updated proposal pricing.

Pending pre-budget approval in either year, the project would begin in April and be completed by September, provided no unforeseen delays arise. The timeframe required to complete the scope is longer than typical for a rink slab replacement due to the need to remove both existing concrete slabs.

Interdepartmental Impacts:

None.

Financial Impacts:

The total proposal cost is \$2,221,319.04 after the H.S.T rebate.

Staff intend to apply for the maximum \$1 million in grant funding through the Canadian Sport and Recreation Infrastructure Fund, returning to Council following the grant announcement with a recommendation for implementation in 2025 or 2026.

Community Strategic Plan Impacts:

Cultivate long-term prosperity: We will carefully navigate the planning and development of our communities through phased and managed growth that supports environmental sustainability and community well-being.

Renewal of the rink floor, dashboards, glass, and bleachers at St. Jacob's Arena is a primary example of working to leverage funding opportunities to maintain existing assets and offering an equitable distribution of recreation amenities throughout the Township.

Conclusion:

Staff recommend that Council support a grant application to the Canadian Sport and Recreation Infrastructure Fund in the amount of \$2,466,677.00 for the replacement of the rink floor, dashboards, glass, and bleachers at St. Jacob's Area, and direct staff to report back to Council following announcement of the grant with a recommendation for a 2025 or 2026 completion.

Attachments:

None.



Region of Waterloo

September 25, 2024

Making Decisions that Matter - September 25, 2024

With input from the community, Regional Council sets the direction for the Region as an organization and makes decisions that help improve the lives of Waterloo Region residents every day. Please refer to the minutes for an official record of the meeting.

Region ensures ambulance availability for patients in most need

Council has approved Paramedic Services' updated response time performance plan, which reflects the needs of a growing community and ensures that patients most in need get priority. The changes will enable paramedics to prioritize response to the most urgent calls, such as heart attacks. The updated plan aligns the Region of Waterloo with services in other municipalities, helps to manage staff workload, and prepares us for the new Medical Priority Dispatch System coming next year. Paramedic Services is currently meeting or exceeding the provincial targets for 2024 and is working with hospital and provincial partners on mitigation strategies to ease offload delays and improve response times.

Council calls on Province to continue funding harm reduction

Council is urging the Ontario government to continue funding all existing consumption and treatment sites beyond their proposed end dates of March 2025. The Province recently announced it would close all sites close to schools and limit new locations. Council's request will be shared with the Premier, Ministers of Health and Finance, as well as municipalities operating consumption and treatment sites. Safe consumption sites have helped to prevent thousands of drug overdose deaths. Their closure would put additional strain on emergency services and the healthcare system.

Community housing redevelopment to feature local artwork

Emerging artists are encouraged to submit proposals as part of the redevelopment of Region-owned community housing on Langs Drive in Cambridge. Council approved \$150,000 for the acquisition of permanent outdoor artwork in front of the building's teen

and youth centre. The location is in a high pedestrian traffic area across from William G. Davis public school. Langs Drive residents will help decide on the artwork, and artists are encouraged to consider the history and culture of the Langs Drive community in their proposals. Applications will be available in the coming months.

Council supports a safer crossing along Kissing Bridge Trailway

Council has directed staff to analyze the design and construction of a pedestrian bridge that will make it safer for Kissing Bridge Trailway users. The Conestogo River Bridge project would prevent trail users from having to cross on the shoulder of Line 86 and over the vehicular bridge above the Conestogo River near Wallenstein. Private funding has been pledged to support the design and construction of the bridge. The Kissing Bridge trailway is an important Regional tourist destination that stretches across the northern portion of the Goderich to Guelph Rail Trail from Guelph to Millbank.

Council supports big city mayors' calls for higher levels of government to respond to homelessness and mental health crisis

Council is joining the Ontario Big City Mayors in calling on higher levels of government to take immediate action to solve the homelessness and mental health crisis. The Solve the Crisis campaign requests a Minister and Ministry be appointed with funding, as well as a task force. The Province has provided additional funding for mental health, addictions and homelessness programs, but it does not adequately address the growing crisis and the financial and social impact on municipalities and regions across the province.



