



# Township of Woolwich Committee of the Whole Revised Agenda

Tuesday, December 3, 2024

7:00 p.m.

Council Chambers - Hybrid with YouTube Livestream

24 Church Street West, Elmira ON, N3B 2Z6

Chair: Councillor Nathan Cadeau

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, December 3, 2024 at 5:15 p.m. in accordance with section 239 (2) and (3.1) of the Municipal Act, 2001, for the purposes of considering the following:

- a. personal matters about an identifiable individual, including municipal or local board employees (Library Committee Nomination);
- b. litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board, and a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (Legal Matter);
- c. a proposed or pending acquisition or disposition of land by the municipality or local board (Property Matter);
- d. educating or training the members. (Quarterly Report and Budget Training Matter); and
- e. 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).

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

That Council reconvenes in open session.

3. Land Acknowledgement
4. Disclosures of Pecuniary Interest
5. Items to Come Forward from Closed Session
6. Public Meetings
7. Presentations

**7.1 Downtown Elmira BIA 2025 Budget - Request for Funding**

1

*Presenter: Dana Costello*

Elmira BIA Request:

That the Council of the Township of Woolwich, considering a Downtown Elmira BIA 2025 Budget - Request for Funding presentation direct staff to incorporate the following amounts in the 2025 budget for the Elmira BIA, subject to final approval during budget deliberations:

1. \$4,000 for the Community Improvement Plan; and
2. \$13,000 for Downtown Greening

**8. Delegations**

**Instructions for Delegations**

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

**8.1 *Request for Tax Relief***

**8.1.1 *Delegate: Sasmitaa Nadarajah and Kowsala Nadarajah of Elmira ESSO***

9

*7 minutes*

**9. Unfinished Business**

**10. 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:

**10.1 Items for Approval**

- 10.1.1 DS35-2024: Communication Tower, 5511 Crowsfoot Rd, West Montrose 33

Recommendation:

That the Council of the Township of Woolwich, receive Report DS 35-2024 respecting Communication Tower, 5511 Crowsfoot Rd, West Montrose for information purposes.

**10.2 Items for Information and Public Notices**

- 10.2.1 Notice of Hearing - December 9, 2024 46

**11. Items Pulled From the Information Package**

**12. Staff Reports and Memos**

- 12.1 Quarterly Report - 2024 - 3rd Quarter 64

Recommendation:

That the Council of the Township of Woolwich, considering the Quarterly Report - 2024 - 3rd Quarter, direct staff to transfer the \$337,994 Enova Dividend surplus for 2024 to the operating contingency reserve.

- 12.2 A08-2024: Economic Development and Tourism Initiatives Update 105

Recommendation:

That the Council of the Township of Woolwich, considering Report A08-2024 respecting Economic Development and Tourism Initiatives Update:

1. Append the St. Jacobs Brand Audit and Directional Wayfinding

Strategy to the Municipal Sign Policy to approve the Timber concept as approved signs for the St. Jacobs area;

2. Authorize the Mayor and Clerk to sign the grant funding agreement with RTO4; and
3. Approve a \$5,000 contribution from the Municipal Accommodation Tax Reserve Fund.

**12.3 C21-2024: Appointment By-law**

243

Recommendation:

That the Council of the Township of Woolwich, considering Report C21-2024 respecting an Appointment By-law:

1. Approve the Appointment By-law as attached to this report; and
2. Approve the Amending and Repealing By-law to delegate authority of issuing lottery licences and repeal previous staff appointments as attached to this report.

**12.4 DS39-2024: Drainage By-law**

263

Recommendation:

That the Council of the Township of Woolwich, considering Report DS39-2024 respecting Drainage By-law, direct staff to develop a Drainage By-law to be presented to Council for review and acceptance.

**12.5 F16-2024: LTFF – 2024 Finance Policy Update**

266

Recommendation:

That the Council of the Township of Woolwich, considering Report F16-2024 respecting LTFF - 2024 Finance Policy Update approve:

1. the Reimbursement of Personal Vehicles (Mileage) Policy outlined in Attachment 1;
2. the Debt Management Policy outlined in Attachment 2; and
3. the updated Township Investment Policy outlined in Attachment 3.

**12.6 F17-2024: Property Tax Exemption for Affordable Housing**

321

Recommendation:

That the Council of the Township of Woolwich, considering Report F17-

2024 respecting Property Tax Exemption for Affordable Housing:

1. Support participation in the Region of Waterloo's property tax exemption program for Roll number 30-29-010-001-25000-0000 by providing a property tax exemption for the Township's portion of the levy for a period of 20 years starting in 2025; and
2. Adopt the attached By-law to provide Property Tax Exemption for Roll Number 30-29-010-001-25000-0000.

**13. Other Business**

**13.1 Council Reports/Updates**

**13.2 Outstanding Activity List as of Thursday, November 28, 2024**

356

**14. Notice of Motion**

**15. Adjournment**

Resolution

That the meeting adjourns.

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

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

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

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



Dana Costello – BIA Board Member

# Downtown Elmira BIA 2025 Budget - Request for Funding

# Meet the Downtown Elmira BIA



**John Tsintaris**



**Dana Costello**



**Kim Walsh**  
Program Coordinator

## Township of Woolwich Representatives

**Nathan Cadeau**  
Councillor, Ward 1

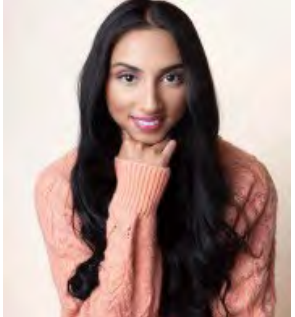
**Derek Hughes**  
Economic Development & Tourism



**Naide Schnider**



**Krista McBay**



**Dr. Amara Pope**  
Advisor to the Board, Marketing



# 2024 Streams Opened

## Accessibility



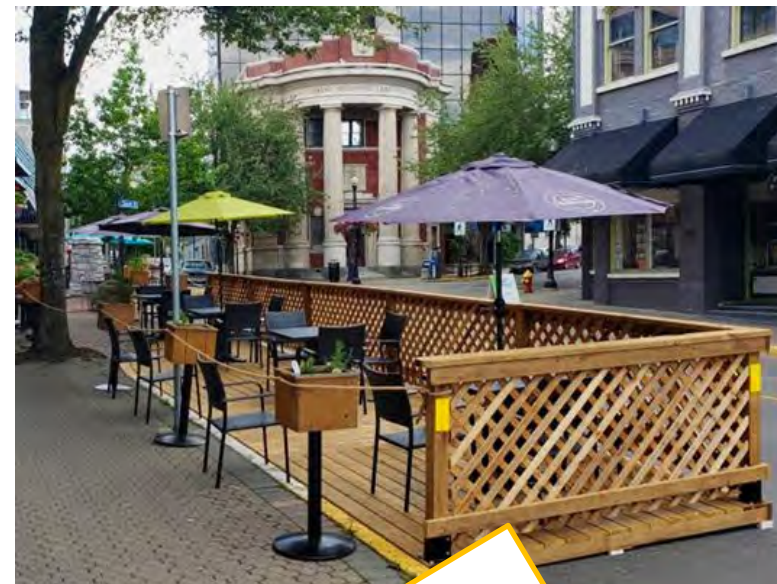
**\$2500**  
Distributed

## Façade Improvement



**\$12,846**  
Distributed

## Landscape Improvement



**\$2500**  
Distributed



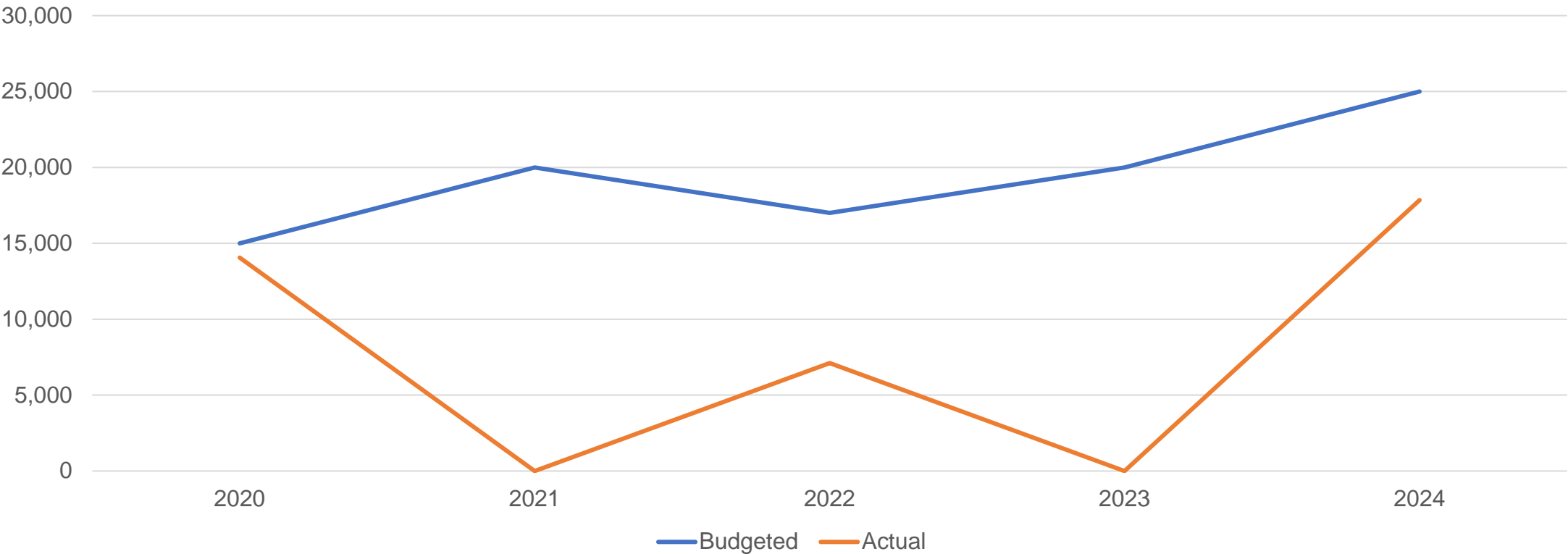
# Façade Improvement Recipients



# CIP Budget vs disbursement of funds

**\$39,008  
to date!**

CIP Funding (DT Elmira BIA)





2025 Budget Committed

\$15,000



Requesting

\$4,000





## 2025 Budget Committed

\$15,000

\*Weeds are separate (\$3800)



## Requesting

\$13,000



# Successful Applicants:

## CIP Landscape Grant:

- Perfect Pitch (\$2500)

## CIP Accessibility Grant:

- Never Enough Thyme (\$2500)

## CIP Façade Grant:

- Ear and Hearing Clinic (\$600)
- WHG LAW (\$805)
- Good Auto (\$5000)
- Flamehouse Grill: (\$2953)
- Perfect Pitch (\$3488)

**2525416 ONTARIO INC. O/A ELMIRA ESSO**

**REPORT OF EPHRAIM STULBERG  
ON BUSINESS LOSSES  
DATED NOVEMBER 20, 2023**

## Table of Contents

A. EXECUTIVE SUMMARY.....	2
Background .....	2
MDD Calculations.....	2
B. INTRODUCTION.....	3
Author Details and Compliance with Professional Standards .....	3
Disclosure of Interests.....	3
Statement of Independence .....	3
C. BACKGROUND AND MANDATE .....	4
Background .....	4
Mandate .....	7
D. MDD DETAILED FINDINGS .....	8
Methodology.....	8
Loss Period .....	8
Gasoline Sales .....	9
Merchandise Sales.....	9
Contribution Margin Rates.....	9
Profits Losses.....	9
Summary.....	10
E. SCOPE, ASSUMPTIONS AND RESTRICTIONS.....	11
Scope of Review .....	11
Assumptions.....	11
Restrictions and Qualifications .....	11

**FORENSIC ACCOUNTANTS**

**MATSON DRISCOLL & DAMICO LTD**

4 King Street West, Suite 400 • Toronto, ON M5H 1B6  
T 416.366.4968 F 416.366.4973 W [mdd.com](http://mdd.com)

November 20, 2023

Goldstein Law Firm  
370 King Street West,  
Toronto, Ontario M5V 1J9

**Attention: Jeff Goldstein**

**RE: 2525416 Ontario Inc. o/a Elmira Esso - 16 Church Street East  
Business Losses**

Dear Mr. Goldstein:

You have asked us as independent professional accountants experienced in economic loss quantification matters to provide you with an Expert Report<sup>1</sup> setting out our opinion of the business losses sustained by 2525416 ONTARIO INC. O/A Elmira Esso ("**Elmira Esso**"), as a result of the construction in the Region of Waterloo ("**the Works**") near Elmira Esso's location at 16 Church Street East, Elmira, Ontario (the "**Location**").

This report has been prepared in the context of Elmira Esso's claims under the Ontario *Expropriations Act*. Our findings are enclosed. Please contact the undersigned with any questions.

Sincerely,

*Matson, Driscoll + Damico Ltd.*

Ephraim Stulberg, CPA, CA, CBV, CFF  
[estulberg@mdd.com](mailto:estulberg@mdd.com)  
647-929-4968

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<sup>1</sup> As defined by the Canadian Institute of Chartered Business Valuators (CICBV).



## A. EXECUTIVE SUMMARY

### Background

1. Elmira Esso is an Esso gas station and convenience store located at the northwest corner of Church Street East and Cross Street in Elmira, Ontario.
2. The Works were phased over two years from 2022 to 2023. The main construction began in April 2022. Impacts throughout the construction period have included lane restrictions, driveway closures, and restrictions on left turns. The first phase was completed in the fall of 2022, and the second phase commenced in June 2023 and is ongoing as of the date of this report.

### MDD Calculations

3. Based on the documents reviewed and subject to the assumptions, restrictions and qualifications set out in this report, we calculate losses of **\$83,349** (Schedule 1), as set out in Table 1 below.

**Table 1**

<b>Summary of Loss</b>	
<b>Description</b>	<b>Amount</b>
Gas Sales Shortfall	\$ 1,237,448
Merchandise Sales Shortfall	38,998
Total Sales Shortfall	<u>\$ 1,276,446</u>
Contribution Margin	<u>6.53%</u>
Profits Loss	<u>\$ 83,349</u>

## **B. INTRODUCTION**

### Author Details and Compliance with Professional Standards

4. This report has been prepared under the direction and supervision of Ephraim Stulberg, CPA, CA, CBV, CFF, a Partner/Senior Vice President in the Toronto office of Matson, Driscoll & Damico Ltd ("**MDD**").
5. MDD is a global professional services firm practicing in the areas of economic loss quantification, business valuation and forensic accounting. It has 11 offices in Canada and 46 offices worldwide.
6. This report has been prepared in compliance with the Canadian Institute of Chartered Business Valuators ("**CICBV**") standards for the preparation of Expert Reports (Practice Standards 310 to 330).

### Disclosure of Interests

7. We are not aware of any actual or potential conflict of interest that we may have in providing this report.

### Statement of Independence

8. We have been engaged as independent professional accountants to provide an expert report. The terms of our engagement are to act in an independent and objective manner providing our opinion based on an assessment of the facts and our analysis. Neither our firm nor its principals have any financial interest in this matter. Our fees are based solely on the time expended and are not contingent upon the ultimate results or conclusions reached.
9. The author of this report has prepared it in an independent and objective manner.

## C. BACKGROUND AND MANDATE

### Background

#### The Business

10. Elmira Esso is an "Esso"-branded gas station in Elmira, Ontario that also has a convenience store. They were incorporated on June 29, 2016.<sup>2</sup>
11. Figure 1 is a map showing the location:

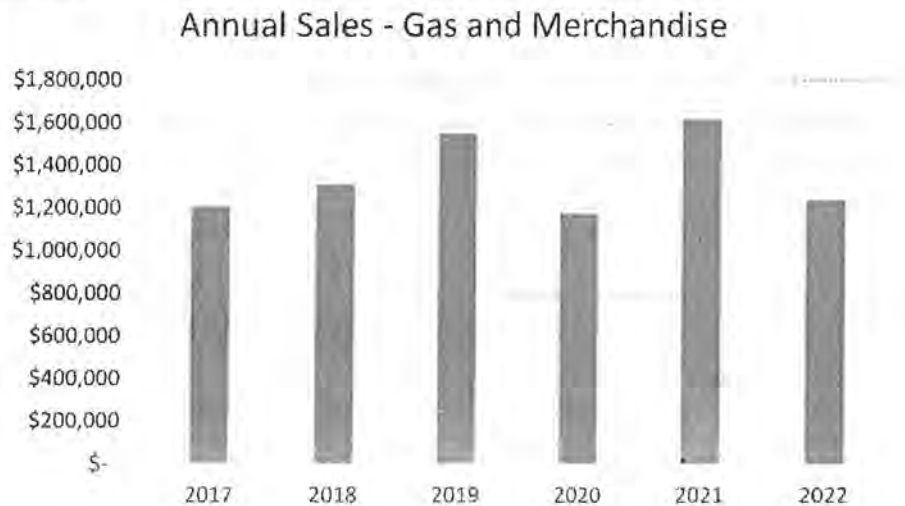
**Figure 1**



12. As shown in Figure 2 on the following page, the Location's sales grew steadily from 2017 to 2019, before declining somewhat in 2020 following the outbreak of COVID-19. Sales in 2021 returned to their pre-COVID level.

<sup>2</sup> Financial statements of 2525416 Ontario Inc. for the fiscal year ended December 31, 2022

**Figure 2**



13. Volumes sold declined from 1.25M litres in 2021 to only 746,000 litres in 2022. By contrast, according to Statistics Canada, the total volume of gasoline sold in Ontario in 2022 was 12% higher than in 2021.<sup>3</sup>
14. Revenues for Elmira Esso declined less dramatically than did volumes, due to the increase in the price of gasoline over that period; however, higher fuel prices do not result in higher profits to the gas station, and the business's gross margin was therefore down significantly in 2022 compared with 2021.