AMANDA FUSCO
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October 17, 2024

Will Short
Regional Clerk
150 Frederick St., 2nd Fl.
Kitchener ON N2G 4J3

Dear Will Short:

This is to advise that City Council, at a meeting held on September 30, 2024, passed the following resolution regarding fireworks:

"WHEREAS the use of fireworks has raised significant safety, environmental, and noise concerns among residents in our city and neighboring municipalities; and;

WHEREAS various cities across Canada, including Vancouver, West Vancouver, Brampton, Woodstock, and Milton, have implemented bans or strict regulations on fireworks; and;

WHEREAS addressing the fireworks issue through a collaborative regional approach could enhance the effectiveness and consistency of policies across municipalities;

THEREFORE BE IT RESOLVED that Staff be directed to contact colleagues in cities that have banned or strictly regulated fireworks, such as Vancouver, West Vancouver, Brampton, Woodstock, and Milton with the goal to gather feedback on:

- The effectiveness of their fireworks bans or regulations.
- Recommendations on best practices and strategies that are working well.
- Challenges faced and lessons learned from their experiences;

THEREFORE BE IT FURTHER RESOLVED that Staff be further directed to connect with municipalities within the Region of Waterloo to discuss the fireworks issue, sharing insights, and exploring how to work together to develop a unified regional approach; and,

THEREFORE BE IT FURTHER RESOLVED that based on the consultations and regional discussions, Staff then report back to Council with their findings and recommendations by April 2025 and address:

-2-

- How the City of Kitchener can make fireworks regulations more stringent;
- Potential policies or actions that can be implemented to address the fireworks issue effectively; and,
- Strategies for a coordinated regional effort to manage and enforce fireworks regulations; and,

THEREFORE BE IT FURTHER RESOLVED that Staff be directed to explore the feasibility and related costs of developing a framework for City-coordinated fireworks events on days when fireworks are permitted, including researching other municipalities that have implemented similar initiatives, with a focus on providing safe, environmentally responsible, and community-oriented celebrations; and,

THEREFORE BE IT FINALLY RESOLVED that staff be directed to examine the cost and implications of all city run events moving away from fireworks to light shows whether drone or through other means.”

Yours truly,



A. Fusco
Director of Legislated Services & City Clerk

Cc: Julie Finley-Swaren, City Clerk, City of Waterloo
Danielle Manton, City Clerk, City of Cambridge
Cynthia Hislop, Clerk, Township of North Dumfries
Grace Kosch, Clerk, Township of Wellesley
Kaitlin Bos, Deputy Clerk, Township of Wilmot
Jeff Smith, Director of Corporate Services/Clerk, Township of Woolwich

COUNCIL'S OUTSTANDING ACTIVITY LIST
As of October 17th, 2024

Discussion Date	Title/Action Required	Assigned To	Projected Date of Completion	Updates/Notes
O – May 16, 2017 R – July 4, 2017 R – August 22, 2017 R – September 12, 2017 R – December 9, 2019 R – March 2, 2022	Taxation of Old Order Mennonite Churches	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.
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	Resolution to Declare a Climate Emergency and Implementation of a Corporate Carbon Budget	CAO / FIN / RCS	Tied to the implementation of the TransformWR Strategy	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. A Region wide group is to be established to create a plan. Until this joint group is established, it was noted that the township has begun to address climate action strategies with respect to: <ul style="list-style-type: none"> • development applications • implementation of updated Building Code regulations • update to the Zoning by to reflect electric vehicles • investigation into green options for infrastructure projects
	Future Infrastructure Maintenance Agreement with the Region of Waterloo	Infrastructure Services	Later in 2024	

Appendix A

The Corporation of the Township of Woolwich

By-law No. XX-2024

A By-law to Amend Sign By-law 35-2015, of the Township of Woolwich

WHEREAS Section 11(3) 7 of the *Municipal Act*, 2001, S.O. 2001, c. 25 as amended, provides that there is authority for this by-law; and

WHEREAS on October 22, 2024, the Council of Woolwich deems it desirable to amend by-law 35-2015;

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

- That Section 4.2 of By-law 35-2015, be revised accordingly by adding the following:

Permitted Signs shall only be those noted within which the *Zone* the parcel lies being:

Zone	Permitted Signs	Section
Agricultural (A)	Billboard Signs Directional Signs Fascia Signs Farm Accessory Signs Ground Signs Temporary Special Event Signs	Section 7 Section 9 Section 10 Section 11 Section 12 Section 22
Residential/Mixed-Use (R-1, R-2, R-3, R-4, R-5, R-6, R-7) (MU-1, MU-2, MU-3, MU-4) New	Directional Signs Fascia Signs Ground Signs Temporary Special Event Signs	Section 9 Section 10 Section 12 Section 22
Core Commercial (C-1) New	Awning/Canopy Signs Directional Signs Fascia Signs Ground Signs Projecting Signs Pylon Signs Roof Signs Sidewalk Signs Temporary Special Event Signs	Section 6 Section 9 Section 10 Section 12 Section 15 Section 16 Section 18 Section 19 Section 22

<p>Commercial (C-2, C-3, C-4, C-5, C-6) New Stockyards (ST-1, ST-2, ST-3, ST-4) New Employment (EM-1, EM-2, EM-3, EM-4, EM-5) New</p>	<p>Awning/Canopy Signs Directional Signs Fascia Signs Ground Signs Portable Signs Projecting Signs Pylon Signs Roof Signs Sidewalk Signs Temporary Special Event Signs</p>	<p>Section 6 Section 9 Section 10 Section 12 Section 14 Section 15 Section 16 Section 18 Section 19 Section 22</p>
<p>Institutional/Open Space (P) (O-1)</p>	<p>Awning/Canopy Signs Directional Signs Fascia Signs Ground Signs Sidewalk Signs Sponsorship Signs Temporary Special Event Signs</p>	<p>Section 6 Section 9 Section 10 Section 12 Section 19 Section 20 Section 22</p>
<p>Extractive (E)</p>	<p>Awning/Canopy Signs Billboard Directional Ground Signs Temporary Special Event Signs</p>	<p>Section 6 Section 7 Section 9 Section 12 Section 22</p>

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

FINALLY PASSED AND ENACTED this 22 day of October, 2024.

Mayor

Clerk



By-law No. XX-2024

Screening and Hearing Officer By-law

Consolidated Version *Revised and Verified* ____, 2024

Revision History:	Passed On:

Consolidated for Convenience Only

This consolidated copy of a Woolwich Township By-law is for convenient information. While every effort is made to ensure the accuracy of this copy, the original by-law must be consulted for all legal interpretations and applications. For more information or to view by-laws please contact the Clerks Division. This document is available in alternate formats on request.

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Interpretation **Error! Bookmark not defined.**

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The Corporation of the Township of Woolwich

By-law No. XX-2024

A By-law to Regulate Screening and Hearing Officers

Whereas Sections 102.1 and 434.1 of the *Municipal Act, 2001*, S.O. 2001, c. 25, (the "*Municipal Act, 2001*") and O. Reg. 333/07, authorize municipalities to establish an administrative monetary penalty system requiring a person to pay an administrative penalty for a contravention of any designated by-law;

And Whereas Section 15.4.1 of the *Building Code Act, 1992*, S.O. 1992, c. 23 (the "*Building Code Act, 1992*") authorizes municipalities to require a person, subject to such conditions as a municipality considers appropriate, to pay an administrative penalty if the municipality is satisfied that the person has failed to comply with the municipal property standards by-law, or an order pursuant to such by-law;

And Whereas on September 24, 2024, the Township passed By-law 58-2024, the Administrative Monetary Penalty System By-law;

And Whereas in accordance with the aforesaid Administrative Monetary Penalty System By-law and applicable legislation, a person who receives a penalty notice shall have the right to request a screening review of the administrative penalty by a screening officer appointed by the Town;

And Whereas in accordance with the aforesaid Administrative Monetary Penalty System By-law and applicable legislation, a person who receives a screening decision shall have the right to request a review of the decision by a hearing officer appointed by the Township;

And Whereas the Township considers it desirable and necessary to establish the positions of screening officer and hearing officer, which are required for the operation of the Townships Administrative Monetary Penalty System By-law;

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

Part I. Short Title, Purpose and Scope

Short Title

1. This by-law shall be known as the Screening and Hearing Officer By-law.

Purpose

2. This by-law has been enacted to regulate the selection and appointment of Screening and Hearing officers to ensure that:
 - a. officers operate in accordance with applicable legislation and Council-approved By-laws; and
 - b. there is a clear and transparent process for screenings and hearings.

Scope

3. This by-law shall apply to the selection and appointment of Screening Officers and Hearing Officers for the purposes of AMPS.

Part II. Interpretation

Headings

4. The division of this by-law into parts and the insertion of headings are for convenient reference only and shall not affect interpretation of the by-law.

References to Applicable Law

5. All references to applicable law are ambulatory and apply as amended from time to time.

Definitions

6. For the purposes of this by-law:

“Administrative Penalty” means an administrative penalty imposed for a contravention of a Designated By-law, as set out in the Administrative Monetary Penalty System By-law;

“Administrative Monetary Penalty System By-law” means the Administrative Monetary Penalty System By-law of the Township;

“CAO” means the Chief Administrative Officer of the Township, as appointed pursuant to the Municipal Act, 2001, S.O. 2001, c. 25, or his/her designate;

“Clerk” means the Clerk of the Township as appointed pursuant to the Municipal Act, 2001, S.O. 2001, c. 25, or his/her designate;

“Council” means the Council of the Township;

“Designated By-law” means any provision of a Township by-law to which the Administrative Monetary Penalty System By-law applies, as designated therein;

“Director” means the department head responsible for the By-law Services section of the Township, or his/her designate or successor;

“Hearing Officer” means any person appointed from time to time pursuant to this by-law to perform the functions of a hearing officer in accordance with this by-law and the Administrative Monetary Penalty System By-law;

“Parent” means a person who has demonstrated a settled intention to treat a child as a member of her or his family whether or not that person is the natural parent of the child;

“Person” includes an individual or a corporation;