### **The Works**

15. In March 2022, the Region of Waterloo issued a notice of construction at Church Street East in the town of Elmira. The construction was to take place over two years (2022 and 2023) to minimize disruption.<sup>4</sup>
16. The first stage of the Works commenced in April 2022 and were completed in the fall of 2022. The second stage commenced in June 2023.<sup>5</sup> Figure 3 on the following page shows the location of the construction:

<sup>3</sup> StatsCan Table 23-10-0066-01, accessed here:

<https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=2310006601&pickMembers%5B0%5D=1.7&cubeTimeFrame.startYear=2018&cubeTimeFrame.endYear=2022&referencePeriods=20180101%2C20220101>

<sup>4</sup> Notice of Construction from the Region of Waterloo, dated March 28, 2022

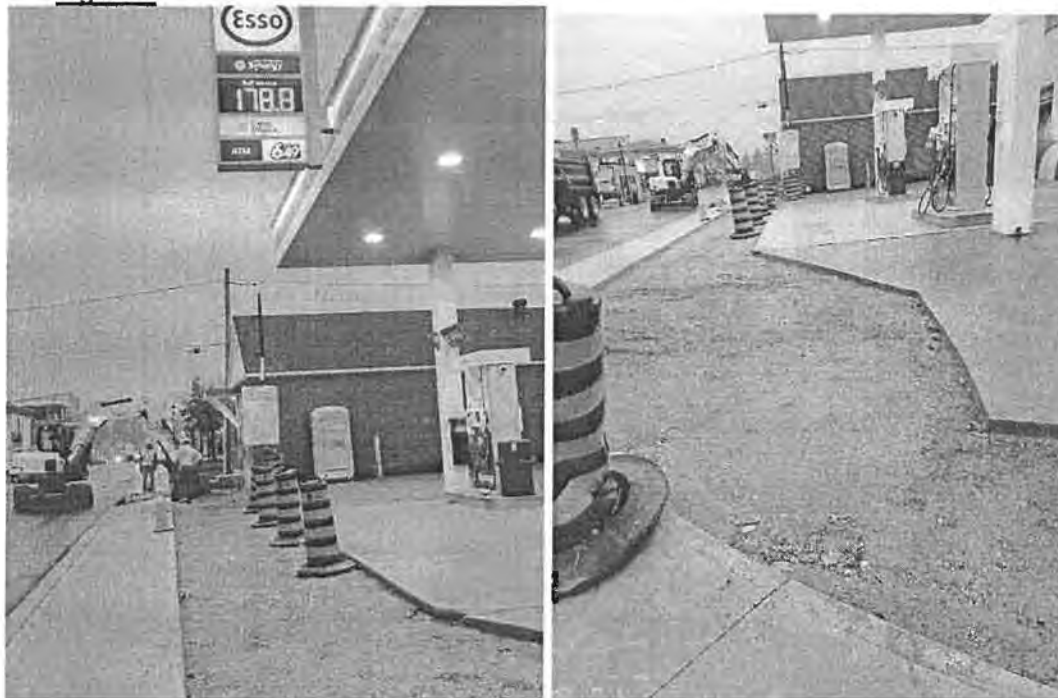
<sup>5</sup> A detailed chronology of the construction can be found here: <https://www.engagewr.ca/church-street-east#:~:text=The%20Region%20of%20Waterloo%20will,the%20complexity%20of%20the%20project.>

**Figure 3**



17. Below we present various images that display the impact of the construction:

**Figure 4**



18. The Works are still ongoing and are expected to be completed by December 2023.<sup>6</sup>

Mandate

19. We have been instructed to provide an opinion with respect to the business losses sustained by Elmira Esso. Our opinion is outlined in Section D of this Report.

*(Remainder of page left intentionally blank)*

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<sup>6</sup> Notice of Construction from the Region of Waterloo, dated March 28, 2022

## **D. MDD DETAILED FINDINGS**

### Methodology

20. In calculating Elmira Esso's business losses, we have employed the following methodology:

#### **Lost Sales - Gasoline**

21. To calculate losses associated with lost gasoline sales, we:
- Project the volume of gasoline sales absent the Works (based on historical results) each month
  - Deduct the actual volume of gasoline sales to arrive at the shortfall in volume each month.
  - Apply the average actual selling price per litre for each month to arrive at the shortfall in sales dollars each month.

#### **Lost Sales - Convenience/Merchandise Sales**

22. To calculate losses associated with lost convenience store sales, we:
- Project convenience store sales absent the Works (based on historical results) each month
  - Deduct the actual store sales to arrive at the shortfall in volume each month.

#### **Lost Profits on Lost Sales**

23. After determining the overall loss of sales, we apply a contribution margin or gross profit margin to determine the loss of profit associated with the lost sales.
24. We discuss each of these steps below.

### Loss Period

25. We calculate losses from April to December 2022 for the first phase of the Works, and losses from June to September 2023 for the second phase.
26. As the Works are not yet completed, should we be provided with documentation for the remaining months of the construction period, our loss period may be subject to revision.

### Gasoline Sales

27. We have analyzed historical sales from January 2020 to September 2023 at Schedule 3. As gasoline prices are subject to significant volatility, our analysis is based on quantities sold, rather than sales dollars.
28. We have projected monthly fuel volumes for 2022 using the same month of the prior year, adjusted for year-over-year growth of 12% based on the overall growth in the industry in Ontario in 2022.<sup>7</sup> We did not assume any additional growth for 2023, as data are not yet available.
29. Subtracting actual fuel volume during the loss period, we arrive at a shortfall of 772,544 litres for our loss period (Schedule 1).
30. Multiplying the volume shortage by the average price of fuel sales in the applicable month of the loss period, we arrive at a shortfall in gasoline sales of \$1,237,448.

### Merchandise Sales

31. We have projected revenues to be equal to monthly sales in the same month in 2021. Subtracting actual sales, we arrive at a shortfall of \$38,998 (Schedule 1).

### Contribution Margin Rates

32. The contribution margin rate represents the incremental profit that would have been associated with each dollar of lost revenue, after factoring in the saved costs (e.g. the cost of fuel and merchandise) that would have been required to earn the lost revenue.
33. Using the financial statement for the fiscal year ended December 31, 2021, we calculate a contribution margin rate of 6.53% (Schedule 2).

### Profits Losses

34. We have calculated the profits losses at Schedule 1.
35. Applying the applicable contribution margin rate to the total sales shortfall, we arrived at total contribution margin losses of \$83,349.
36. Given that the Location continued to operate throughout the loss period, we assumed that any saved expenses would be immaterial, and therefore have not considered them in our calculation.

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<sup>7</sup> StatsCan Table 23-10-0066-01



## Summary

37. Subject to the to the assumptions, restrictions and qualifications set out in this report, we calculate losses ranging of **\$83,349** (Schedule 1).

**Table 1**

<b>Summary of Loss</b>	
<b>Description</b>	<b>Amount</b>
Gas Sales Shortfall	\$ 1,237,448
Merchandise Sales Shortfall	38,998
Total Sales Shortfall	<u>\$ 1,276,446</u>
Contribution Margin	<u>6.53%</u>
Profits Loss	<u><b>\$ 83,349</b></u>

## **E. SCOPE, ASSUMPTIONS AND RESTRICTIONS**

### Scope of Review

38. In arriving at our findings, we have reviewed and considered the following documentation:
- a) Financial statements of 2525416 Ontario Inc. for the fiscal years ended December 31, 2017 to 2022
  - b) Elmira monthly sales summary for January 2020 to September 2023
  - c) Customer Sales Statement: 005025 Esso Elmira - From Jan 01, 2020 to Dec 31, 2022
  - d) Sales drop analysis for March to June 2022
  - e) Appraisal of land as of June 28, 2022 by Musso Appraisals Inc.
  - f) Notice of Construction from the Region of Waterloo, dated March 28, 2022
  - g) Gas sales by liter for January 2020 to September 2023
  - h) Photos of the construction
  - i) Publicly available information, as referenced in the footnotes of this report
39. We have been provided with access to Elmira Esso's management and external accountant.

### Assumptions

40. This report is based on various assumptions as set out throughout the report and accompanying schedules. We have assumed that the financial information provided to us by Elmira Esso is materially accurate and would not change if subjected to an audit.

### Restrictions and Qualifications

41. This report, and our files related thereto, are not intended for general circulation or publication, and are not to be reproduced or shared for any purpose other than as outlined above (or as otherwise required by law or a relevant professional body). We will not assume any responsibility or liability for losses occasioned to you or any other party as a result of the circulation, publication, reproduction or use of this report contrary to the provisions in this paragraph.
42. Nothing contained in this report is to be construed as a legal opinion or interpretation.

43. The comments and conclusions expressed herein must be read within the context of the entire report. Selecting specific comments or conclusions outside of their context is not appropriate and may be misleading.

**Index of Schedules and Appendices**

Elmira Esso – Expropriation

**SCHEDULE**

- 1 Summary of Losses
- 2 Calculation of Contribution Margin
- 3 Analysis of Average Monthly Price
- 4 Summary of Monthly Sales

**APPENDIX**

- A Summary of Balance Sheet - 2525416 Ontario Inc.
- B Summary of Operating Statement - 2525416 Ontario Inc.

## Summary of Losses

Elmira Esso – Expropriation

Month	Gasoline						Merchandise			Revenue Shortfall - Total	Lost Profit on Lost Revenue	Cumul
	Quantity (Litres)				Amount		Amount					
	Base Period (Sch 3)	Projected	Actual (Sch 3)	Shortfall	Price (Sch 3)	Shortfall	Projected (Sch 4)	Actual (Sch 4)	Shortfall			
Growth Rate (Note 1)	11.55%											
Rate of Contribution Margin (Sch 2)										6.53%		
April 2022	101,485	113,203	44,931	68,273	\$ 1.59	\$ 108,307	\$ 9,600	\$ 5,653	\$ 3,947	\$ 112,253	\$ 7,330	\$ 7,330
May	100,485	112,088	96,347	15,741	1.76	27,777	11,442	12,745	(1,303)	26,473	1,729	9,059
June	108,619	121,161	34,815	86,346	1.86	160,585	12,649	7,225	5,424	166,009	10,840	19,899
July	114,793	128,047	22,165	105,882	1.79	189,468	13,590	6,760	6,830	196,298	12,818	32,716
August	113,338	126,425	25,463	100,962	1.55	156,838	12,141	6,101	6,041	162,878	10,636	43,352
September	105,255	117,408	19,804	97,605	1.51	147,711	12,330	4,984	7,346	155,058	10,125	53,477
October	108,633	121,176	26,746	94,430	1.55	146,337	11,524	5,536	5,987	152,324	9,946	63,423
November	109,476	122,116	65,746	56,370	1.55	87,370	10,012	7,219	2,794	90,164	5,888	69,311
December	97,271	108,503	79,587	28,916	1.35	38,908	10,970	9,355	1,615	40,523	2,646	71,957
Subtotal	959,355	1,070,128	415,603	654,525	1.62	1,063,301	104,259	65,578	38,681	1,101,982	71,957	
June 2023	108,619	121,161	113,239	7,921	1.42	11,211	12,649	14,709	(2,060)	9,151	598	72,555
July	114,793	128,047	89,044	39,004	1.44	56,167	13,590	13,780	(190)	55,977	3,655	76,210
August	113,338	126,425	85,676	40,749	1.51	61,542	12,141	11,459	682	62,224	4,063	80,273
September	105,255	117,408	87,064	30,344	1.49	45,227	12,330	10,445	1,885	47,112	3,076	83,349
Subtotal	442,004	493,041	375,023	118,019	1.48	174,147	50,711	50,393	318	174,464	11,392	
Total	1,401,359	1,563,169	790,626	772,544		\$ 1,237,448	\$ 154,969	\$ 115,971	\$ 38,998	\$ 1,276,446	\$ 83,349	

Note 1: Based on growth in net sales of gasoline in Ontario from 2021 to 2022, per StatsCan 23-10-0066-01

**Calculation of Contribution Margin**

Elmira Esso – Expropriation

Description	FYE Dec 31/21		Contribution Margin	
	Amount	%	Amount	%
	(App B)			
Revenues				
Sales	\$ 1,616,606	96.42%	\$ 1,616,606	100.00%
Commissions	14,607	0.87%		
Rental Income	45,473	2.71%		
	<u>1,676,686</u>	<u>100.00%</u>		
Cost of Sales				
Opening Inventory	87,525	5.22%		
Purchases	1,483,205	88.46%		
Closing Inventory	<u>(68,725)</u>	<u>-4.10%</u>		
	<u>1,502,005</u>	<u>89.58%</u>	<u>1,502,005</u>	<u>92.91%</u>
Gross Margin	<u>174,681</u>	<u>10.42%</u>		
Other Income	<u>30,000</u>	<u>1.79%</u>		
Total Contribution Margin	<u>204,681</u>	<u>12.21%</u>		
Expenses				
Amortizations and Depreciation	81,053	4.83%		
Bank Charges	2,021	0.12%		
Automobile	2,847	0.17%		
Dues and Subscriptions	2,208	0.13%		
Insurance	10,702	0.64%		
Mortgage Interest	34,461	2.06%		
Merchant Account Fees	9,376	0.56%	9,040	0.56%
Office and General	557	0.03%		
Professional Fees	4,583	0.27%		
Property Taxes	14,026	0.84%		
Repairs and Maintenance	3,326	0.20%		
Salaries and Wages	11,856	0.71%		
Telephone	1,901	0.11%		
Utilities	<u>1,461</u>	<u>0.09%</u>		
Total Expense	<u>180,378</u>	<u>10.76%</u>		
Net Income (Loss) for the Period	<u>\$ 24,303</u>	<u>1.45%</u>		
Contribution Margin Rate			<u>\$ 105,561</u>	<u>6.53%</u>
				<b>To Sch 1</b>

**Summary of Monthly Sales**

Elmira Esso – Expropriation

Month	Sales				
	2020				
	Gasoline	Merchandise	Commissions	Rental Income	Total
January	\$ 111,948	\$ 6,170	\$ 408	\$ 3,849	\$ 122,375
February	92,949	5,355	199	3,812	102,314
March	57,315	5,952	227	3,812	67,307
April	43,370	6,390	254	3,812	53,826
May	79,528	8,659	340	3,812	92,340
June	97,345	9,735	275	3,812	111,167
July	102,584	11,132	208	3,812	117,736
August	99,009	10,448	501	3,855	113,814
September	95,204	9,480	439	3,855	108,978
October	108,687	9,836	534	3,855	122,912
November	99,501	9,507	572	3,855	113,435
December	88,449	7,841	598	3,855	100,743
Total	\$ 1,075,888	\$ 100,505	\$ 4,555	\$ 45,998	\$ 1,226,946
	<b>To Sch 3</b>				

Source: Elmira monthly sales  
summary for January  
2020 to September 2023

**Analysis of Average Monthly Price**

Elmira Esso – Expropriation

Month	Sales (Sch 4)	Volume Sold (L)	Average Price
Jan-20	\$ 111,948	106,924	\$ 1.05
Feb-20	92,949	93,099	1.00
Mar-20	57,315	65,788	0.87
Apr-20	43,370	60,474	0.72
May-20	79,528	97,719	0.81
Jun-20	97,345	107,904	0.90
Jul-20	102,584	109,098	0.94
Aug-20	99,009	105,695	0.94
Sep-20	95,204	103,761	0.92
Oct-20	108,687	121,496	0.89
Nov-20	99,501	111,871	0.89
Dec-20	88,449	95,402	0.93
Jan-21	90,127	91,383	0.99
Feb-21	98,035	107,395	0.91
Mar-21	118,619	92,848	1.28
Apr-21	113,856	<b>101,485</b>	1.12
May-21	116,724	<b>100,485</b>	1.16
Jun-21	128,658	<b>108,619</b>	1.18
Jul-21	139,779	<b>114,793</b>	1.22
Aug-21	149,085	<b>113,338</b>	1.32
Sep-21	130,553	<b>105,255</b>	1.24
Oct-21	141,743	<b>108,633</b>	1.30
Nov-21	141,743	<b>109,476</b>	1.29
Dec-21	120,229	<b>97,271</b>	1.24
Jan-22	131,141	102,993	1.27
Feb-22	160,676	114,542	1.40
Mar-22	177,678	113,590	1.56
Apr-22	71,277	<b>44,931</b>	<b>1.59</b>
May-22	170,015	<b>96,347</b>	<b>1.76</b>
Jun-22	64,749	<b>34,815</b>	<b>1.86</b>
Jul-22	39,663	<b>22,165</b>	<b>1.79</b>
Aug-22	39,555	<b>25,463</b>	<b>1.55</b>
Sep-22	29,970	<b>19,804</b>	<b>1.51</b>
Oct-22	41,448	<b>26,746</b>	<b>1.55</b>
Nov-22	101,903	<b>65,746</b>	<b>1.55</b>
Dec-22	107,088	<b>79,587</b>	<b>1.35</b>
Jan-23	127,200	92,098	1.38
Feb-23	120,915	91,059	1.33
Mar-23	146,682	111,493	1.32
Apr-23	159,613	113,864	1.40
May-23	193,665	139,239	1.39
Jun-23	160,264	<b>113,239</b>	<b>1.42</b>
Jul-23	128,225	<b>89,044</b>	<b>1.44</b>
Aug-23	129,391	<b>85,676</b>	<b>1.51</b>
Sep-23	129,769	<b>87,064</b>	<b>1.49</b>
Loss	<u>\$ 4,995,924</u>	<u>\$ 4,099,716</u>	<b>To Sch 1</b>
		<b>To Sch 1</b>	

Source: Monthly gas sales by litre for January 2020 to September 2023



**Summary of Operating Statement - 2525416 Ontario Inc.**  
 Elmira Esso – Expropriation

Description	FYE December 31,					
	2017	2018	2019	2020	2021	2022
Litres Sold		1,142,160	1,387,627	1,179,232	1,250,980	746,728
Average Gas Price Per Litre in Toronto per StatsCan		\$ 1.27	\$ 1.17	\$ 1.00	\$ 1.32	\$ 1.68
<b>Revenues</b>						
Sales	\$ 1,208,706	\$ 1,311,516	\$ 1,550,300	\$ 1,176,129	\$ 1,616,606	\$ 1,240,051
Commissions	1,625	2,547	3,731	5,068	14,607	13,452
Rental Income	30,000	30,000	48,627	45,386	45,473	44,503
	1,240,331	1,344,063	1,602,658	1,226,583	1,676,686	1,298,006
<b>Cost of Sales</b>						
Opening Inventory	43,239	59,250	85,250	96,250	87,525	68,725
Purchases	1,081,721	1,217,511	1,464,295	1,073,881	1,483,205	1,177,541
Closing Inventory	(59,250)	(85,250)	(96,250)	(87,525)	(68,725)	(70,250)
	1,065,710	1,191,511	1,453,295	1,082,606	1,502,005	1,176,016
<b>Gross Margin</b>	174,621	152,552	149,363	143,977	174,681	121,990
<b>Other Income</b>	-	-	-	10,000	30,000	-
<b>Total Gross Margin</b>	174,621	152,552	149,363	153,977	204,681	121,990
<b>Expenses</b>						
Amortization and Depreciation	168,129	140,690	118,513	95,787	81,053	69,509
Bank Charges	1,752	2,140	2,664	1,906	2,021	2,202
Automobile	-	2,622	4,284	2,698	2,847	3,560
Dues and Subscriptions	490	702	1,471	817	2,208	2,863
Insurance	4,133	8,873	9,154	8,684	10,702	7,935
Mortgage Interest	52,666	58,263	53,669	47,313	34,461	41,188
Merchant Account Fees	14,804	11,107	14,158	10,216	9,376	3,965
Non deductible Interest	-	-	-	313	-	-
Office and General	480	2,370	990	666	557	1,076
Professional Fees	4,116	3,272	3,928	2,555	4,583	3,514
Property Taxes	12,107	12,831	13,279	21,224	14,026	14,319
Repairs and Maintenance	2,661	11,558	5,467	1,728	3,326	593
Salaries and Wages	-	3,201	6,345	16,348	11,856	10,855
Telephone	1,943	3,223	2,948	2,463	1,901	2,581
Utilities	5,395	2,358	2,677	4,348	1,461	2,535
<b>Total Expense</b>	268,676	263,210	239,547	217,066	180,378	166,695
<b>Net Income (Loss) for the Period</b>	(94,055)	(110,658)	(90,184)	(63,089)	24,303	(44,705)
<b>Retained Earnings (Deficit): Beginning of the Year</b>	(8,592)	(102,647)	(213,305)	(303,489)	(366,578)	(342,275)
<b>Retained Earnings (Deficit): End of the Year</b>	\$ (102,647)	\$ (213,305)	\$ (303,489)	\$ (366,578)	\$ (342,275)	\$ (386,980)

To Sch 2

Sources: Financial statements of 2525416 Ontario Inc. for the fiscal year ended December 31, 2017 to 2022  
 Statistics Canada. Table 18-10-0001-01 Monthly average retail prices for gasoline and fuel oil, by geography