“Policy for Appointment of Screening and Hearing Officers” means the policy of the Township for the appointment of screening and hearing officers;

“Power of Decision” means a power or right, conferred by or under this by-law and the Administrative Monetary Penalty System By-law, to make a decision determining or prescribing the legal rights, powers, privileges, immunities, duties or liabilities of any Person:

- a. in the case of a Screening Officer, in respect of a request to review an Administrative Penalty; and
- b. in the case of a Hearing Officer, in respect of a review of a Screening Decision;

“Regulation” means O. Reg. 333/07, made under the Municipal Act, 2001;

“Relative” includes any of the following persons:

spouse, common-law partner, or any person with whom the person is living as a spouse outside of marriage;

- a. Parent or legal guardian;
- b. child, including a stepchild and grandchild;
- c. siblings and children of siblings;
- d. aunt, uncle, niece and nephew;
- e. in-laws, including mother, father, sister, brother, daughter and son; or
- f. any person who lives with the person on a permanent basis.

“Screening Decision” means a notice which contains the decision of a Screening Officer, as set out in the Administrative Monetary Penalty System By-law;

“Screening Officer” means any person appointed from time to time pursuant to this by-law, to perform the functions of a screening officer in accordance with this by-law and the Administrative Monetary Penalty System By-law;

“Spouse” means a person to whom the person is married or with whom the person is living in a conjugal relationship outside marriage; and

“Township” means The Corporation of the Township of Woolwich.

Part III. General Provisions

Screening Officer

7. The position of Screening Officer is established for the purpose of exercising the Power of Decision in the review of an Administrative Penalty by a Screening Officer, as set out in the Administrative Monetary Penalty System By-law.
8. The Screening Officer shall have all the powers of a Screening Officer as set out in the Administrative Monetary Penalty System By-law and, with respect to any matters subject to a by-law designated under Section 102.1 of the *Municipal Act, 2001*, the Regulation.
9. Screening Officer(s) shall be appointed by the Clerk, in accordance with the Policy for Appointment of Screening and Hearing Officers.

Hearing Officer

10. The position of Hearing Officer is established for the purpose of exercising the Power of Decision in a review of a Screening Decision, as set out in the Administrative Monetary Penalty System By-law.
11. The Hearing Officer shall have all the powers of a Hearing Officer as set out in the Administrative Monetary Penalty System By-law and, with respect to any matters subject to a by-law designated under Section 102.1 of the *Municipal Act, 2001*, the Regulation.
12. Hearing Officer(s) shall be appointed by the Clerk, in accordance with the Policy for Appointment of Screening and Hearing Officers. In the selection of Hearing Officer(s) for appointment, preference shall be given to eligible candidates:
 - a. with good knowledge of, and experience in, administrative law; and
 - b. of good character.

13. Hearing Officers shall be appointed for the term of Council, and thereafter until the Hearing Officer is reappointed or a successor is appointed pursuant to this by-law or is no longer required by the Township.
14. Notwithstanding section 13 the Clerk may revoke the appointment of a Hearing Officer at any time, if the Hearing Officer:
 - a. is found to have contravened any applicable Township policy relating to the administration of the Administrative Monetary Penalty System;
 - b. is found to have contravened any other requirement of the appointment; or
 - c. at any time during the appointment becomes ineligible for appointment.
15. A Hearing Officer shall be remunerated at a rate as established by the Clerk from time to time.
16. A Hearing Officer is deemed not to be an employee of the Township.

Eligibility

17. The following persons are not eligible for appointment as a Screening Officer or a Hearing Officer:
 - a. a member of Council;
 - b. a Relative of a member of Council;
 - c. current employees of the Township; and
 - d. a person indebted to the Township, other than:
 - i. in respect of current property taxes; or
 - ii. pursuant to an agreement with the Township, where the person is in compliance with the terms thereof.

General

18. A Screening Officer or a Hearing Officer shall have no authority to further delegate his/her powers or duties.
19. Neither a Screening Officer nor a Hearing Officer has jurisdiction to consider questions relating to the validity of a statute, regulation or by-law, or the constitutional applicability or operability of any statute, regulation or by-law.
20. The Director shall administer this by-law and is delegated the power to:
 - a. prescribe all forms, notices, guidelines, practices, processes and procedures, necessary to implement this by-law and the administrative monetary penalty system, and to amend the same from time to time as the Director deems necessary.
 - b. establish and implement any policies and procedures necessary to implement this by-law and the administrative monetary penalty system, including without limitation the Policy for Appointment of Screening and Hearing Officers, and may amend the same from time to time, as the Director deems necessary.
 - c. appoint, suspend the appointment of and revoke appointments of any Screening Officer and Hearing Officer, in accordance with the Policy for Appointment of Screening and Hearing Officers, and any other applicable policies, by-laws and legislation.