**Summary of Balance Sheet - 2525416 Ontario Inc.**  
 Elmira Esso – Expropriation

Description	FYE December 31,						Comments
	2017	2018	2019	2020	2021	2022	
<b>Assets</b>							
<b>Current</b>							
Bank	\$ 28,033	\$ 10,852	\$ 10,655	\$ 12,995	\$ 38,893	\$ 12,037	
Inventory	59,250	85,250	96,250	87,525	68,725	70,250	
Prepaid Expenses	210	2,267	770	398	1,761	5,936	
Prepaid Deposits	31,126	31,126	31,126	31,126	31,126	31,126	
<b>Total Current Assets</b>	<b>118,619</b>	<b>129,495</b>	<b>138,801</b>	<b>132,044</b>	<b>140,505</b>	<b>119,349</b>	
<b>Fixed</b>							
Land	385,828	385,828	385,828	385,828	385,828	385,828	Note 1
Building	587,211	587,211	587,211	587,211	587,211	587,211	
Accumulated Amortization	(23,488)	(46,037)	(67,684)	(88,465)	(108,415)	(127,567)	
	563,723	541,174	519,527	498,746	478,796	459,644	
Machinery Equipment, Furniture & Fixture	650,000	650,000	650,000	650,000	650,000	650,000	
Accumulated Amortization	(130,000)	(234,000)	(317,200)	(383,760)	(437,008)	(479,606)	
	520,000	416,000	332,800	266,240	212,992	170,394	
<b>Total Fixed Assets</b>	<b>1,469,551</b>	<b>1,343,002</b>	<b>1,238,155</b>	<b>1,150,814</b>	<b>1,077,616</b>	<b>1,015,866</b>	
<b>Other</b>							
Financing Fees (Net of Amortization)	18,562	13,921	9,280	4,639	-	-	Note 2
Goodwill (Net of Amortization)	190,000	180,500	171,475	163,029	155,174	147,415	
Incorporation Costs	1,422	1,422	1,422	1,422	1,422	1,422	
<b>Total Other Assets</b>	<b>209,984</b>	<b>195,843</b>	<b>182,177</b>	<b>169,090</b>	<b>156,596</b>	<b>148,837</b>	
<b>Total Assets</b>	<b>\$ 1,798,154</b>	<b>\$ 1,668,340</b>	<b>\$ 1,559,133</b>	<b>\$ 1,451,948</b>	<b>\$ 1,374,717</b>	<b>\$ 1,284,052</b>	
<b>Liabilities And Equity</b>							
<b>Current</b>							
Accounts Payable	\$ 38,159	\$ 12,265	64,814	15,559	12,202	60,908	
Taxes Payable	9,679	2,615	6,881	3,040	19,927	31,462	
Line of Credit	5,000	80,000	82,000	100,000	90,000	75,000	
CEBA Loan	-	-	-	30,000	40,000	40,000	
Loans Payable	-	37,371	78,715	30,539	43,831	76,423	
Deposits Payable	1,291	1,291	1,291	2,291	2,291	9,891	
	54,129	133,542	233,501	181,429	208,251	293,684	
<b>Long Term</b>							
First Mortgage Payable	1,235,568	1,123,999	1,007,622	945,458	814,102	683,728	
Shareholders Advances	610,104	623,104	620,499	690,639	693,639	692,620	
<b>Total Liabilities</b>	<b>1,899,801</b>	<b>1,880,645</b>	<b>1,861,622</b>	<b>1,817,526</b>	<b>1,715,992</b>	<b>1,670,032</b>	
<b>Shareholders Equity</b>							
Share Capital	1,000	1,000	1,000	1,000	1,000	1,000	
Retained Earnings (Deficit)	(102,647)	(213,305)	(303,489)	(366,578)	(342,275)	(386,980)	
<b>Total Shareholders Equity</b>	<b>(101,647)</b>	<b>(212,305)</b>	<b>(302,489)</b>	<b>(365,578)</b>	<b>(341,275)</b>	<b>(385,980)</b>	
<b>Total Liabilities &amp; Shareholders' Equity</b>	<b>\$ 1,798,154</b>	<b>\$ 1,668,340</b>	<b>\$ 1,559,133</b>	<b>\$ 1,451,948</b>	<b>\$ 1,374,717</b>	<b>\$ 1,284,052</b>	

Note 1: Fixed Assets are stated cost and Amortization is based on the estimated useful life of the assets that are provided as follows:  
 Building 4% Declining Balance; Machinery and Equipment 20% Declining Balance

Note 2: Financing Fees are amortized at a straight line basis over 5 year. Goodwill is amortized at 5% Declining Balance.

Source: Financial statements of 2525416 Ontario Inc. for the fiscal years ended December 31, 2017 to 2022

**Summary of Monthly Sales**

Elmira Esso – Expropriation

Month	Sales				
	2023				
	Gasoline	Merchandise	Commissions	Rental Income	Total
January	\$ 127,200	\$ 9,559	\$ 1,046	\$ 3,855	\$ 141,661
February	120,915	8,439	865	3,855	134,074
March	146,682	9,975	957	3,855	161,469
April	159,613	14,181	648	3,855	178,298
May	193,665	18,725	722	3,855	216,968
June	160,264	14,709	631	3,855	179,460
July	128,225	13,780	383	3,855	146,244
August	129,391	11,459	651	3,855	145,356
September	129,769	10,445	386	3,855	144,456
October					-
November					-
December					-
Total	\$ 1,295,725	\$ 111,272	\$ 6,290	\$ 34,699	\$ 1,447,985
	To Sch 3	To Sch 1			

Source: Elmira monthly sales  
summary for January  
2020 to September 2023

**Summary of Monthly Sales**

Elmira Esso – Expropriation

Month	Sales				
	2022				
	Gasoline	Merchandise	Commissions	Rental Income	Total
January	\$ 131,141	\$ 9,756	\$ 955	\$ 3,709	\$ 145,561
February	160,676	9,718	1,001	3,709	175,103
March	177,678	11,928	2,400	3,709	195,715
April	71,277	5,653	2,109	3,709	82,749
May	170,015	12,745	2,404	3,709	188,873
June	64,749	7,225	1,012	3,709	76,695
July	39,663	6,760	626	3,709	50,757
August	39,555	6,101	509	3,709	49,873
September	29,970	4,984	861	3,709	39,523
October	41,448	5,536	499	3,709	51,192
November	101,903	7,219	678	3,709	113,508
December	107,088	9,355	856	3,709	121,008
Total	\$ 1,135,161	\$ 96,980	\$ 13,910	\$ 44,505	\$ 1,290,556
	To Sch 3	To Sch 1			

Source: Elmira monthly sales  
summary for January  
2020 to September 2023

**Summary of Monthly Sales**

Elmira Esso – Expropriation

Month	Sales				
	2021				
	Gasoline	Merchandise	Commissions	Rental Income	Total
January	\$ 90,127	\$ 7,856	\$ 881	\$ 3,855	\$ 102,720
February	98,035	7,417	1,030	3,855	110,337
March	118,619	8,973	1,175	3,855	132,621
April	113,856	9,600	1,707	4,009	129,171
May	116,724	11,442	1,221	3,787	133,174
June	128,658	12,649	1,519	3,787	146,614
July	139,779	13,590	1,245	3,707	158,322
August	149,085	12,141	1,284	3,707	166,218
September	130,553	12,330	1,079	3,707	147,669
October	141,743	11,524	956	3,707	157,929
November	141,743	10,012	831	3,707	156,293
December	120,229	10,970	836	3,707	135,743
Total	\$ 1,489,150	\$ 128,504	\$ 13,763	\$ 45,393	\$ 1,676,809
	To Sch 3	To Sch 1			

Source: Elmira monthly sales  
summary for January  
2020 to September 2023



## Development Services Staff Report

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Report Number:	DS35-2024
Report Title:	Communication Tower, 5511 Crowsfoot Rd, West Montrose
Author:	Jonathan Delli Colli, Junior Planner - Housing
Meeting Type:	Committee of the Whole Meeting
Meeting Date:	December 3, 2024
eDocs or File ID:	DM 128471, 128473 and 128472
Consent Item:	Yes
Final Version:	Yes
Reviewed By:	Deanne Friess, Director of Development Services; Victor Labreche, Manager of Planning Services
Final Review:	Senior Management Team

### Recommendation:

That the Council of the Township of Woolwich, receive Report DS35-2024 respecting Communication Tower, 5511 Crowsfoot Rd, West Montrose for information purposes.

### Background:

Staff were circulated a proposal from SLI Towers Inc. to construct a 65-metre-high communication tower on the Agriculturally zoned property at 5511 Crowsfoot Road. The property is approximately 34 hectares (85 acres) in size and includes barn and farm buildings.

The communication tower would be situated within a 225 square metre (15 m by 15 m) fenced compound area with the radio equipment cabinet installed on a concrete slab. The tower is proposed to be set back approximately 73 metres from the road, next to a small water feature on the southwestern side of the property. Conceptual visuals are provided in the attached justification report.

The applicant has consulted with Staff, circulated the proposal to all property owners within 150 metres from the site, and placed a notice in the Woolwich Observer in regard to the proposed tower to solicit comments.

A virtual public open house was hosted on October 29, 2024. Notices were mailed to adjacent landowners and the notice was placed in the newspaper, detailing the date of the open house, and that comments could be received until November 11, 2024.

The applicant has provided information outlining the need and impact of the tower and has provided information noting that no comments were received through the consultation process.

**Comments:**

The applicant has proposed to locate the tower to the southwestern side of the property near a small water feature regulated by the GRCA. This location poses minimal disruption to the farmland and farm operations.

It should be noted that the communication tower is exempt from setbacks, farm cluster requirements, and is permitted in any zone under the Public Use and Public or Private Utilities provisions (Section 4.35) of the Township Zoning By-law.

This section of Crowsfoot Road is rural, with few properties and houses. The greatest impact would be to the Agricultural property at 1044 Crowsfoot Rd which is over 340 metres away. This property however would still be able to see the structure. The nearest property in an R-1 zone is located over 1 kilometer away.

No timeline has been provided on the construction of the tower.

Based on reviewing the applicant's report, Staff have no objection to the proposed communication tower and compound area for the following reasons:

- The proposed location is technically suitable to meet network needs;
- No other towers in the area address the need;
- The design of the tower will accommodate other providers;
- The proposed tower and compound area will not be severed from the property;
- The operation will upgrade the existing field access to the site;
- The site poses minimal impacts to the field;
- The radio antenna system will comply with Transport Canada/NAV Canada aeronautical safety requirements and given its location, the communication tower will not require any lighting and/or paint markers; and
- The facility includes a locked, mechanical equipment cabinet and the fenced compound area has a locked gate at the access point to prevent trespassers.

The applicant circulated a newspaper notice on October 31, 2024, and held a virtual Public Information Meeting November 5, 2024, which was attended by only one resident who sought more information on the tower but was in support of the increased coverage in the area. Comments could be submitted until November 11, 2024, but none were received.

**Interdepartmental Impacts:**

The development of the use as proposed will require that the applicant obtain an entrance permit from Infrastructure Services.

**Financial Impacts:**

None.

**Community Strategic Plan Impacts:**

By improving connectivity for locals and agricultural businesses, the communication tower promotes sustainable growth in rural Woolwich. The tower's low-impact location allows it to provide technical infrastructure that can support the needs of agricultural and rural businesses.

Significant community involvement, such as public open houses and notifications to surrounding residents, shows the Township's dedication to openness and inclusivity. This strategy provides a voice and encourages the community to remain engaged.

A transparent and community-focused approach is demonstrated by the Township's thorough evaluation of the proposal and its explicit communication of safety and aesthetic concerns. The Township builds up community trust and cooperation over time by addressing these concerns.

The Township's objective of innovating public service delivery is addressed by improved communication, which increases rural residents' access to services. This supports Woolwich's customer-focused approach and ensures that residents have access to reliable internet and modern communication tools.

**Conclusion:**

Staff have no concerns with the proposed Communications Tower located at 5511 Crowsfoot Road and as noted in the recommendation section, Staff request Council to acknowledge receipt of this report for information purposes only. The recommendation aligns with the Township's goals and presents minimal impact to the farm operation, and followed the process set out in the Procedural Manual of the Department of Development Services – Planning Section for proposed Communication Towers.

**Attachments:**

Attachment 1: Justification Report

Attachment 2: Newspaper Tear Sheet





October 1, 2024

Woolwich Township  
24 Church Street West, P.O. Box 158  
Elmira, Ontario  
N3B 2Z6

**Re: Proposed New Telecommunications Tower Installation  
5511 Crowsfoot Road, West Montrose  
File No. TOW0006**

## Introduction

SLI Towers Inc. is proposing a new wireless telecommunications facility at 5511 Crowsfoot Road within the Woolwich Township. Our current application has all carriers in mind and has the ability for colocation for all carriers (including Bell, Rogers, Telus and Freedom Mobile) onto our proposed self-support. Our proposed location was selected as there is a great need for coverage in the area, but SLI Towers wanted to ensure to place the self-support as far from residential community to the west around Sawmill Road and Crowsfoot Road while continuing to service them. Our team feels the proposed self-support tower structure provides the best setbacks from residents while continuing to provide them with the enhanced coverage they desire. The subject property is approximately 348,108 squared meters in area and is zoned as Agricultural (A). The proposed tower will be within a compound area of 15m x 15m located along the tree line on the west side of the subject property.



Figure 1: Proposed 65m Self-Support Tower Location (shown by blue pin)



The proposed tower is 65m in height and is a slim self-support-style installation, engineered to accommodate initial and future loading for national wireless carriers interested in collocating on the tower, as well as additional fixed wireless equipment as required.

The proposed tower is located within an agricultural zoned area, although there is a heavy vegetation area on the south side of the property, it is not within Grand River Conservation Authority's regulation boundaries. There is no intention of disrupting vegetation as a result of the tower placement. With the current tower set up surrounding the agricultural lands, there is no tower in the immediate vicinity of the proposed tower, resulting in a gap in signal propagation and no opportunity to improve service for other providers. As shown in the image below, the tower location is not within Grand River Conservation Authority regulation boundaries.

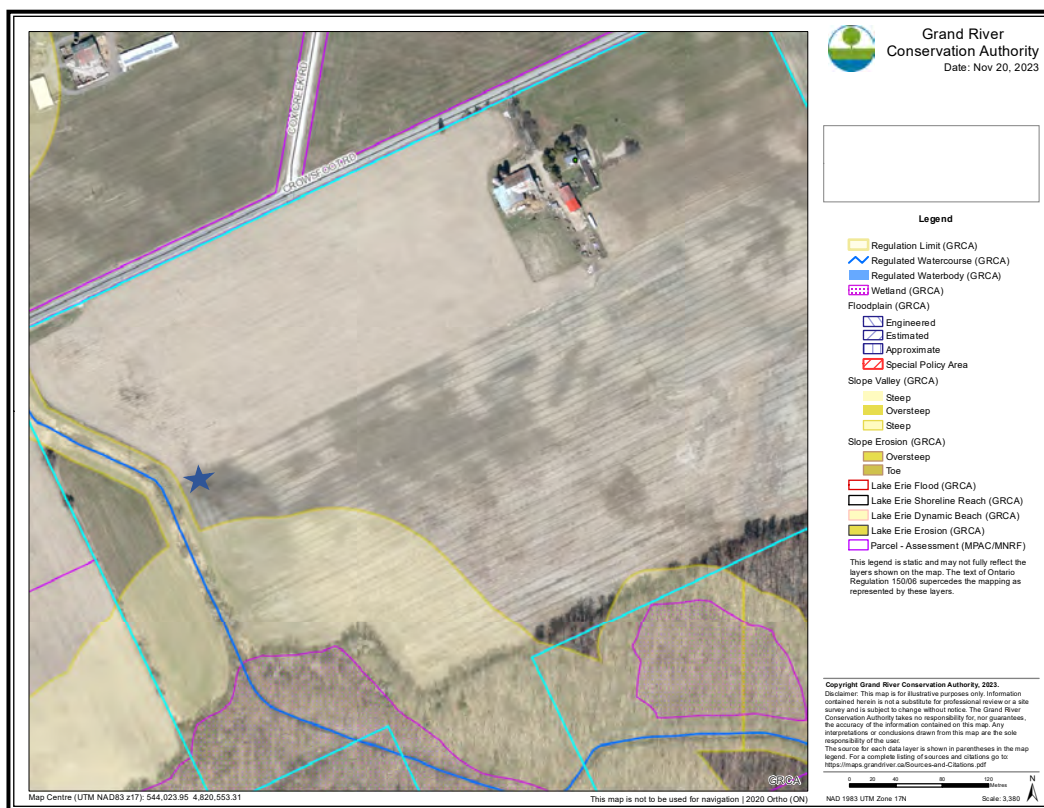


Figure 2: Proposed tower (blue star) outside GRCA regulation limits

## Coverage Objective

The proposed installation is designed to improve wireless service in the Agricultural and Residential area within West Montrose especially surrounding Sawmill Road and Crowsfoot Road. The tower is required to address continually increasing demand for wireless voice and data services, and consistent, high-quality data and voice services are essential. A switch from land lines to mobile devices also means that mobile networks are the primary means of accessing 911 / emergency services, for which reliable wireless coverage is vital.

## Site Selection / Land Use Considerations

SLI Towers Inc. has selected a suitable property which they believe is ideally situated within the required coverage area surrounding Crowsfoot Road. The proposed location is approximately 1.09km set back from the closest dwelling in a residential (R1) zoned land within Woolwich Township boundaries in proximity to the proposed tower, as shown in Figure 2 below. As the tower will be 65m in height, the minimum prescribed distance is three times the tower, which is 195m, therefore the tower would not only meet but exceed the minimum prescribed distance from residential zones.



Figure 2: Distance from closest dwelling in a residential R1 zone.

## Screening Measures / Design

The proposed tower will be located in the west side of the site property and will occupy unused space along the vegetation. All cabinets to support the tower will be located within the fenced compound adjacent to the tower.

The proposed structure is illustrated in the photo simulations in Exhibit "B" of this report. The tower material is steel, and any lighting or markings required is subject to Transport Canada assessment. The compound will be surrounded by a high chain link fence to prevent public access. The slim self-support style of the tower was chosen to better support multiple carriers at a required height of 65m. Implementing a different design could result in a height decrease that would be insufficient to address the cellular gap and signal propagation.



## Setbacks from Existing Antenna Sites / Collocation Opportunities

The configuration of modern wireless networks requires relatively close proximity between cellular towers / base stations to ensure sufficient coverage and network capacity. In preparation for a new tower proposal, SLI Towers has contacted the municipality to confirm if any towers have recently been approved or are currently being reviewed. SLI Towers reviewed existing towers for co-collocation opportunities and determined that all are too far away to improve current and future cellular and wireless internet coverage.

The closest existing tower to the proposed location at Crowsfoot Road is a 65m Rogers Communications (yellow pin) tower along Sawmill Road within Bloomingdale approximately 3.88km south. The next closest installation is a 55m Rogers Communications (red pin) approximately 4.66km northwest of the proposed tower located within Conestogo. Two other Rogers Communication towers are located approximately 4.96 km north and 7.68 km east. These towers serving other communities are located at a considerable distance from our proposed area.

Currently, there is no existing tower in the immediate vicinity long Crowsfoot Road and Sawmill Road to provide collocation opportunities. As illustrated by Figure 3, the proposed tower is ideally situated in the area to support service for all wireless service providers and is consistent with the configuration of wireless networks throughout the Township. The proposed tower will be suitable for multi-carrier collocation and eliminate the need for additional towers in the immediate area.