- 21. For the purposes of Subsection 23.2(4) of the *Municipal Act, 2001*, Council has determined that any powers delegated pursuant to this by-law are minor in nature.

Part IV. Conflict and Transition

Conflict

- 22. In the event the provisions of this by-law are inconsistent with the provisions of the Municipal Act, its Regulations or any other Act, the provisions of the Act or Regulation shall prevail.

Enactment

- 23. This by-law shall come into full force and effect on the date it is passed at which time all by-laws, policies and resolutions that are inconsistent with the provisions of this by-law are hereby repealed insofar as it is necessary to give effect to the provisions of this by-law.

FINALLY PASSED AND ENACTED this 22 day of October, 2024.

Mayor

Clerk

The Corporation of the Township of Woolwich

By-law No. XX-2024

A By-law Amend Various Township By-laws for the Purposes of Enacting and Enforcing an Administrative Monetary Penalty System Within the Township of Woolwich

WHEREAS the Council of The Corporation of the Township of Woolwich enacted By-law Number 58-2024 on September 24, 2024, being the Administrative Monetary Penalty System By-law within the Township; and

WHEREAS the Council of The Corporation of the Township of Woolwich considers it desirable and necessary to amend the Township's by-laws to designate such by-laws to which the Administrative Monetary Penalty System By-law applies to allow for Administrative Penalties and Administrative Fees for the designated Township by-laws set out herein; and

WHEREAS it is deemed expedient to amend various Township By-laws;

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

1. Section 6 of By-law 31-2018, as amended, is hereby amended by adding the following definitions thereto:

"Administrative Monetary Penalty System By-law" means the Administrative Monetary Penalty System By-law of the Township, as amended from time to time, or any successor thereof;

"Designated Provision" means any section of this By-law designated in accordance with section 67.1;

2. By-law 31-2018, as amended, is hereby amended, by adding the following sections thereto:

67.1

Sections 7, 8, 9, 10, 12, 13, 16, 17, 19, 28, 39, 40, 42, 48, 50, 51, 52, 54, 56, 57, 58, 62 and 66, inclusive of all subsections thereunder, of this By-law are hereby designated as parts of this By-law to which the Administrative Monetary Penalty System By-law applies.

67.2

Any person shall, upon issuance of a penalty notice for a contravention of this By-law, in accordance with the Administrative Monetary Penalty System By-law, be liable to pay an administrative penalty and any administrative fees, in accordance with the Administrative Monetary Penalty System By-law.

67.3

All the provisions of this by-law continue to apply in the Provincial Offences Act in addition to the Designated Provisions of this by-law.

67.4

Where a person has not paid the administrative penalty within 30 days in accordance with the Administrative Monetary Penalty System By-law, the Township may add the administrative penalty to the tax roll for any property for which the owner or owners are responsible for paying the administrative penalty under Section 67.2

3. Section 6 of By-law 34-2024, as amended, is hereby amended by adding the following definitions thereto:

“Administrative Monetary Penalty System By-law” means the Administrative Monetary Penalty System By-law of the Township, as amended from time to time, or any successor thereof;

“Designated Provision” means any section of this By-law designated in accordance with section 44.1

4. By-law 34-2024, as amended, is hereby amended, by adding the following sections thereto:

44.1

Part III, sections 1 to 18 inclusive, 35 and 38, inclusive of all subsections thereunder, of this By-law are hereby designated as parts of this By-law to which the Administrative Monetary Penalty System By-law applies.

44.2

Any person shall, upon issuance of a penalty notice for a contravention of this By-law, in accordance with the Administrative Monetary Penalty System By-law, be liable to pay an administrative penalty and any administrative fees, in accordance with the Administrative Monetary Penalty System By-law.

44.3

All the provisions of this by-law continue to apply in the Provincial Offences Act in addition to the Designated Provisions of this by-law.

44.4

Where a person has not paid the administrative penalty within 30 days in accordance with the Administrative Monetary Penalty System By-law, the Township may add the administrative penalty to the tax roll for any property for which the owner or owners are responsible for paying the administrative penalty under Section 44.2.

5. Section 1 of By-law 15-2015, as amended, is hereby amended by adding the following definitions thereto:

1.15.

“Administrative Monetary Penalty System By-law” means the Administrative Monetary Penalty System By-law of the Township, as amended from time to time, or any successor thereof;

1.16.

“Designated Provision” means any section of this By-law designated in accordance with section 9.2

6. Section 9 of By-law 15-2015, as amended, is hereby amended, by adding the following subsections thereto:

9.2

Sections 3, 4 and 7, inclusive of all sections and subsections thereunder, of this By-law are hereby designated as parts of this By-law to which the Administrative Monetary Penalty System By-law applies.