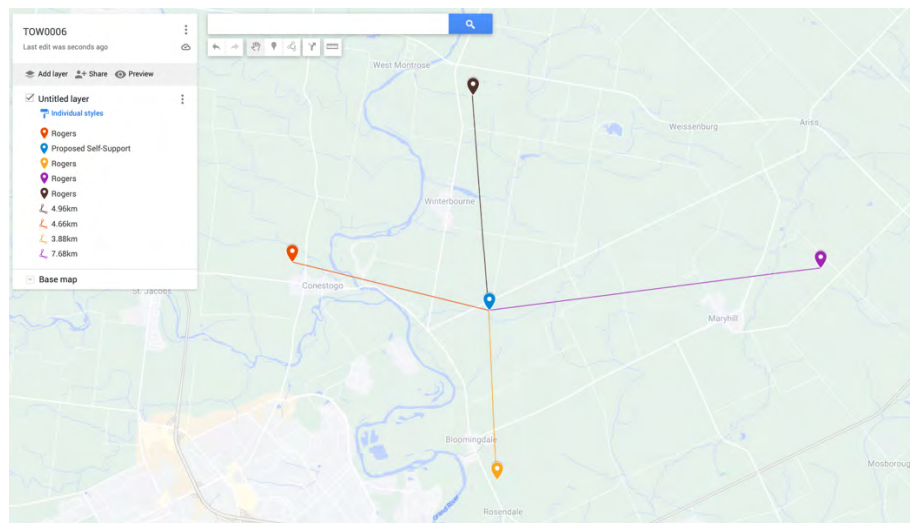


Figure 3: Existing Cellular Facilities in the Vicinity of the Subject Property

## Control of Public Access

Equipment to support the tower will be located within the tower compound with no public access. All service provider equipment cabinets will be monitored for unauthorized access and be further protected with lights / motion detectors.



## **Health Canada Safety Code 6 Compliance**

Health Canada's role is to protect the health of Canadians, so it is the Department's responsibility to research and investigate any possible health effects associated with exposure to electromagnetic energy, such as that coming from cell phones and base stations. Health Canada has developed guidelines for safe human exposure to RF energy, which are commonly known as Safety Code 6. ISED Canada requires all proponents and operators to ensure that their installations and apparatus comply with Safety Code 6 at all times.

SLI Towers Inc. attests that the radio antenna system described in this notification package will comply with Health Canada's Safety Code 6 limits, as may be amended from time to time, for the protection of the general public including any combined effects of additional carrier collocations and nearby installations within the local radio environment. For more information on Safety Code 6, please visit the following Health Canada site at: [www.healthcanada.gc.ca/radiation](http://www.healthcanada.gc.ca/radiation).

## **Canadian Environmental Assessment Act**

SLI Towers Inc. attests that the radio antenna system as proposed for this site will comply with the Canadian Environmental Assessment Act, as the facility is exempt from review. The Federal government revised the Canadian Environmental Assessment Act in July 2012. Only radiocommunication antenna and supporting structures that are part of or incidental to projects that are designated by the Regulations.

Designating Physical Activities or otherwise designated by the Minister of the Environment as requiring an environmental assessment are subject to the CEEA, 2012. The proposed location creates no impact on area environmental features. No trees or vegetation will be removed to accommodate the installation.

## **Transport Canada's Aeronautical Obstruction Marking Requirements**

SLI Towers Inc. attests that the radio antenna system described in this justification report will comply with Transport Canada / NAV CANADA aeronautical safety requirements. When Transport Canada / NAV Canada have determined if any aeronautical safety features are required for the installation, such information will be provided to the Township of Woolwich.

For additional detailed information, please consult Transport Canada at:  
<http://www.tc.gc.ca/eng/civilaviation/regserv/cars/part6-standards-standard621-512.htm>

## **Engineering Practices**

SLI Towers Inc. attests that the radio antenna system as proposed for this site will be constructed in compliance with the applicable CSA codes (S37-18), or any applicable successor code) and comply with good engineering practices including structural adequacy.



## Contact Information

SLI Towers Inc, can be contacted via the following methods:

146 Thirtieth Street, Suite 100

Etobicoke, ON M8W 3C4

(647) 241-2788

municipal@slitowers.ca

## Municipal Consultation Process

SLI Towers Inc. builds and operates shared wireless telecommunications infrastructure designed to ensure that service providers can address their customers' needs in the most efficient manner. In Canada, wireless communications facilities are a federal undertaking, and consequently SLI Towers is required by ISED Canada to consult with land-use authorities in siting telecommunication infrastructure locations.

The consultation process established under ISED Canada's authority is intended to allow the local land-use authorities the opportunity to address land-use concerns while respecting the Federal government's exclusive jurisdiction over the siting and operation of wireless and data systems.

SLI Towers Inc. welcomes comments from the municipality and its agencies to address any expressed comments that are deemed relevant by Industry Canada's CPC-2-0-03 Issue 6.

## ISED Canada's Spectrum Management

Please be advised that the approval of this site and its design is under the exclusive jurisdiction of the Government of Canada through ISED Canada. SLI Towers Inc is participating in this consultation in accordance with ISED Canada's guidelines CPC-2-0-03 Issue 6.

For more information on ISED Canada's consultation guidelines including CPC-2-0-03 contact <http://www.ic.gc.ca/epic/site/smt-gst.nsf/en/sf08777e.html> or the local ISED Canada office:

ISED Canada, Spectrum Management

Southwestern Ontario District Office

4475 North Service Road, suite 100

Burlington, ON L7L 4X7

Tel: 1-855-465-6307

Email: SpectrumSWODO-SpectreBDSOO@ised-isde.gc.ca

General information relating to antenna systems is available on ISED Canada's Spectrum Management and Telecommunications website: <https://www.ic.gc.ca/eic/site/smt-gst.nsf/eng/home>



## Conclusion

Reliable wireless communication services are a key element of economic development across Canada. These services facilitate the growth of local economies by providing easy access to information and connectivity for residents and businesses alike. Access to modern communication networks is an increasing necessity along with other utilities, in both urban and rural communities.

As people rely more on wireless devices such as smartphones, tablets and laptops for business and personal use, new towers are required to ensure high quality voice and data services are consistently available.

In addition to meeting consumer and business needs, reliable wireless networks are also critical to ensuring accessibility to emergency services such as fire, police, and ambulance. Wireless communication products and services used daily by police, EMS and firefighters and other first responders, are an integral part of Canada's safety infrastructure.

SLI Towers Inc. attests that the proposed tower will address deficiencies in wireless network coverage and capacity, and minimizes the impact on surrounding land uses, particularly because the collocation of multiple providers on the tower will eliminate the need for any additional tower infrastructure in the area.

SLI Towers Inc looks forward to working with the Township of Woolwich in providing improved wireless services in the municipality. If you require further information about this proposal, please contact me anytime.

Best regards,

**SLI Towers Inc.**

[municipal@slitowers.ca](mailto:municipal@slitowers.ca)

[slitowers.ca](http://slitowers.ca)

Exhibit A: Sketch with Proposed Leased Area

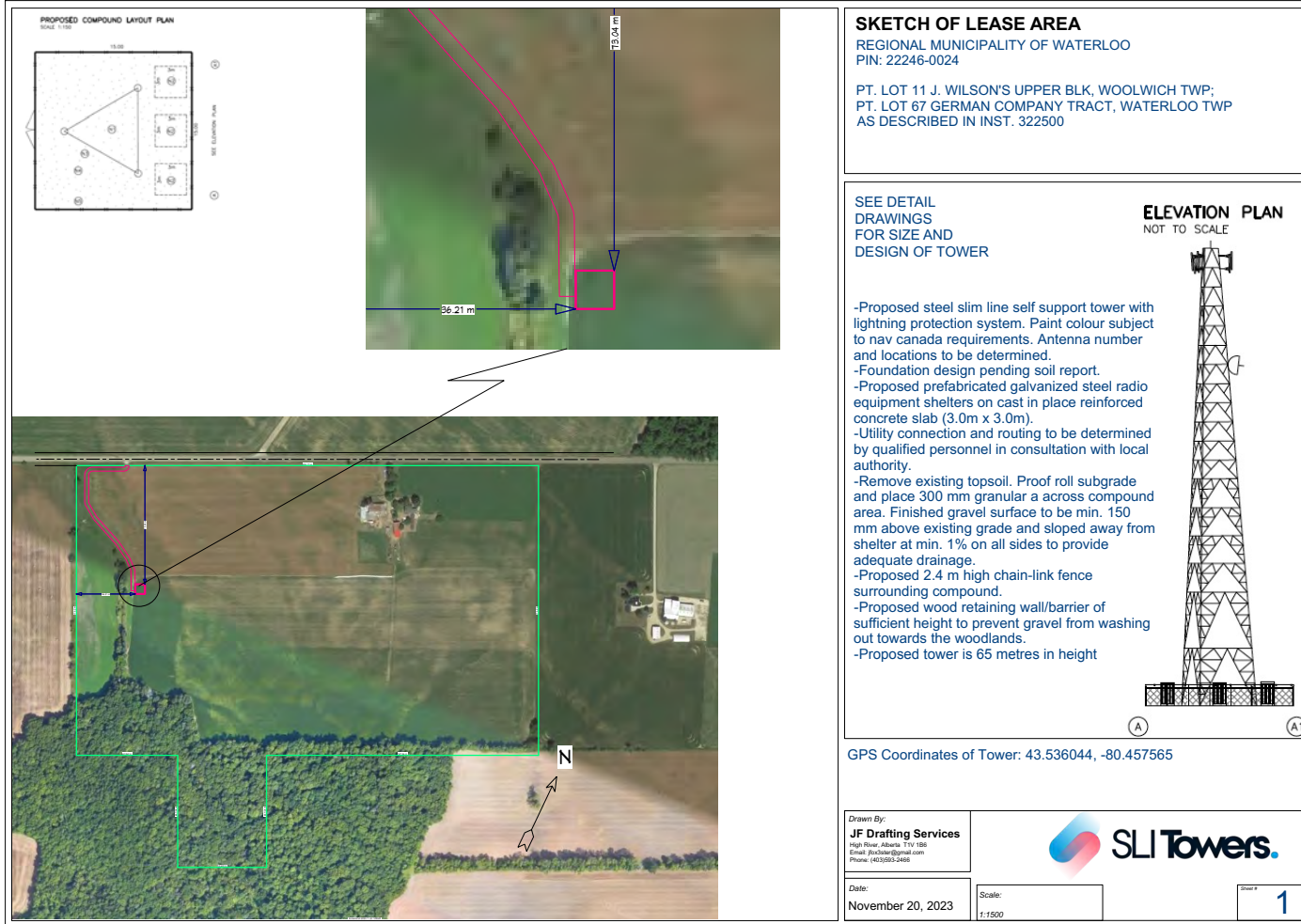




Exhibit B: Photo Simulations



*Tower superimposed on engineer's rendering to depict a slim self-support tower style.*

## WHEAT: A constant battle to stay ahead of pathogens

→ FROM 8

The OAC Constellation – named in honour of the Ontario Agricultural College (OAC) – was the first variety registered by the program in 2020. Two more varieties were registered in 2022.

More recently, OAC Virgo was registered, and OAC Vega is currently in the process of receiving registration.

"OAC Constellation, OAC Moon and OAC Virgo have been taken up or licensed to a seed grower group that represents seed growers across Canada," said Booker.

"OAC Constellation is now the yield and quality standard, or agronomic and quality standard for registration trials, winter wheat or similar market

class."

The project has key breeding objectives: high yield, optimal maturity time, height, and structural strength.

Booker said that they screen for foliar diseases such as FHB, usually in fairly early generations. "We only need a few genes in our material and we can do that."

"We can select for genetic resistance," she said. Booker works with many students looking to shape the future of wheat farming in Ontario.

"Some of the research that the graduate students do is centred on improving our selection efficiency, particularly fusarium head blight disease."

The use of AI has increased the efficiency

of the research project. A Master's student in the program is developing a workflow where he can take images of a test that has been inoculated with the fungal pathogen that causes FHB, using those images to calculate the percentage of infection in the head.

"Normally, you would have to go through there and count the infected spikes in the head of the weak wheat, but he can do that using just an image of the wheat head and what he would like to do or what he is doing is scaling that up to the field level," Booker explained.

"It's a constant battle for improvement and staying ahead of the pathogen," said Booker of the development of new varieties.

## COX: Lack of reforms mean people are on their own

→ FROM 11

Housing is not a commodity. Households have varying preferences, from ground-oriented housing (detached and townhomes) to high-rise condos. Indeed, a growing body of literature associates detached housing with higher total fertility rates. According to Statistics Canada, Canadians

have favoured lower densities for decades, a trend that continued through the 2021 Census, a trend that continued through the 2021 Census, according to Statistics Canada.

With governments (virtually around the world) failing to maintain stable and affordable housing markets, it's not surprising people are

taking matters into their own hands. Until fundamental reforms can be implemented in the most expensive markets, those seeking a better quality of life will have no choice but to leave.

↓ Wendell Cox is a senior fellow at the Frontier Centre for Public Policy and the author of *Demographia International Housing Affordability*

## BEEES: Growing body of research to protect pollinators

→ FROM 3

We call external pesticides and internal pesticides, on the health and behaviour. What we call internal pesticides are miticides used by beekeepers to control varroa mites in their colonies.

"Those are pesticides that the beekeeper introduces into the hive to control the mites in there and they are not innocuous to the bees, they are harmful to the bees, to some degree."

Guzman noted that the research centre has been informing beekeepers about which products not to use, and which can be used in order to cause the least damage to the bees.

"And then we can talk about the external pesticides, which are the ones that are used by growers in crop plantations or in their orchards. And of course, bees forage for the flowers that have been treated with pesticides," Guzman said.

The centre's research is finding specific formulations to control the varroa mite, netting positive results.

"We're finding additives for artificial diets for honey bees to improve their health and behaviour. Some of the additives that we're testing have not been tested in bees by anybody else in the world," said Guzman.

"What we're testing on the bees is giving us good preliminary results."

The centre's published work can be picked up by other researchers who want to conduct their own studies, which might have more applied aims to help the industry control the impact of stressors.

"The results with the most direct impact have improved the health of bees is the development of new formulations of miticides to control varroa mites," said Guzman.

The Honey Bee Research Centre works to improve life for honey bees and spread awareness to the community. It's home to a team of about 20 people, including technicians, students and volunteers.

The research centre also focuses on education, reaching more than 800 students a year via its a honey bee course. It also offers courses to the general public who want to learn more about honey bees or become a beekeeper.

Those are hands-on courses, said Guzman.

"We have some theoretical classes there, but at the same time, next to the classroom, we have the beehives and the experience opening hives, handling frames with bees, recognizing the different components of a hive, the different types of bees in the hive, how to control diseases, how to prepare the hives for the winter and how to manage the hives in the spring and summer."

The research centre is also currently undergoing renovations thanks to multi-million-dollar donations. The money will go towards creating a space that will attract more resources and connections with researchers and students.

Among the current research, Dr. Sabrina Rondeau, who earned her PhD in environmental sciences at the University of Guelph, is studying the impact of agriculture on wild ground-nesting bees in field crops.

Rondeau, alongside Dr. Nigel Raine, has discovered an interesting finding: when hibernating, bumble bee queens are more likely to choose pesticide-contaminated soil rather than clean soil. "My research focuses

on understanding how bumblebee queens, which are crucial for the survival of bumble bee colonies, interact with pesticide-contaminated soils during a key phase of their lifecycle: hibernation," Rondeau explained.

"Bumble bee queens spend several months hibernating in the soil during winter, and the soil they choose for this hibernation period can be contaminated with a variety of pesticides commonly used in agriculture."

"In our recent study, we wanted to find out if bumble bee queens can detect and avoid soil contaminated with pesticides, or if they might be attracted to it," she said. "What we found is surprising. Instead of avoiding contaminated soils, the queens were actually more likely to choose pesticide-contaminated soils over clean soil."

That finding raises concerns that the exposure to pesticides could increase the risk of negative impacts on the health and reproduction of bees.

Rondeau's research project explores a largely unexamined aspect of pesticide exposure in bees, their interaction with soil contamination, particularly during the crucial hibernation phase of bumble bee queens.

"Our study shifts the focus to the soil environment, an often overlooked but vital habitat for bumble bee queens during winter."

Those findings could lead to new areas of research into bee behaviour, sensory perception, and better-informed agricultural practices aimed at minimizing risks to bees and improving pollinator health, she noted.

## PUBLIC NOTICE

### PROPOSED TELECOMMUNICATION TOWER 5511 CROWSFOOT ROAD, WEST MONTROSE, ON

## SUBJECT:

- Type: 85m slim self-support tower / tour autoportante mince
- Location/ Adresse: 5511 Crowsfoot Road, West Montrose, ON
- (Coordinates/ Coordonnées: 43.53604, -80.45756)
- Legal Description / Description légale: PT. LOT 11 J. WILSON'S UPPER BLK, WOOLWICH TWP.; PT. LOT 67 GERMAN COMPANY TRACT, WATERLOO TWP AS DESCRIBED IN INST. 322500
- Facility / Installation: The facility will comprise a proposed 15m x 15m compound. / L'installation comprendra un complexe proposé de 15 m x 15 m.
- Site: The structure will accommodate initial and future loading for all cellular providers, and additional fixed wireless equipment as required. / La structure peut accueillir le chargement initial et futur de tous les fournisseurs de services cellulaires, ainsi que de l'équipement supplémentaire sans fil fixe, au besoin.

ca avec votre nom, votre courriel et votre numéro de téléphone pour vous inscrire et obtenir un lien ou un numéro de téléphone. numéro pour la réunion. Les inscriptions doivent être effectuées avant 12h00 le 5 novembre 2024, en faisant référence au numéro de dossier TOW0006.

ANY PERSON may make a written submission to the individuals listed below no later than 5pm (ET) on **Monday, November 11th, 2024**. Please reference the site code TOW0006 in your correspondence. / **TOUTE PERSONNE** peut faire une soumission écrite aux personnes mentionnées ci-dessous au plus tard à 17:00 le **lundi 11 novembre 2024**. Veuillez indiquer le code de référence du site, **TOW0006** dans votre correspondance.

Further information may also be obtained through the following contact: / Dé plus amples informations peuvent également être obtenues auprès du contact suivant:

**APPLICANT CONTACT / CONTACT DU DEMANDEUR**  
SLI Towers Inc.  
146 Thirtieth Street, Suite 100  
Etobicoke, ON, M8W 3C4  
T: (647) 241-2788  
E: municipal@slitowers.ca

**MUNICIPAL CONTACT / CONTACT MUNICIPAL**  
Township of Woolwich  
Attn: Development Services Department  
24 Church Street West, P.O. Box 158  
Elmira, Ontario N3B 2Z6  
T: 519-668-6040  
E: planning@woolwich.ca

#### SITE LOCATION MAP



Innovation, Science and Economic Development Canada (ISED) is the governing body for this type of installation and can be contacted at: / Innovation, Sciences et Développement économique Canada (ISDE) est l'organisme directeur de ce type d'installation et peut être contacté à l'adresse suivante:

ISED – Southwestern Ontario District Office  
4475 North Service Road, Suite 100  
Burlington, ON L7L 4X7  
Tel: 1-855-465-6907  
Fax: 905-639-6561  
Email: SpectrumSWOOD-SpectreBDSOO@ised-isde.gc.ca

A Public Information Meeting will be hosted online on **November 5th, 2024, at 6:30 PM – 8:30 PM**. We ask any person wishing to attend the online meeting, please contact municipal@slitowers.ca with your name, email, and phone number to register and obtain link or phone number for the meeting. Registrations must be done by **12:00 PM on November 5th, 2024**, referencing the file number **TOW0006**. / Une réunion d'information publique sera organisée en ligne le **5 novembre 2024, de 18h30 à 20h30**. Nous demandons à toute personne souhaitant assister à la réunion en ligne de contacter municipal@slitowers.ca.

Write a letter to the editor  
and submit it online today.

observerextra.com/letters



Observer Extra



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](mailto: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, December 9, 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](mailto: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 December 4th. To register please email [planning@woolwich.ca](mailto: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](mailto: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 November 29, 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](mailto: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](mailto: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](mailto:smeloney@woolwich.ca)



Sherwin Meloney, Planner

DATED at Elmira, this 18th day of November 2024

**COMMITTEE OF ADJUSTMENT  
EXPLANATORY NOTE**

**December 9, 2024**

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

**MINOR VARIANCE APPLICATION A 20/2024 – Ben Hoogendoorn**

PROPERTY: 31 South Parkwood Boulevard, Elmira, Plan 58M92 Lot 6

ZONE / USE: Residential R-2A with Site Specific Provisions in Section 16.141 / single detached dwelling and a detached accessory building

PROPOSAL: The applicant is requesting relief from the site specific provisions in Section 16.141 a) to reduce the required rear yard setback from 15 metres to approximately 1.5 metres to recognize the location of the existing detached accessory building.

**MINOR VARIANCE APPLICATION A 21/2024 – Jonas Bauman**

PROPERTY: 858 Hawkesville Road, GCT Part Lot 17, Plan 58R6025 Parts 1 and 3

ZONE / USE: Agricultural with Site Specific Provisions in Section 16.128 / single detached dwelling, livestock barn and welding shop

PROPOSAL: The applicant is requesting permission to expand the approved area of operation for the existing welding shop to permit the addition of a 22 square metre covered loading dock on the west side of the existing welding shop.

**MINOR VARIANCE APPLICATION A 22/2024 – Andrew Horst**

PROPERTY: 1463 Three Bridges Road, GCT Part Lot 10

ZONE / USE: Agricultural – single detached dwelling, garden shed, farm shop / sheds, pole barn housing turkeys, chicken barn and uncovered manure tank

PROPOSAL: The applicant is requesting permission to reduce the Minimum Distance Separation from the calculated 292 metres to approximately:

- 58 metres between a proposed chicken barn and the St. Jacobs Settlement Boundary; and
- 54 metres between a proposed covered manure storage area and the St. Jacobs Settlement Boundary.

The applicant is proposing to construct a new 676 square metre chicken barn and a new 163 square metre covered manure storage area on the property. The existing uncovered manure storage tank will be removed.

**MINOR VARIANCE APPLICATION A 23/2024 – Murray Brubacher**

PROPERTY: 855 Arthur Street South, GCT Part Lot 45

ZONE / USE: Agricultural with Site Specific Provisions in Section 16.226 / single detached dwelling, detached accessory building, garage / farm shop, livestock barn and barrel / drum receiving and recycling operation

PROPOSAL: The applicant is proposing to install a new septic system for the building associated with the barrel / drum operation and is requesting permission to locate the septic system outside of the approved area of operation. The existing 0.3 hectare area of operation contains a building and a gravel yard which is not suitable for the new septic system.

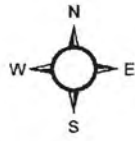
**MINOR VARIANCE APPLICATION A 24/2024 – Deborah Moore**

PROPERTY: 29 Albert Street West, St. Jacobs, Plan 1549 Lot 32

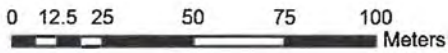
ZONE / USE: Residential R-3 / Legal Non-Conforming Home for the Aged

PROPOSAL: The applicant is requesting permission to change the legal non-conforming use on the property from a Home for the Aged to a Boarding House. The existing facility has 25 rooms and is no longer a licensed retirement home.

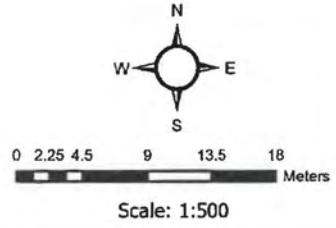
**MAP 1 - Zoning**  
**File Number: A 20/2024**  
**Location: 31 South Parkwood Blvd**



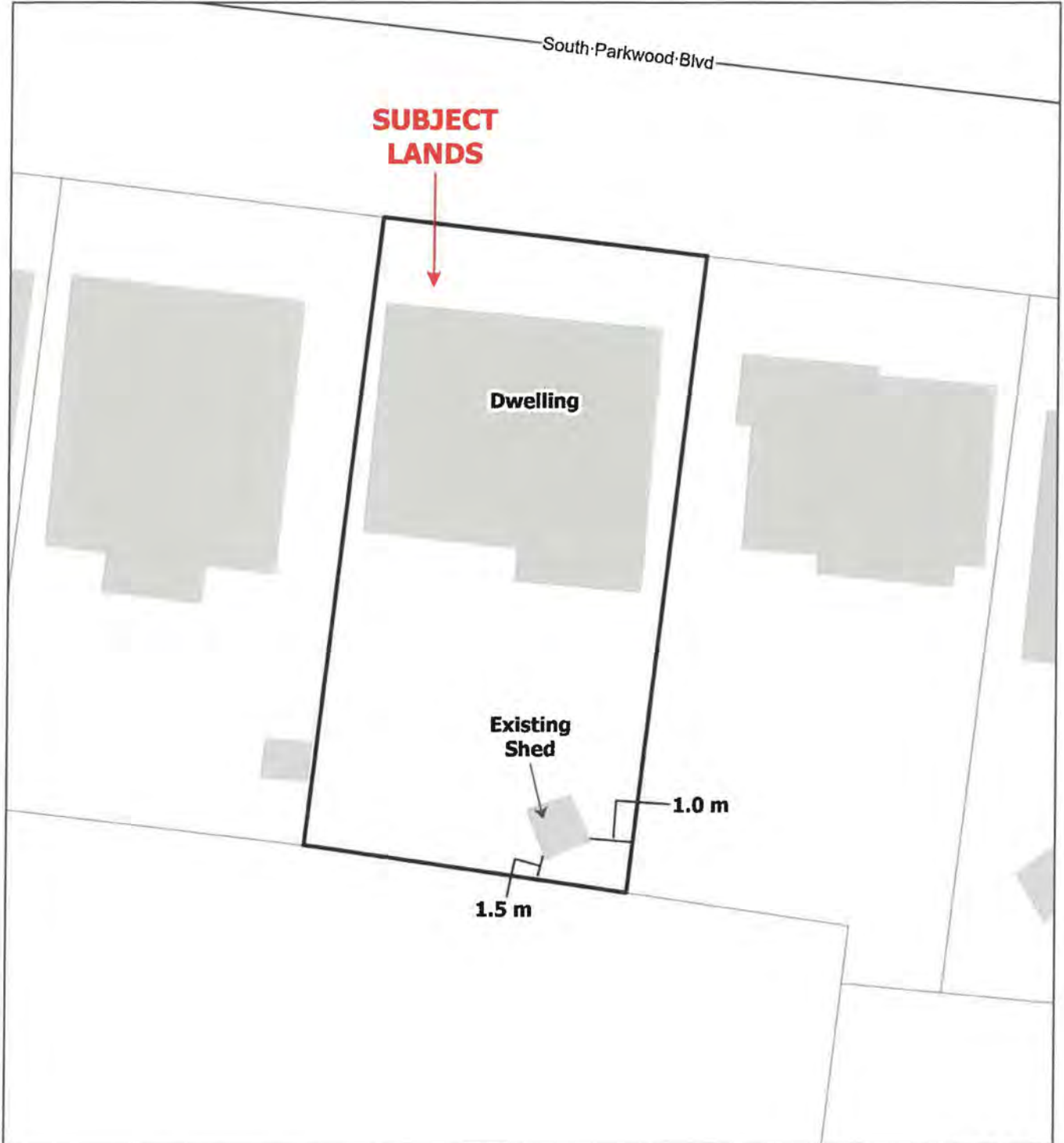
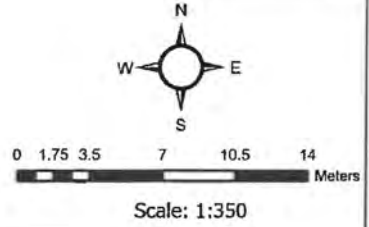
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**MAP 2 - Aerial Photo**  
**File Number: A 20/2024**  
**Location: 31 South Parkwood Blvd**

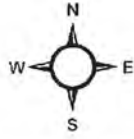


**MAP 3 - Conceptual Site Plan**  
**File Number: A 20/2024**  
**Location: 31 South Parkwood Blvd**

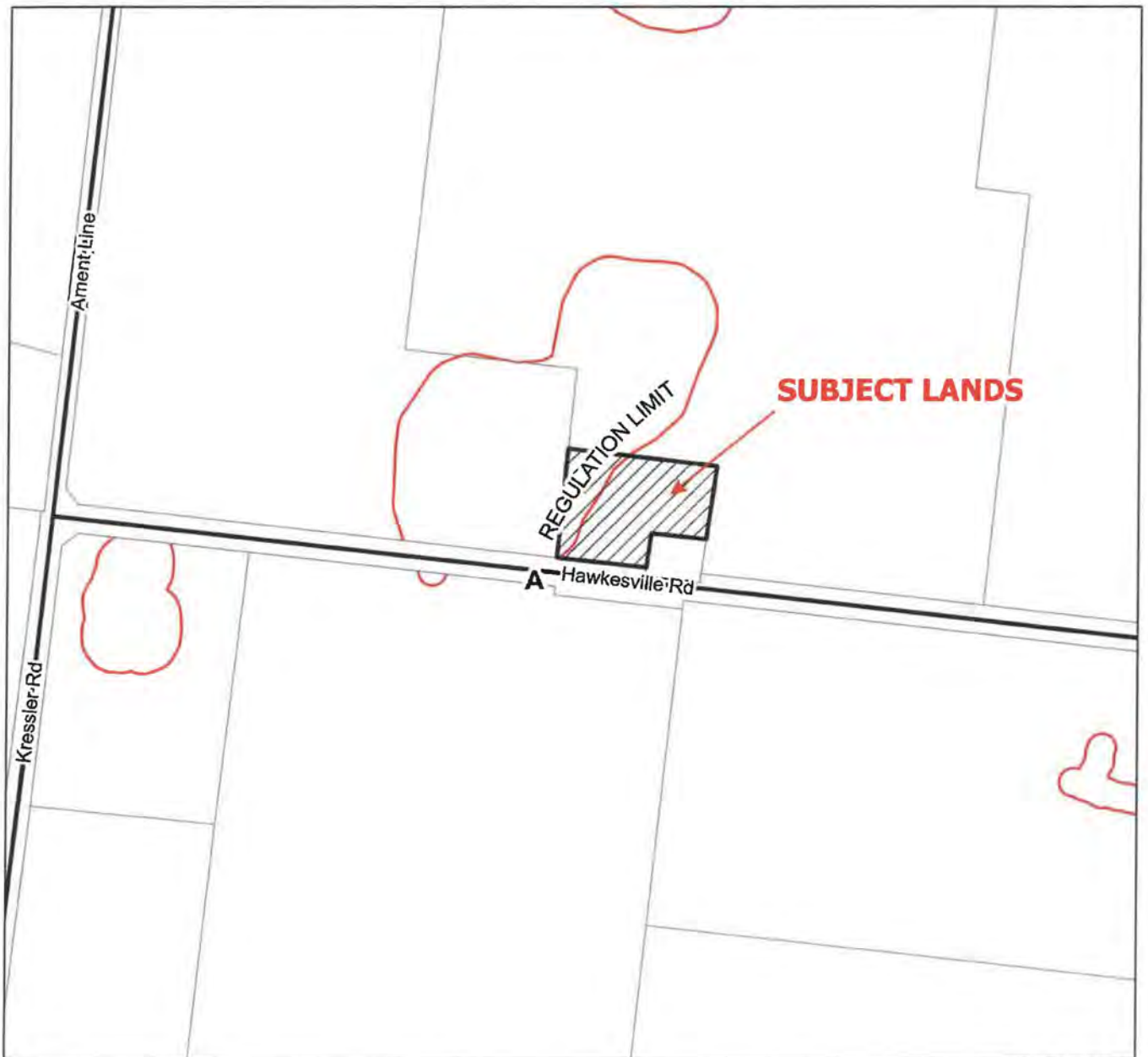
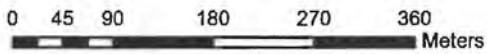




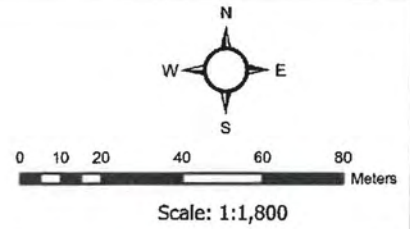
**MAP 1 - Zoning**  
**File Number: A 21/2024**  
**Location: 858 Hawkesville Road**



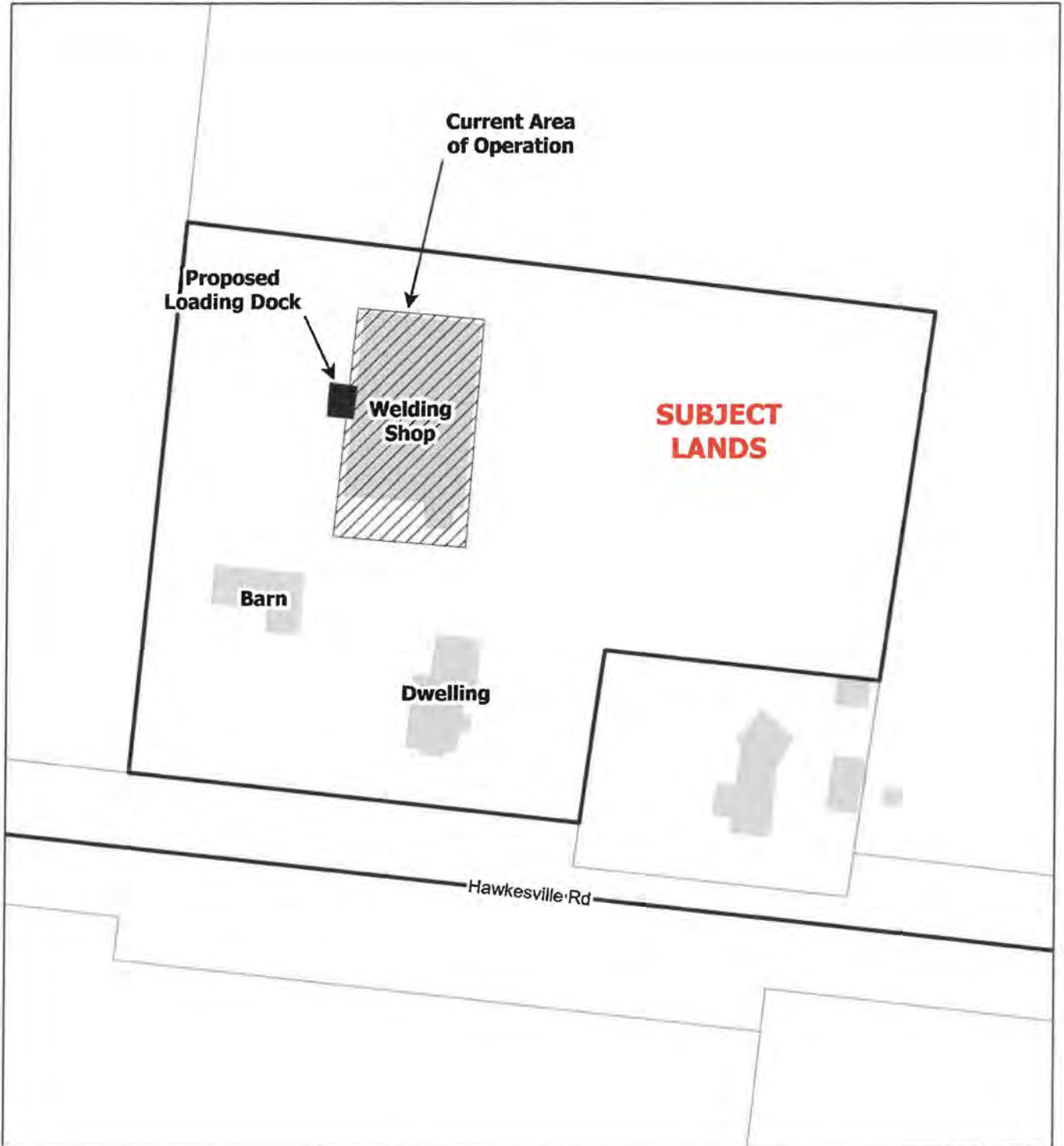
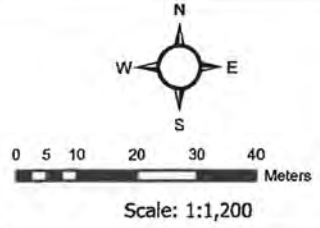
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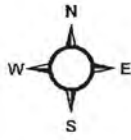
**MAP 2 - Aerial Photo**  
**File Number: A 21/2024**  
**Location: 858 Hawkesville Road**



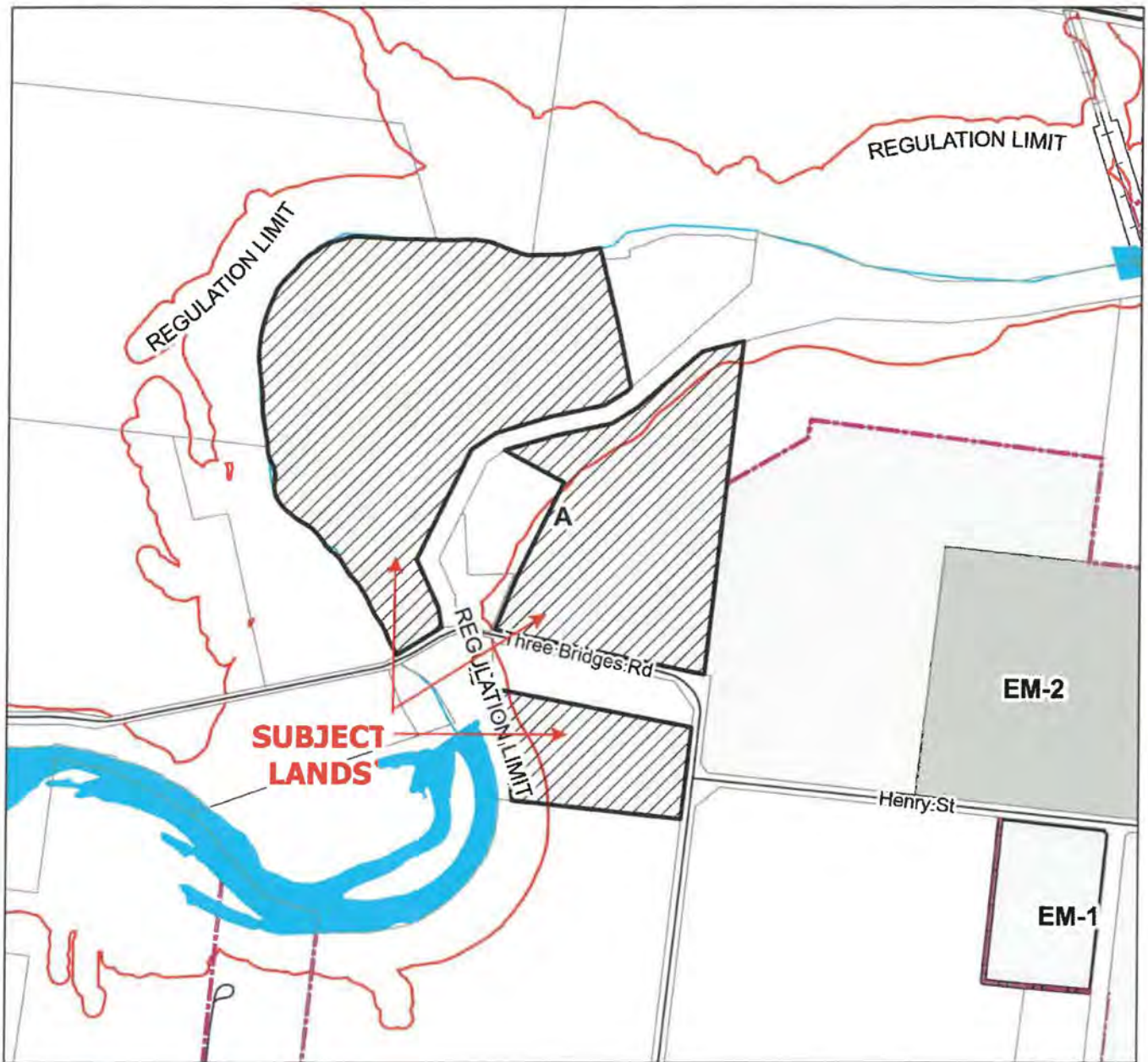
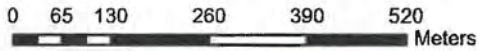
**MAP 3 - Conceptual Site Plan**  
**File Number: A 21/2024**  
**Location: 858 Hawkesville Road**