9.3

Any person shall, upon issuance of a penalty notice for a contravention of this By-law, in accordance with the Administrative Monetary Penalty System By-law, be liable to pay an administrative penalty and any administrative fees, in accordance with the Administrative Monetary Penalty System By-law.

9.4

All the provisions of this by-law continue to apply in the Provincial Offences Act in addition to the Designated Provisions of this by-law.

9.5

Where a person has not paid the administrative penalty within 30 days in accordance with the Administrative Monetary Penalty System By-law, the Township may add the administrative penalty to the tax roll for any property for which the owner or owners are responsible for paying the administrative penalty under Section 9.3.

7. Section 6 of By-law 08-2020, as amended, is hereby amended by adding the following definitions thereto:

“Administrative Monetary Penalty System By-law” means the Administrative Monetary Penalty System By-law of the Township, as amended from time to time, or any successor thereof;

“Designated Provision” means any section of this By-law designated in accordance with section 35.1;

8. By-law 08-2020, as amended, is hereby amended, by adding the following subsections thereto:

35.1

Section 18, 22 and Schedules A, B and D, inclusive of all sections and subsections thereunder, of this By-law are hereby designated as parts of this By-law to which the Administrative Monetary Penalty System By-law applies.

35.2

Any person shall, upon issuance of a penalty notice for a contravention of this By-law, in accordance with the Administrative Monetary Penalty System By-law, be liable to pay an administrative penalty and any administrative fees, in accordance with the Administrative Monetary Penalty System By-law.

35.3

All the provisions of this by-law continue to apply in the Provincial Offences Act in addition to the Designated Provisions of this by-law.

35.4

Where a person has not paid the administrative penalty within 30 days in accordance with the Administrative Monetary Penalty System By-

law, the Township may add the administrative penalty to the tax roll for any property for which the owner or owners are responsible for paying the administrative penalty under Section 35.2.

9. Section 6 of By-law 47-2023, as amended, is hereby amended by adding the following definitions thereto:

“Administrative Monetary Penalty System By-law” means the Administrative Monetary Penalty System By-law of the Township, as amended from time to time, or any successor thereof;

“Designated Provision” means any section of this By-law designated in accordance with section 21.1;

10. By-law 47-2023, as amended, is hereby amended, by adding the following subsections thereto:

21.1

Sections 7, 8, 16, and 20, inclusive of all subsections thereunder, of this By-law are hereby designated as parts of this By-law to which the Administrative Monetary Penalty System By-law applies.

21.2

Any person shall, upon issuance of a penalty notice for a contravention of this By-law, in accordance with the Administrative Monetary Penalty System By-law, be liable to pay an administrative penalty and any administrative fees, in accordance with the Administrative Monetary Penalty System By-law.

21.3

All the provisions of this by-law continue to apply in the Provincial Offences Act in addition to the Designated Provisions of this by-law.

21.4

Where a person has not paid the administrative penalty within 30 days in accordance with the Administrative Monetary Penalty System By-law, the Township may add the administrative penalty to the tax roll for any property for which the owner or owners are responsible for paying the administrative penalty under Section 21.2.

11. Section 1.1 of By-law 19-2013, as amended, is hereby amended by adding the following definitions thereto:

(u)

“Administrative Monetary Penalty System By-law” means the Administrative Monetary Penalty System By-law of the Township, as amended from time to time, or any successor thereof;

(v)

“Designated Provision” means any section of this By-law designated in accordance with section 6.3.

12. By-law 19-2013, as amended, is hereby amended, by adding the following sections thereto:

6.3

Sections 2.1 and 2.5, inclusive of all subsections thereunder, of this By-law are hereby designated as parts of this By-law to which the Administrative Monetary Penalty System By-law applies.

6.4

Any person shall, upon issuance of a penalty notice for a contravention of this By-law, in accordance with the Administrative Monetary Penalty System By-law, be liable to pay an administrative penalty and any administrative fees, in accordance with the Administrative Monetary Penalty System By-law.

6.5

All the provisions of this by-law continue to apply in the Provincial Offences Act in addition to the Designated Provisions of this by-law.

6.6

Where a person has not paid the administrative penalty within 30 days in accordance with the Administrative Monetary Penalty System By-law, the Township may add the administrative penalty to the tax roll for any property for which the owner or owners are responsible for paying the administrative penalty under Section 6.4.

13. Section 6 of By-law 44-2023, as amended, is hereby amended by adding the following definitions thereto:

“Administrative Monetary Penalty System By-law” means the Administrative Monetary Penalty System By-law of the Township, as amended from time to time, or any successor thereof;

“Designated Provision” means any section of this By-law designated in accordance with section 20.1.

14. By-law 44-2023, as amended, is hereby amended, by adding the following subsections thereto:

20.1

Sections 7, 8, 10, 17, and 19, inclusive of all subsections thereunder, of this By-law are hereby designated as parts of this By-law to which the Administrative Monetary Penalty System By-law applies.