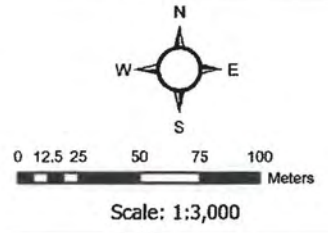
**MAP 1 - Zoning**  
**File Number: A 22/2024**  
**Location: 1463 Three Bridges Road**



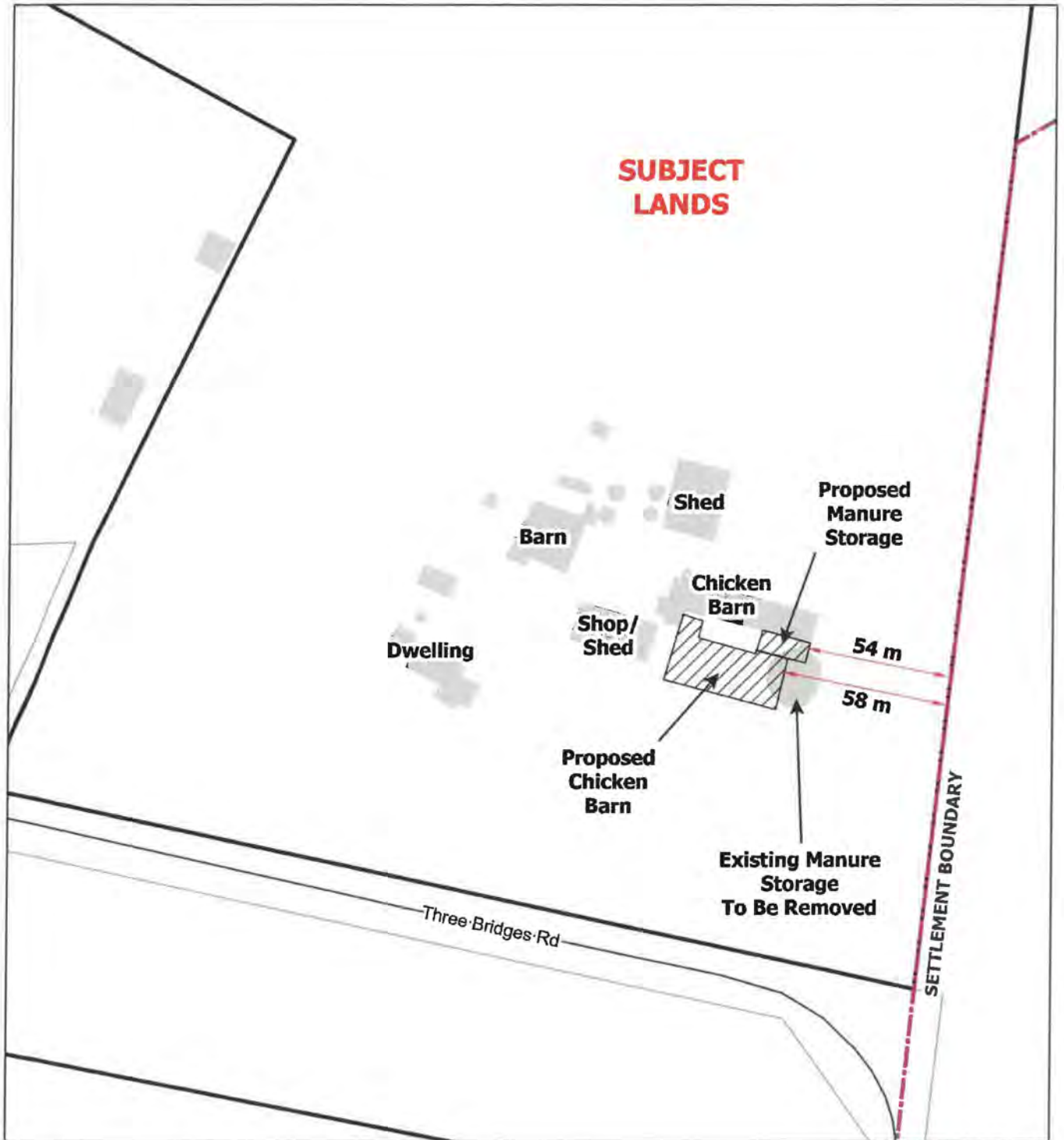
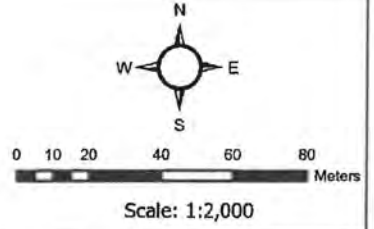
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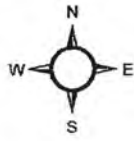
**MAP 2 - Aerial Photo**  
**File Number: A 22/2024**  
**Location: 1463 Three Bridges Road**



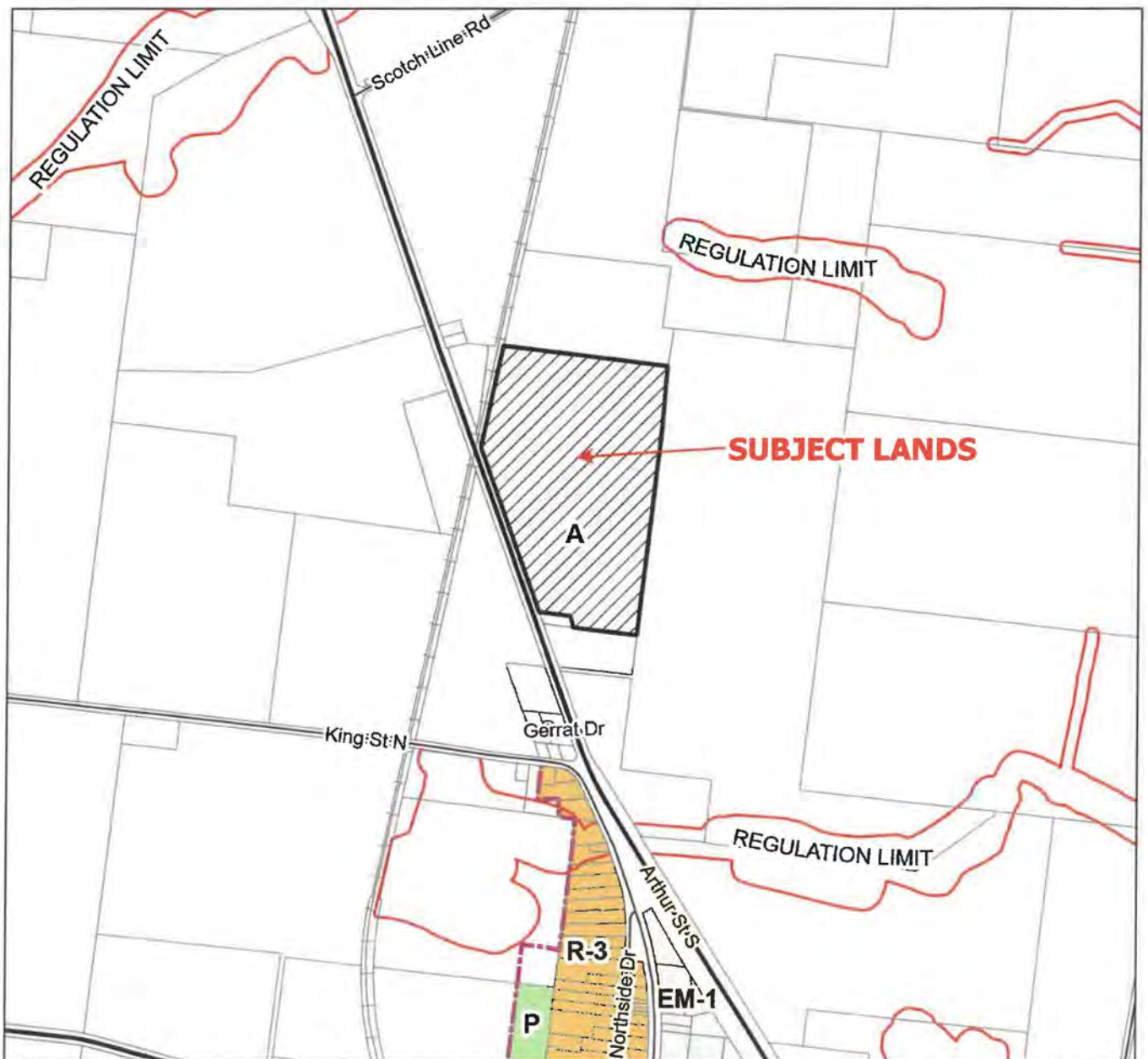
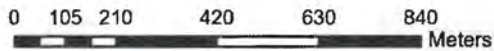
**MAP 3 - Conceptual Site Plan**  
**File Number: A 22/2024**  
**Location: 1463 Three Bridges Road**



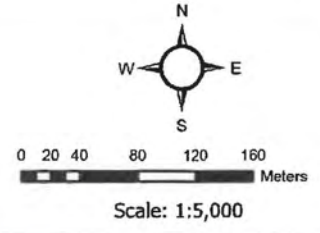
**MAP 1 - Zoning**  
**File Number: A 23/2024**  
**Location: 855 Arthur Street**  
**South**



Scale: 1:15,000



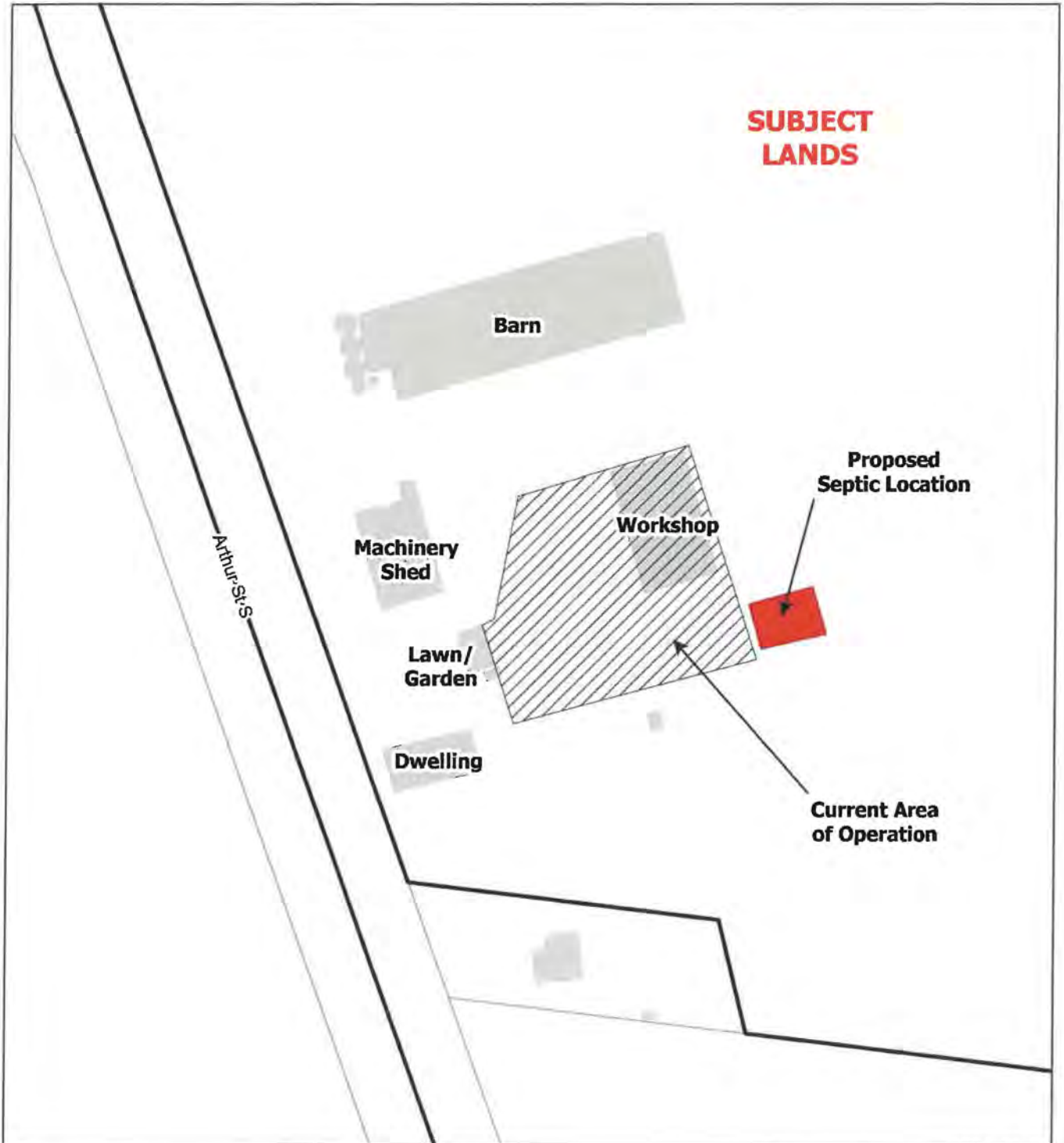
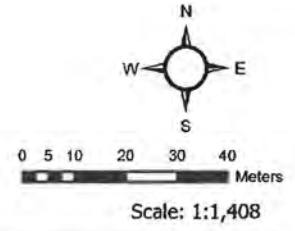
**MAP 2 - Aerial Photo**  
**File Number: A 23/2024**  
**Location: 855 Arthur Street South**



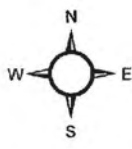
First Base Solutions



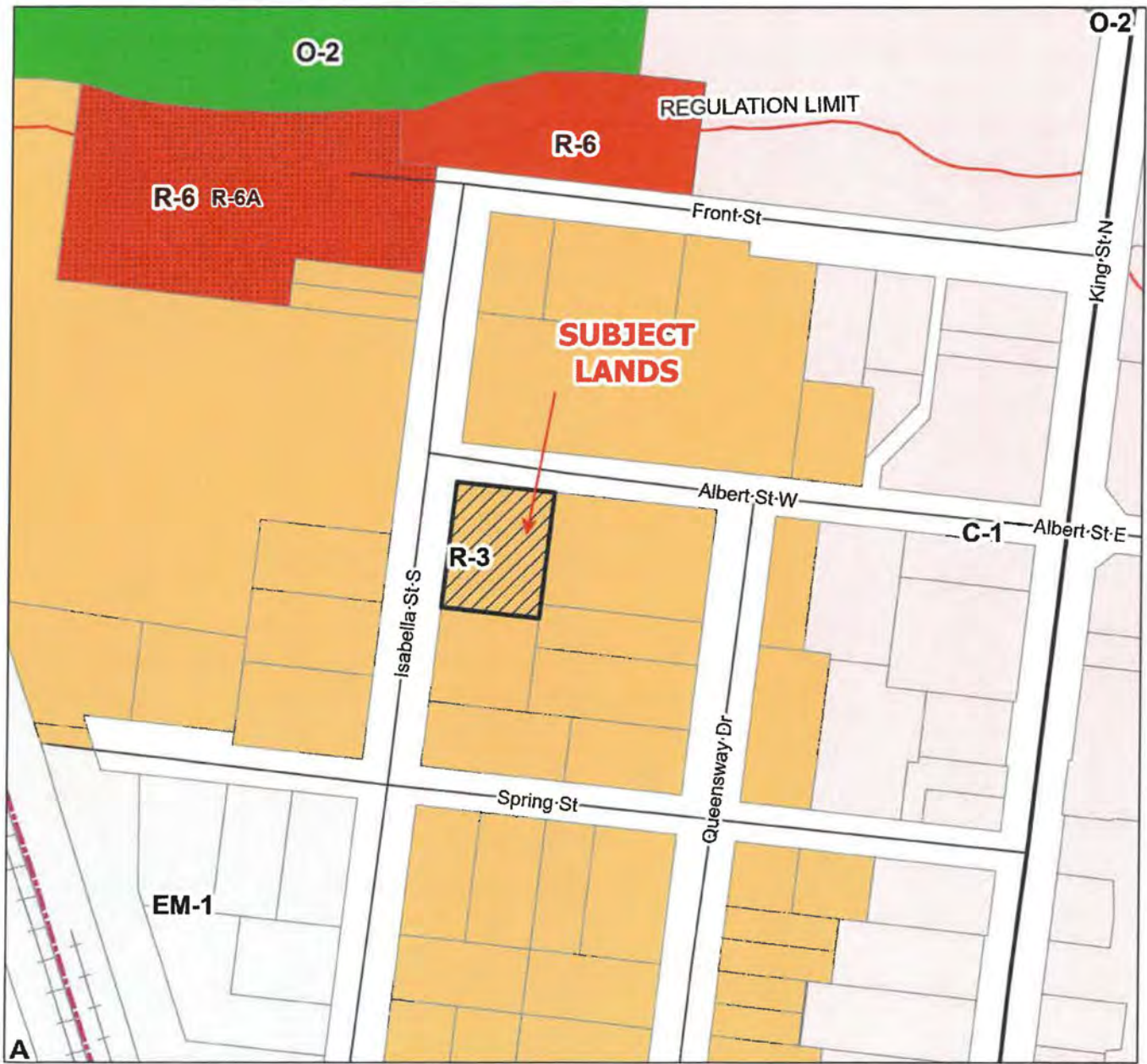
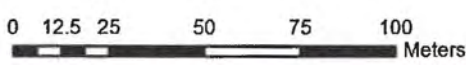
**MAP 3 - Conceptual Site Plan**  
**File Number: A 23/2024**  
**Location: 855 Arthur Street South**



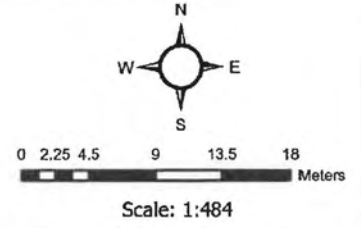
**MAP 1 - Zoning**  
**File Number: A 24/2024**  
**Location: 29 Albert Street West**