20.2

Any person shall, upon issuance of a penalty notice for a contravention of this By-law, in accordance with the Administrative Monetary Penalty System By-law, be liable to pay an administrative penalty and any administrative fees, in accordance with the Administrative Monetary Penalty System By-law.”

20.3

All the provisions of this by-law continue to apply in the Provincial Offences Act in addition to the Designated Provisions of this by-law.

20.4

Where a person has not paid the administrative penalty within 30 days in accordance with the Administrative Monetary Penalty System By-law, the Township may add the administrative penalty to the tax roll for any property for which the owner or owners are responsible for paying the administrative penalty under Section 20.2.

15. Section 1 of By-law 40-2017, as amended, is hereby amended by adding the following definitions thereto:

1.29

"Administrative Monetary Penalty System By-law" means the Administrative Monetary Penalty System By-law of the Township, as amended from time to time, or any successor thereof;

1.30

"Designated Provision" means any section of this By-law designated in accordance with section 8.11.

16. Section 8 of By-law 40-2017, as amended, is hereby amended, by adding the following subsections thereto:

8.11

Sections 3.1, 3.2, 3.4, 3.5, 3.6, 3.7, and 3.8, inclusive of all subsections thereunder, of this By-law are hereby designated as parts of this By-law to which the Administrative Monetary Penalty System By-law applies.

8.12

Any person shall, upon issuance of a penalty notice for a contravention of this By-law, in accordance with the Administrative Monetary Penalty System By-law, be liable to pay an administrative penalty and any administrative fees, in accordance with the Administrative Monetary Penalty System By-law."

8.13

All the provisions of this by-law continue to apply in the Provincial Offences Act in addition to the Designated Provisions of this by-law.

8.14

Where a person has not paid the administrative penalty within 30 days in accordance with the Administrative Monetary Penalty System By-law, the Township may add the administrative penalty to the tax roll for any property for which the owner or owners are responsible for paying the administrative penalty under Section 8.12.

17. Section 1 of By-law 55-2009, as amended, is hereby amended by adding the following definitions thereto:

f.

"Administrative Monetary Penalty System By-law" means the Administrative Monetary Penalty System By-law of the Township, as amended from time to time, or any successor thereof;

g.

"Designated Provision" means any section of this By-law designated in accordance with section 7.1.

18. By-law 55-2009, as amended, is hereby amended, by adding the following sections thereto:

7.1

Sections 2.1, 2.2, 2.3, 5.1, 5.2, and 5.3, inclusive of all subsections thereunder, of this By-law are hereby designated as parts of this By-

law to which the Administrative Monetary Penalty System By-law applies.

7.2

Any person shall, upon issuance of a penalty notice for a contravention of this By-law, in accordance with the Administrative Monetary Penalty System By-law, be liable to pay an administrative penalty and any administrative fees, in accordance with the Administrative Monetary Penalty System By-law.”

7.3

All the provisions of this by-law continue to apply in the Provincial Offences Act in addition to the Designated Provisions of this by-law.

7.4

Where a person has not paid the administrative penalty within 30 days in accordance with the Administrative Monetary Penalty System By-law, the Township may add the administrative penalty to the tax roll for any property for which the owner or owners are responsible for paying the administrative penalty under Section 7.2.

19. Part II of By-law 70-2006, as amended, is hereby amended by adding the following definitions thereto:

38.

“Administrative Monetary Penalty System By-law” means the Administrative Monetary Penalty System By-law of the Township, as amended from time to time, or any successor thereof;

39.

“Designated Provision” means any section of this By-law designated in accordance with Part XXII, section 1.

20. Part XXII, sections 1 and 2 of By-law 70-2006, as amended, are hereby repealed and replaced with the following sections thereto:

1.

Part IV section 4(a) and Part V sections 2, 3, 4, 5, 7, 8, 9, 10, 11, 12 and 13, inclusive of any sections and subsections thereunder, of this By-law are hereby designated as parts of this By-law to which the Administrative Monetary Penalty System By-law applies.

1.1

Any person shall, upon issuance of a penalty notice for a contravention of this By-law, in accordance with the Administrative Monetary Penalty System By-law, be liable to pay an administrative penalty and any administrative fees, in accordance with the Administrative Monetary Penalty System By-law.

1.2

Where a person has not paid the administrative penalty, issued pursuant to Part IV, section 4(a) of this By-law, within 30 days in accordance with the Administrative Monetary Penalty System By-law, the Township may add the administrative penalty to the tax roll for any property for which the owner or owners are responsible for paying the administrative penalty under Section 1.1.