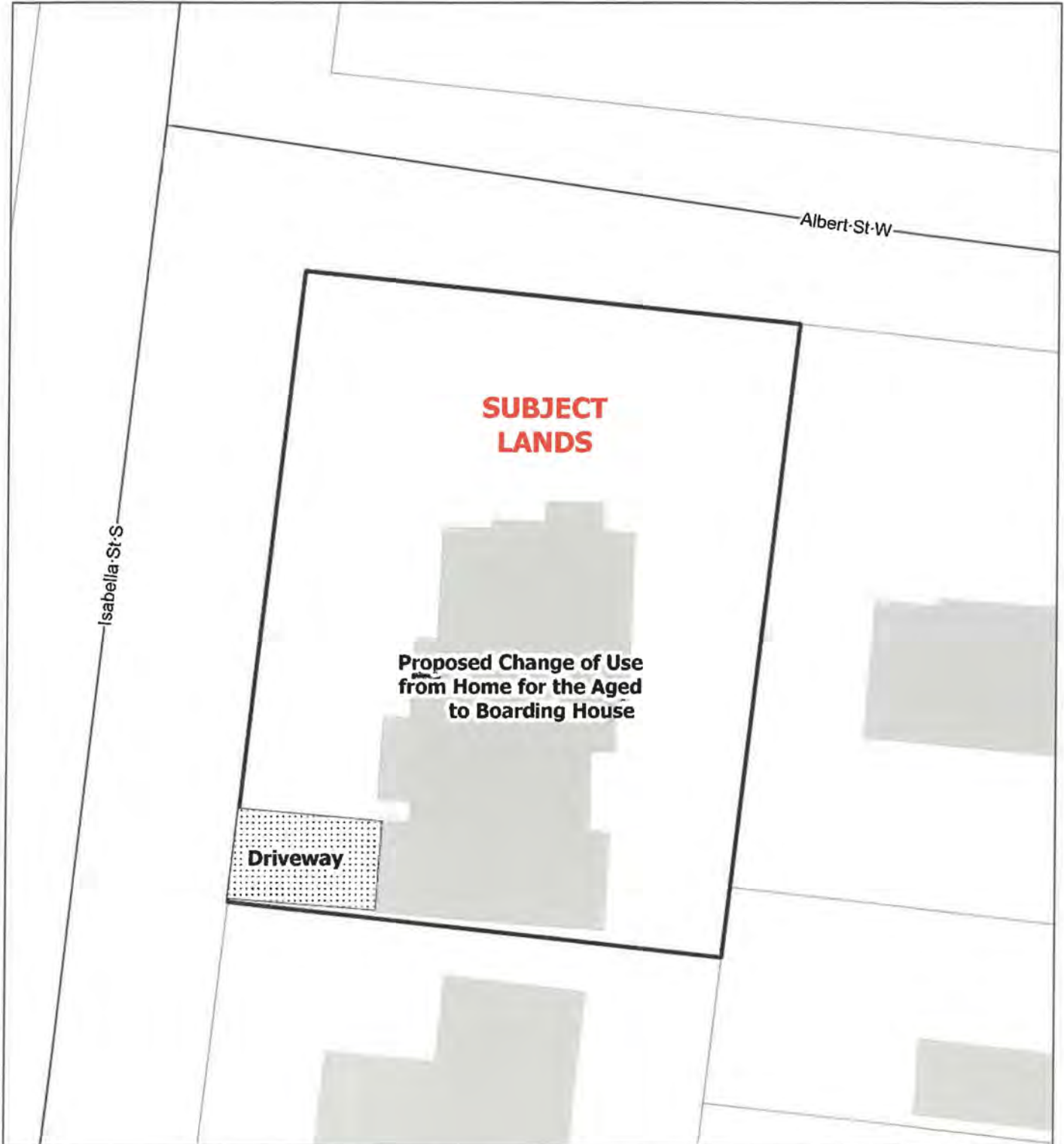
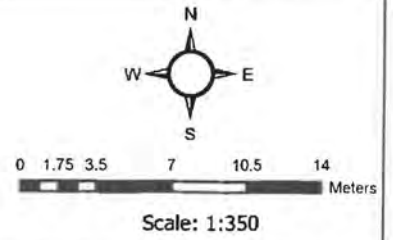
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**MAP 2 - Aerial Photo**  
**File Number: A 24/2024**  
**Location: 29 Albert Street West**



**MAP 3 - Conceptual Site Plan**  
**File Number: A 24/2024**  
**Location: 29 Albert Street West**



# 2024

# QUARTERLY REPORT

Third Quarter



July 1st -  
September 30th



## Table of Contents

INTRODUCTION .....	3
CHIEF ADMINISTRATIVE OFFICER’S COMMENTS .....	3
TREASURER’S COMMENTS .....	3
Operating Budget.....	3
Water and Wastewater Budgets .....	5
Capital Budget .....	6
CORPORATE GOALS.....	7
Planning for Growth and Exploring Economic Development Opportunities .....	7
Healthy Communities .....	12
Infrastructure Maintenance and Transportation Planning .....	19
Fiscally Responsible and Sustainable Community.....	22
Communication with the Public & the Marketing of Municipal Services .....	23
Best Managed and Governed Municipality .....	26
STATISTICS .....	29
Corporate Services .....	29
Development Services .....	31
Fire Services .....	32
Infrastructure Services .....	32
Recreation and Community Services.....	34

## **Introduction**

The year-to-date report provides Council with a summary of operating and capital actual-to-budget performance. It provides staff with an opportunity to highlight progress and issues concerning, or affecting, major departmental initiatives and goals as outlined in the corporate business plan, as well as the alignment of strategic plan objectives to the budget are also discussed.

## **Chief Administrative Officer's Comments**

The accompanying statements outline revenues and expenses to the end of the third quarter of 2024. The Treasurer's comments provide details specific to the operating, utilities, and capital budgets. Directors regularly monitor budget performance, and the Senior Management Team as a group monitors budget performance on a monthly basis with current financial information and statements.

The information contained within the Year-to-Date reports, and the frequency of reporting, has proven valuable since it was initiated in 2003. The reporting coupled with the introduction of Business Plans in 2004 ensures that Council is fully aware of the status of current year priorities as well as the status of the budget.

The revised format which was introduced in 2014 helps to track progress with respect to the implementation of the Strategic Plan and the related Corporate Business Plan.

## **Treasurer's Comments**

### *Financial Statement*

The year-to-date operating results for the third quarter ended September 30, 2024, are attached for Council's consideration.

### **Operating Budget**

To date, \$11,004,174 of the net operating levy budget of \$14,803,720 has been spent. This represents 74.3% of the total levy and shows a slightly positive operating budget variance considering 75% of the year has elapsed. It is important to note that many entries occur at year end that may change the final financial results.

As of September 30, 2024, most budget areas are tracking close to historical and staff expectations; however, there are a few areas to highlight for Council:

- **Building Services:** According to Bill 124, Building Services is self funded, meaning that funding comes from building related fees and charges and not the tax levy. To moderate any fluctuation impacts, Building Services is allowed to place any year-end surpluses into a specific reserve fund and draw upon this reserve fund as required. Building – Bill 124 Transfer, at the end of September this line is in a negative position of \$332,872; however, it should be noted that a shortfall was expected for the year and \$296,229 was budgeted

**Year to Date Report**  
**Quarter 3 – July 1<sup>st</sup> – September 30<sup>th</sup>, 2024**

to be transferred from the reserve. The current transfer amount for the year is slightly higher than budgeted but generally in line with expectations. The balance in this reserve fund before any budgeted allocation was \$877,975 as of December 31, 2023.

- **Development Services:** Similar to Building Services above, this division is self funded, but it is not legislatively required to do so. As a self funded service, Development Services maintains a reserve balance which can be drawn on to support operating variances if needed. However, unlike building services, this department has received more revenues than anticipated in 2024. This is projected to increase the reserve balance by \$1.3 million to \$1.4 million total by year end 2024. The increase in development revenue may signal higher building services permit revenue in future years as proposed developments get underway. However, many factors can impact a developer's decision to begin construction once development applications are reviewed and approved.
- **Financial Services – Management and Budget.** This line includes both the admin costs related to the finance department and corporate revenues and expenses related to the overall administration of the Township. This can cause confusion about the performance of the finance department and other corporate transfers. Staff will be reallocating these budgets into a general government category to improve transparency in the future. While both the expense and revenue lines shown are higher than budget, a significant driver is the receipt of the Housing Accelerator Fund, which increases both revenue and expense through the transfer to the reserve. Other differences in this area include reserve transfer entries that will be completed by year end. It is anticipated that there will not be a significant variance in this area by year end.
- **Enova Dividend:** While the baseline amount of the Enova dividend is included in the attached statements, for the past two years, the Township has received an increase in the dividend amount as a result of a new agreement. This surplus divided amount is anticipated to end in 2025 and return to baseline levels. For 2024, it is expected that there will be a one time surplus of \$337,994 in addition to the baseline dividend amount. As this additional amount is one time in nature, Staff recommend this surplus be transferred to the operating contingency reserve consistent with the treatment in 2023.
- **Fire Services – part time salaries.** Fire services operates as a primarily volunteer service which provides stipends to volunteer fire fighters as they respond to calls. This stipend amount can be difficult to budget as it is not always known how many calls the department will receive each year. As of September 2024, most of the fire stations have almost fully spent their total budget for the year for volunteer firefighters (with the exception of Maryhill). While there are some nuances in the Fire pay calculation, it is very likely most of these departments will be over budget by the end of the year. For future budget years, Staff have performed a more robust analysis based on recent call averages and which should reduce these variances in the future. This change may result in a budget increase in 2025 as actual activity and budget allocation is realigned.

Most other divisions are tracking within budget and year-to-date expectations. There are several expenditures, specifically in Infrastructure Services, such as gravel resurfacing, surface



**Year to Date Report**  
**Quarter 3 – July 1<sup>st</sup> – September 30<sup>th</sup>, 2024**

treatment, and pavement works which appear to be over budget in one program area but are under budget in others. This is due to internal cost allocations and staff are working on correcting these allocations. There is no significant impact on the overall department bottom line.

## **Water and Wastewater Budgets**

As previously highlighted for Council, the water and wastewater utility budgets continue to be a concern. The deficits in these areas have continued to increase and at the end of the third quarter of 2024.

This can be more clearly illustrated in the table below:

<b>Program</b>	<b>2023 Q2</b>	<b>2023 Q3</b>	<b>2023 Q4 (YE)</b>	<b>2024 Q2</b>	<b>2024 Q3</b>	<b>2024 Q4 Projected</b>
Wastewater	\$ (331,948)	\$ (131,689)	\$ (486,346)	\$ (538,798)	\$ (750,786)	\$ (1,105,443)
Water	\$ 386,318	\$ 483,016	\$ 85,261	\$ (146,224)	\$ (150,346)	\$ (548,101)
<b>Total</b>	<b>\$ 54,370</b>	<b>\$ 351,327</b>	<b>\$ (401,085)</b>	<b>\$ (685,022)</b>	<b>\$ (901,132)</b>	<b>\$ (1,653,544)</b>

The wastewater program is currently in a deficit position of \$750,786 which is an increase of over \$200,000 since Q2 2024. Notably the 2023 Q3 deficit was \$131,689 at this time last year. Since wastewater ended the year with a \$486,346 deficit it is not unreasonable to assume a similar loss for Q4 in 2024. This would result in a \$1.1 million deficit by year end 2024.

The Water program budget area is also currently in a deficit position of \$150,346. While this is similar to the second quarter deficit, it should be noted that there was a one-time water revenue amount for a large industrial user of over \$300,000 which was recognized in Q3 2024. Without this one-time revenue, there would be a much larger year to date deficit that shown here. When comparing water to Q3 2023 there was a \$483,016 surplus at this time last year. In 2023 the water position reduced by almost \$400,000 from Q3 to Q4. If this trend holds in 2024 the anticipated water deficit could increase to \$548,101.

As a reminder to Council, neither of these programs have operating reserves and must be funded from the capital program. As a result, it is anticipated that both utility capital reserve funds will be in a negative position by year end and may impact the sustainability of the capital program. These deficits will need to be addressed through future rate increases.

While there are a several contributing factors to these deficits outlined below, due to limited staff capacity there is limited in-depth analysis and proactive monitoring of these programs. Staff have been able to identify some contributing factors, however, without a more in-depth analysis and understanding of these programs, there is a high risk of similar variances in the future. There is a strong need for increased analytical capacity which has been previously reported to Council. A request for additional analytical resources will be included in the 2025 budget.

Some contributing factors to the current water / wastewater deficits include:

- With the high precipitation levels in the first half of 2024, inflow & infiltration issues incur increased costs with no corresponding revenue. The water runoff seeps into our sewer

**Year to Date Report**  
**Quarter 3 – July 1<sup>st</sup> – September 30<sup>th</sup>, 2024**

collection system and flows into the Regions wastewater treatment facilities. It is anticipated that additional I&I capital works activities will help reduce these losses in the future.

- A large industrial customer ceased operations in late 2023. This user had significant flows which translates into less revenue received by the Township in late 2023 and 2024.
- Through an internal investigation, staff have found some significant water users were not billed correctly in prior years. Staff have also identified large industrial customers which were not billed due to software or meter issues.
  - It is anticipated that as these issues are identified corrected it will result in increased revenue.

While the above items are contributing factors and will improve the overall financial position, they would not fully explain the extent of the deficits experienced in recent years. A more thorough analysis is required to identify and address these issues and to ensure sustainability of the utility programs.

## **Capital Budget**










The level of activity in the capital budget increased in the third quarter, consistent with the annual trend that will give rise to peak construction activity in the summer and early fall. As 2024 progressed there have been tender calls and contracts approved by Council. Projects continue to generally be within approved budget parameters. The expectation is that the recording of these capital expenditures will continue to increase as work is completed and as invoices are submitted.

As part of the Q3 2024 Capital Statements, staff have provided some commentary for each of the projects listed so that Council has information on the status of each project. If Council requires additional information on any of the 2024 Capital projects, staff would be more than happy to discuss this at the December 3<sup>rd</sup> Committee of the Whole meeting.






## Planning for Growth and Exploring Economic Development Opportunities

### GOAL: Ensure Managed and Sustainable Community Growth and Development

- DIRECTION: Balance the small-town feel, maintenance of rural values and lifestyle with provision of urban amenities and infrastructure.


Action Item		Department
	Participate in the planning for the Breslau Go Station	DS
	Continue with the update to the Woolwich Official Plan	DS
	Identify and plan for surplus land initiatives to identify the best property use and development	DS
	Update the Site alteration by-law for the Township	DS
	Participate in the airport planning through the Region of Waterloo update to the Airport Master Plan	DS
	Complete the review and update of Woolwich Zoning By-law	DS
	Respond to Provincial direction for added lands to the settlement area through updates the Breslau Secondary Plan, and review of St. Jacobs and Elmira servicing and infrastructure needs	DS
	Review and update the Pool & Fence Bylaw	DS
	Review and implement staging and phasing policies to control growth in a managed and sustainable manner	DS

- DIRECTION: Be ahead of the curve' in planning for future growth and ensure infrastructure capacity is available before development proceeds.








Action Item		Department
	Explore opportunities and strategies for servicing through agreements and expansions	DS/IS
	Review Township wide servicing and develop timing for cross border arrangements and infrastructure	DS/IS
	Plan for the servicing of additional lands added to the settlement boundary through the Provincial approval of Regional Official Plan	DS/IS
	Develop a long term servicing strategy for Breslau with the Region of Waterloo, City of Kitchener and City of Cambridge	DS/IS
	Update Staging and Development Report	DS

## Planning for Growth and Exploring Economic Development Opportunities




- DIRECTION: Complete cost/benefit analysis for development opportunities to ensure that planned growth is affordable, value-added, and developers are accountable for growth-related costs

Action Item		Department
	Conduct growth study and Water/Wastewater Analysis	DS

- DIRECTION: Explore regional partnerships/collaborations that make fiscal sense but resist annexation and merger talks.



Action Item		Department
	Conduct annual review and update of the Engineering Design Manual	DS
	Explore information sharing for GIS services	DS
	Explore local affordable housing partnership with not-for-profit housing corporations on municipally owned land, and potential collaboration with Region on regionally owned lands and lands of mutual interest	CAO/DS
	Partner with the Region on woodlot management throughout the Township	RCS
	Implement the programming partnership agreement for the library services within the Breslau Community Centre.	RCS
	Meet quarterly with Regional Library staff on service & programs.	RCS
	Continue to explore opportunities for shared staffing, services and programs with neighbouring Townships	CAO

- DIRECTION: Promote residential intensification opportunities in urban areas and downtown cores.


Action Item		Department
	Implement Elmira Downtown Plan to manage future development in the Elmira Core Area	DS
	Implement Elmira Downtown streetscaping through a phased approach in budget review process	IS/DS
	Utilize the secondary planning process and review Official Plan policies to provide policies to manage growth and identify intensification opportunities	DS

## Planning for Growth and Exploring Economic Development Opportunities


- DIRECTION: Continue to advocate for amendments to the Aggregate Resources Act that address quality of life, financial and enforcement concerns.

Action Item		Department
	Provide input to Provincial and Regional policies as opportunities arise	DS
	Joint Advocacy with the other Townships at ROMA and AMO regarding legislative changes: development and approvals process, separation distances from settlements, progressive rehabilitation to agriculture	CAO


- DIRECTION: Look at improving Ontario Municipal Board processes by advocating for reforms and implementing a local representation policy that considers available resources.

Action Item		Department
	Ontario Municipal Board now Ontario Land Tribunal reforms have occurred. Continue to provide input to Ontario Land Tribunal amendments as opportunities arise	DS

- DIRECTION: Advocate for Cross Border Servicing Agreements which are technical and legal exercises as outlined in the Regional Official Plan (ROP).



Action Item		Department
	Continue discussions for amendments to cross border servicing agreements with Kitchener, Waterloo and Cambridge to allow increased capacity to facilitate future growth, specifically employment land opportunities (Priority focus on the East Lands ie Breslau and Airport)	CAO/DS/IS

- DIRECTION: Achieve Cultural heritage protection in balance with growth and development.

Action Item		Department
	Assist the Woolwich Heritage Committee to implement their workplan including: <ul style="list-style-type: none"> <li>- Continue to develop an inventory of historic properties</li> <li>- Advise Council with regard to the need to designate or list historic properties</li> <li>- Review relevant Planning applications</li> <li>- Initiate Ghost Hamlet signage</li> <li>- Identify Cultural Heritage Landscapes</li> </ul>	DS






## Planning for Growth and Exploring Economic Development Opportunities

- DIRECTION: Preserve, protect and grow what makes Woolwich unique, and support growth that will better the community.




Action Item		Department
	Complete the review and update of the Township Zoning By-law	DS
	Prepare a Growth Strategy for Elmira, St. Jacobs and Breslau	DS

### GOAL: Grow and Retain Local Industry and Business Opportunities

- DIRECTION: Focus on business attraction, retention, and expansion in manufacturing, agricultural, retail, and tourism industries.

Action Item		Department
	Plan for an update of the 2011 Economic Development and Tourism Strategy in 2024	CAO/EcDev
	Complete St. Jacobs wayfinding strategy	CAO/EcDev
	Work with Explore Waterloo Region on a strategy to spend the Municipal Accommodation Tax in priority areas that will extend visitor stays in the area	CAO/EcDev
	Implement COVID-19 economic recovery strategy using best practices while ensuring the solutions are tailored to suit the unique business mix of Woolwich	CAO/EcDev
	Use BR+E survey results to implement appropriate programming to support Woolwich businesses	CAO/EcDev



- DIRECTION: Employ a balanced economic development approach which promotes opportunities municipality-wide.

Action Item		Department
	Assist in the evaluation of opportunities for economic development municipality-wide including the airport area, settlement employment areas and rural areas	DS/EcDev
	Examine opportunities to support Agritourism with regulations to support through the Zoning By-law review	DS/EcDev
	Assess opportunities for amendment to the Agricultural zoning to allow additional business uses in Agricultural areas for consideration of Council	DS



## Planning for Growth and Exploring Economic Development Opportunities

### GOAL: Explore Employment Land Opportunities




- DIRECTION: Develop a balanced approach to residential/employment land opportunities so Woolwich doesn't become a 'bedroom community'.