2.
Notwithstanding Part XXI 1 a) of this By-law, any person violating any of the provisions of PARTS VII, VIII, IX, X, XI, XII, XIII, XIV, XV, XVI, Section 1 of PART XVII, PARTS XVIII, XIX and PART XX is guilty of an offence and shall be subject to the penalty provided for such violation in the Highway Traffic Act.
21. Schedule 28 of By-law 70-2006, as amended, is hereby repealed.
22. Section 1 of By-law 57-2014, as amended, is hereby amended by adding the following definitions thereto:
- 1.16
"Administrative Monetary Penalty System By-law" means the Administrative Monetary Penalty System By-law of the Township, as amended from time to time, or any successor thereof;
- 1.17
"Designated Provision" means any section of this By-law designated in accordance with section 2.
23. Sections 5, 6 and 7 of By-law 57-2014, as amended, are hereby repealed and replaced with the following sections thereto:
5.
Section 2, inclusive of any subsections thereunder, of this By-law are hereby designated as parts of this By-law to which the Administrative Monetary Penalty System By-law applies.
6.
Any person shall, upon issuance of a penalty notice for a contravention of this By-law, in accordance with the Administrative Monetary Penalty System By-law, be liable to pay an administrative penalty and any administrative fees, in accordance with the Administrative Monetary Penalty System By-law.
7.
Intentionally left blank.
24. Section 1 of By-law 71-2012, as amended, is hereby amended by adding the following definitions thereto:
- j)
"Administrative Monetary Penalty System By-law" means the Administrative Monetary Penalty System By-law of the Township, as amended from time to time, or any successor thereof;
- k)
"Designated Provision" means any section of this By-law designated in accordance with section 5.
25. By-law 71-2012, as amended, is hereby amended, by repealing section 5 and adding the following sections thereto:
5.
Sections 2 and 3, inclusive of any subsections thereunder, of this By-law are hereby designated as parts of this By-law to which the Administrative Monetary Penalty System By-law applies.

5.1

Any person shall, upon issuance of a penalty notice for a contravention of this By-law, in accordance with the Administrative Monetary Penalty System By-law, be liable to pay an administrative penalty and any administrative fees, in accordance with the Administrative Monetary Penalty System By-law.

26. Schedule C of By-law 41-2022, as amended, is hereby amended by adding the following delegated authority:

Delegated Authority	Delegate	Delegation & Legislative Limits
Prescribe all forms, notices, guidelines, practices, processes and procedures, necessary to implement the Administrative Monetary Penalty System	Director of Corporate Services	As set out in By-law XX-2024
Establish and implement any policies and procedures necessary to the Administrative Monetary Penalty system	Director of Corporate Services	As set out in By-law XX-2024
Appoint, suspend the appointment of and revoke appointments of any Screening Officer and Hearing Officer	Director of Corporate Services	As set out in By-law XX-2024
Execute Authorized Requester Information Services (ARIS) Agreements and any other documents needed for ARIS agreements	Clerk	None.

Amendment (of former by-laws)

27. The following by-laws are amended:

- a. By-law 57-2014 (Front Yard Parking By-law)
- b. By-law 71-2012 (Private and Municipal Lot Parking By-law)

- c. By-law 40-2017 (Clean Yards By-law)
- d. By-law 31-2018 (Animal Control By-law)
- e. By-law 08-2020 (Licensing By-law)
- f. By-law 47-2023 (Noise By-law)
- g. By-law 44-2023 (Recreation By-law)
- h. By-law 70-2006 (Traffic and Parking By-law)
- i. By-law 34-2024 (Boulevard Maintenance and Highway Obstruction By-law)
- j. By-law 15-2015 (Fireworks By-law)
- k. By-law 19-2013 (Open Air Burn By-law)
- l. By-law 55-2009 (Sidewalk Snow Removal By-law)
- m. By-law 41-2022 (Delegation of Authority By-law)

Enactment

28. This by-law shall come into full force and effect on November 5th, 2024, at which time all by-laws, policies and resolutions that are inconsistent with the provisions of this by-law are hereby repealed insofar as it is necessary to give effect to the provisions of this by-law.

FINALLY PASSED AND ENACTED this 22nd day of October, 2024.

Mayor

Clerk

The Corporation of the Township of Woolwich

By-law No. XX-2024

A By-law to Confirm All Actions and Proceedings of the Council

The Council of the Corporation of the Township of Woolwich enacts as follows:

All actions and proceedings of the Council taken at its meeting held on:

October 22, 2024

Except those taken by by-law and those required by law to be done by resolution, are hereby sanctioned, ratified and confirmed as though set out herein provided, however, that any member of this Council who has dissented from any action or proceeding or has abstained from discussion and voting thereon shall be deemed to have dissented or abstained, as the case may be, in respect of this by-law as it applies to such action or proceeding.

Passed this 22nd day of October, 2024

Mayor

Clerk