Action Item		Department
	Manage the development of the Elmira Employment Land and participate in the design of road connections to service the employment area	DS
	Participate in the Elmira By-pass Road EA Regional project or examine alternatives to remove truck traffic from the Elmira Downtown core.	DS
	Develop a plan to designate and service adequate developable employment land	DS
	Identify stakeholder partnerships to facilitate activation of employment lands.	CAO/DS/IS
	Collaborate with the Region regarding the development of aerospace industries at the Regional airport	CAO/DS/EcDev
	Collaborate with the Region on their shovel ready strategy for Employment lands	DS/IS

DIRECTION: Where it makes fiscal sense consider partnerships relating to employment lands.



Action Item		Department
	Facilitate partnerships to facilitate development of employment lands	DS
	Address infrastructure needs in Elmira, St. Jacobs and Breslau to facilitate opening employment / industrial land for new businesses.	CAO/DS

- DIRECTION: Together with the Region pursue development of employment lands by the Regional Airport that are compatible and complimentary.


Action Item		Department
	Continue to work with other Municipalities for cross border servicing arrangements and road connections to facilitate Breslau employment growth needs, airport and GO station connectivity	DS
	Develop a growth strategy for the Breslau area surrounding the Airport	DS
	Participate with the Region on the development of employment lands surrounding the Airport	DS/EcDev

## GOAL: Social Capital / Civic Engagement


- DIRECTION: Provide regular forums and different methods that will encourage public consultation and feedback.

Action Item	Department
 Integrate community consultation into the EngageWR platform.	ALL
 Complete the Strategic Plan process.	CAO




- DIRECTION: Formulate the role of community-based Associations (i.e. Recreation Associations, Neighbourhood Associations, Rate Payer Associations).

Action Item	Department
 Provide support to recreation associations, on program, services and events in their settlement areas	RCS

- DIRECTION: Continue to support and promote volunteerism, and the traditional barn-builder community spirit. Evaluate and implement training and development opportunities that will help to ensure volunteers are well equipped to make the best use of resources.




Action Item	Department
 Collaborate with organizations to explore opportunities for partnership on events and program development	RCS

- DIRECTION: Maintain and enhance the volunteer system of service delivery, where efficient and effective to do so.

Action Item	Department
 Provide volunteer and mentor opportunities for post secondary students from partnering colleges and universities	RCS
 Develop a formalized volunteer program - this is inclusion focused to assist people with diverse needs to participate in recreation programs, aquatics, and camps	RCS
 Develop a youth development program which incorporates a volunteer component to encourage volunteerism	RCS




- DIRECTION: Support local, provincial and national social capital and civic engagement initiatives.



Action Item	Department
 Work with the University of Waterloo to host the 2025 UHOCKEY Women's National Championships at the Woolwich Memorial Centre	RCS
 Host Team Ontario Para Hockey at the Woolwich Memorial Centre	RCS
 Work with Waterloo Regional Tourism to attract and complete bids for Regional, Provincial and National Championships at the Woolwich Memorial Centre.	RCS

### GOAL: Promote Healthy Living and Active Lifestyles





- DIRECTION: Complete long-term plans for recreation and parkland development.

Action Item	Department
 Implement the Recreation Master Plan to inform renewal or removal of existing parks infrastructure, and plan for future park and facility development to support growth and anticipated population projections over the next 15 years.	DS/RCS

- DIRECTION: Explore opportunities to promote the Township's extensive trails network, historic features, unique communities, and local arts and culture.





Action Item	Department
 Examine trail connection opportunities between settlement areas and through new subdivision development	DS/RCS
 Implement the Active Transportation Plan in new developments and reconstruction projects	DS

- DIRECTION: Improve marketing and promotion efforts for the Township's recreational facilities and programs to increase participation and related revenues.


Action Item	Department
 Explore alternative revenue generating opportunities for summer / shoulder season usage at the Woolwich Memorial Centre	RCS
 Explore opportunities to expand and implement new specialty summer camps at underutilized Township facilities.	RCS
 Develop virtual tours to actively market and promote rental spaces in municipal facilities.	RCS
 Develop a marketing strategy to attract long-term rentals at the Heidelberg Community Centre, Bloomingdale Community Centre and Maryhill Community Centre	RCS

-  Completed
-  Ongoing
-  Not Yet Initiated
-  Removed from Work Plan
-  Added to Work Plan

- DIRECTION: Transition from recreational capital facilities development to Township-wide community program development increasing investment in active programming in the interest of promoting healthy living and active lifestyles.




Action Item	Department
 Enhance the WMC Fitness Centre portfolio by incorporating personal training options	RCS
 Implement monthly strategies and introductory programs to attract new WMC Fitness Centre users	RCS
 Continue to pursue and broker 3 <sup>rd</sup> party partnerships to provide program opportunities	RCS
 Offer various Family Swim to Survive programs to increase water safety knowledge and skills.	RCS

- DIRECTION: Explore methods of positively influencing the determinants of health.

Action Item	Department
 Administer year 4 of the 5-year Termite control program	DS



### GOAL: Support Sustainability of the Natural Environment and Other Resources

- DIRECTION: Promote and support environmental stewardship efforts




Action Item	Department
 <p>TWEEC/T4W 2024 Work Plan:</p> <ul style="list-style-type: none"> <li>- Provide staff support to Committees such as TWEEC, Woolwich Healthy Communities, Trees for Woolwich</li> <li>- Host annual Community Clean-up Day</li> <li>- Host tree planting and tree giveaway events</li> <li>- Continue community programs with the school board</li> <li>- Continue the tree nursery program</li> <li>- Provide public education about invasive plant species. Continue phragmites and buckthorn control projects</li> <li>- Continue invasive species control in the Elmira Nature Reserve</li> <li>- Actively promote the TWEEC green business award program- CARES</li> <li>- Continue to support the Woolwich greening initiative</li> </ul> <p>Continue Rural roadside tree planting program</p>	RCS/IS
 <p>Continue to work towards Implementation of the Transform Waterloo Region Climate Action Plan to achieve Council supported GHG reduction targets of 50% by 2030 and 80% by 2050 through the application of 45 action items with onboarding of a full-time dedicated staffing position</p>	ALL
 <p>Provide staff support to the Woolwich Environmental Advisory Committee</p>	DS

-  Completed
-  Ongoing
-  Not Yet Initiated
-  Removed from Work Plan
-  Added to Work Plan





- DIRECTION: Preserve and protect passive open green spaces and develop a tree management plan.

Action Item		Department
	Support TWEEC/T4W in maintenance of the “Elmira Nature Reserve”, for both trail use and for educational purposes	RCS
	Identify Township land opportunities for native species naturalization	RCS




- DIRECTION: Preserve Agricultural Land.

Action Item		Department
	Conduct agricultural enforcement for non-agricultural uses in Agricultural zoned areas through a complaint basis	DS
	Examine the agricultural policies through the Official Plan review to ensure protection of agricultural land and also allow on-farm diversified uses to increase the viability of the agricultural operations	DS
	Review the planning process for on-farm diversified uses and agricultural related use to find efficiencies	DS

- DIRECTION: Protect Rural Wells, Source Water Protection Areas, Cultural Heritage Features and Green Spaces.




Action Item		Department
	Review and implement Source Water Protection Plans and Site Alteration By-laws	DS
	Continue to ensure the accurate delineation of natural features through development applications and updates to GIS mapping	DS
	Update Township mapping with most up to date natural environmental mapping as it comes available from the Grand River Conservation Authority	DS
	Review Official Plan policies for protection of natural features, cultural heritage features and green spaces	DS

- DIRECTION: Evaluate the potential impacts and benefits of new green energy technology that provides value added benefits to the local economy while not detracting from quality of life.

Action Item		Department
	Invest in transitioning the Township’s equipment and fleet to electric, whilst establishing both public and Township charging infrastructure	RCS/IS
	Implement climate action initiatives identified in the Pathway to Net Zero Feasibility Study for major facilities to reduce GHG emissions and support operating efficiencies	RCS
	Facilitate educational events for Woolwich residents through Woolwich Climate Action related to reducing personal carbon footprints.	RCS







-  Completed
-  Ongoing
-  Not Yet Initiated
-  Removed from Work Plan
-  Added to Work Plan

- DIRECTION: Develop long-term plans for water and wastewater infrastructure, including phasing of projects.




Action Item	Department
 Review capacity allotments and phasing plans for new development applications	DS
 Develop long term servicing strategy for Breslau with the Region of Waterloo, City of Kitchener and City of Cambridge	DS/IS
 Work with the Region of Waterloo on the timing for upgrades to the Elmira and St. Jacobs wastewater treatment plants	DS/IS

### GOAL: Provide for Inclusive and Accessible Communities

- DIRECTION: Preserve and protect the unique nature of the 'community of communities' but address the challenge geography and distance creates and come up with solutions that focus on 'the ties that bind the community fabric'.







Action Item	Department
 Work with the community to support the 2 <sup>nd</sup> annual Woolwich Pride event	RCS/COR
 Work with the community to support the 2 <sup>nd</sup> annual Multicultural Festival	RCS/COR
 Continue to promote EDIB Grants and support new community events and activities	RCS/COR
 Implement the Active Transportation Master plan including the accommodation of accessible active transportation opportunities	DS/IS
 Implement recommendations from the 2SLGBTQ+ Ad-hoc Working Group	COR
 Complete the Township Transportation and Mobility Master Plan	DS

- DIRECTION: Consider municipal policies, services and programs that take into account the impact of an aging population.







Action Item	Department
 Deliver the 7 <sup>th</sup> "Seniors Active Living Fair" in partnership with Community Care Concepts, Woolwich Seniors Association and Woolwich Community Heath Centre	RCS
 Explore opportunities to increase program offerings at the Breslau Community Centre for the older adult demographics	RCS
 Complete the Township Housing Needs Assessment	DS

-  Completed
-  Ongoing
-  Not Yet Initiated
-  Removed from Work Plan
-  Added to Work Plan

- DIRECTION: Implement legislated requirements, with the goal of improving and expanding opportunities for persons with disabilities, and identify, remove and prevent barriers to their full participation in the life of the community.

Action Item		Department
	Provide volunteer and employment opportunities through partnership with the WRDSB and the WATS program	RCS
	Explore opportunities to enhance the inclusion programming within recreation programs and summer day camp	RCS
	Develop and implement an Adult Adapted Aquatic program.	RCS
	Develop updated Accessibility Audit of Township facilities and implement projects to works towards the 2025 AODA compliance deadline	RCS
	Implement outdoor amenity and trail accessibility initiatives through retrofits and new park development (trail signage, accessible play equipment).	RCS
	Develop the Township’s new Multi-year Accessibility Plan with feedback from the Grand River Accessibility Advisory Committee and begin work to implement initiatives.	COR





- DIRECTION: Advocate for affordable housing development.

Action Item		Department
	Implement the Housing for All Plan to provide affordable housing opportunities	DS
	Update Official Plan policies to ensure affordable housing is addressed in new residential development proposals	DS
	Engage with the Region and Province to examine opportunities and funding for affordable housing development and incentive programs including potential implementation of Housing Accelerator Funding if granted	DS
	Facilitate the development of surplus Snyder Street property for affordable housing, and work with the Region to explore other suitable local sites	DS/CAO
	Complete the Township Housing Needs Assessment	DS
	Initiate Rental Housing Incentive program using Housing Accelerator Funding	DS


-  Completed
-  Ongoing
-  Not Yet Initiated
-  Removed from Work Plan
-  Added to Work Plan

**GOAL: Develop Safe Communities**

- DIRECTION: Provide a progressive and leading-edge emergency preparedness programs and develop long-term expansion plans for the Siren/Shelter-in-Place/Community Alerting Network program.

Action Item		Department
	Work on finalizing the joint Region-wide Communications/Media Supporting Plan and further enhancing it with pre-built templates that will improve communications to the public during specific types of emergencies such as flooding, chemical and airline emergencies.	CAO/FIRE/ COR
	Collaborating with local Fire Departments on joint training in initiatives, with the onboarding of a dedicated Training Officer	FIRE
	Acquiring new Fire Trucks for Elmira and Breslau as per the Truck Replacement Policy	FIRE
	Monitoring Climate Change and the effects it has on the Emergency Services of Woolwich including working with our community partners to develop plans and processes that help mitigate those effects in the coming years (including but not limited to): <ul style="list-style-type: none"> <li>• Continuing to enhance and build the Flood Support Plan</li> <li>• Continued monitoring and to react as needed to other potential threats that have arrived/increased over the last couple of years such as Avian Influenza, Swine Flu, MPox and Air Quality issues as a result of Wildfire Smoke</li> </ul>	CAO/FIRE




- DIRECTION: Advocate for presentation of any changes proposed to emergency services that directly impact Township residents (i.e. Police and EMS)".

Action Item		Department
	On going collaboration and development of innovative service solutions with all emergency services committees within the Region	FIRE




-  Completed
-  Ongoing
-  Not Yet Initiated
-  Removed from Work Plan
-  Added to Work Plan

**GOAL: Long Range Transportation Planning**


- DIRECTION: Explore the need for Transportation Master Planning on a community-by-community basis.

Action Item		Department
	Participate in the Elmira By-pass EA or alternative transportation options	DS/IS
	Review long term infrastructure planning for road networks and trail systems through the Township Official Plan and Secondary Planning processes	DS/IS/RCS
	Complete Transportation and Mobility Master Plan	DS


- DIRECTION: Make transportation planning a priority when evaluating growth and development plans.

Action Item		Department
	Participate in planning for the Airport and future Go station	DS/IS
	Identify transportation linkages for implementation to accommodate growth	DS/IS
	Conduct Secondary Planning processes to plan for long term transportation needs where appropriate	DS

- DIRECTION: Together with the Region, evaluate the efficiency and effectiveness of the existing transit system, potential expansions and connecting links to the over-all transportation system.

Action Item		Department
	Continue to assess options for future public transit extensions and linkages. Work with the Region regarding implementation of the Breslau pilot project.	DS

- DIRECTION: Advocate for provincial infrastructure projects that will improve the transportation system and support economic development (e.g. completion of Highway 7 and GO Transit Service in Breslau).





Action Item		Department
	In collaboration with the Region, continue to use advocacy opportunities with Province, at ROMA and AMO, to champion the completion of new Highway 7 and GO Transit in Breslau	CAO

-  Completed
-  Ongoing
-  Not Yet Initiated
-  Removed from Work Plan
-  Added to Work Plan



## Infrastructure Maintenance and Transportation Planning

### GOAL: Optimize the Use of Municipal Infrastructure

- DIRECTION: Adopt a fiscally responsible long-term Capital Plan that deals with the growing infrastructure deficit, while advocating for increased funding from senior levels of government.

Action Item		Department
	Update the Township’s Asset Management Plan to include all of the Township’s assets in compliance with OReg 588/17. This work will include the current level of service for these assets and costs to maintain this level of service. Next version of the Township’s Asset Management Plan is due July 1, 2024.	ALL
	Continue to complete Building Condition Assessments to support the Township’s Asset Management Plan and infrastructure renewal program	RCS
	Complete Water & Wastewater Rate Review Study	FIN/IS
	Update Staging of Development Report	DS


- DIRECTION: Manage and maintain all municipal infrastructure with an emphasis on continuous improvement and greater efficiencies.

Action Item		Department
	<p><b>Facilities</b></p> <ul style="list-style-type: none"> <li>▪ Complete and implement the Recreation Master Plan</li> <li>▪ Complete and implement updated accessibility audit</li> <li>▪ St. Jacob’s Arena – accessibility improvements, washroom renovations, dehumidifier replacement</li> <li>▪ St. Jacob’s Fire Station - Exterior insulation and finishing system (stucco) repairs</li> <li>▪ Administration Building - Renovations</li> <li>▪ WMC - Dressing Room improvements</li> <li>▪ WMC - Pool changeroom / shower renovations</li> <li>▪ Breslau Community Centre - porch/entrance/washroom design work</li> <li>▪ Climate Action Initiatives – Facility renewal and energy efficiencies</li> <li>▪ Elmira Fire Station – feasibility study</li> </ul> <p><b>Parks</b></p> <ul style="list-style-type: none"> <li>▪ South Parkwood - Multi-use Pad and Multi-use Trail Installation</li> <li>▪ Maryhill Park – Playground Replacement</li> <li>▪ Bolender Park - bridge decking replacement</li> <li>▪ Walter Bean Trail Improvements</li> <li>▪ Bolender Park – parking lot paving (upper lot)</li> <li>▪ Breslau Memorial Park – splash pad installation</li> <li>▪ Breslau Memorial Park – fieldhouse design work</li> </ul>	RCS
	IT – develop an implementation plan in response to a recent security audit	COR





-  Completed
-  Ongoing
-  Not Yet Initiated
-  Removed from Work Plan
-  Added to Work Plan



## Infrastructure Maintenance and Transportation Planning

	Ensure that the approved 2023 Infrastructure Services Capital Budget is implemented to the extent possible	IS
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■ DIRECTION: Ensure a municipal wide infrastructure maintenance program that is needs-based.

Action Item	Department	
	Ontario Structure Inspection Manual (OSIM) 2025 Bridge and Culvert Study	IS
	Continuation of wastewater sewer lining program to extend useful life and better align municipal servicing replacements in the future (pandemic dependent)	IS
	Continuation of an appropriate Annual Capital Paving Program that is derived from the State of the Infrastructure for the Roads network.	IS
	Continuation of an appropriate Annual Capital Bridge and Culvert Program that is derived from the State of the Infrastructure for the Roads network.	IS


-  Completed
-  Ongoing
-  Not Yet Initiated
-  Removed from Work Plan
-  Added to Work Plan

**GOAL: Expand Financial Sustainability / Best Practices**


- DIRECTION: Explore options for the provision of sustainable funding for all municipal infrastructure.

Action Item		Department
	Continue to advocate for alternative revenue sources outside of the traditional user fees and tax revenue and continue to lobby the Provincial government of move away from the application-based system of infrastructure funding to a full allocation-based system.	ALL




- DIRECTION: Ensure high financial performance standards are in place for planning and implementation of capital infrastructure and development projects.

Action Item		Department
	Complete a new Township Development Charge Background Study and By-law.	FIN/IS/ RCS

- DIRECTION: Continue, on an annual basis, to explore budget efficiencies, alternative service delivery and revenue generation options.

Action Item		Department
	Implement a new financial system that will meet the needs of Woolwich’s community, including better access for ratepayers and customers to their account information as well as providing abilities to integrate synergies with digital driven information.	FIN/IT

- DIRECTION: Explore collaboration and partnership opportunities that make fiscal sense and ensure best value for taxpayers.


Action Item		Department
	Continue to capitalize on unique and fiscally responsible woodlot management program to recycle hazard / ash trees	RCS
	Implement the recommendations coming out of the Phase 1 Joint Service Delivery with the other Townships re: Regional Library System governance and services, and explore alternative service delivery models	CAO/FIN/ RCS
	Working with other Municipalities on Joint Purchasing initiatives	FIRE

-  Completed
-  Ongoing
-  Not Yet Initiated
-  Removed from Work Plan
-  Added to Work Plan


## Communication with the Public and the Marketing of Municipal Services

### GOAL: Raise the Municipal Profile & Image

- DIRECTION: Develop a long-term plan to improve municipal signage.



Action Item	Department
 Implement new park and trail signage throughout the Township.	RCS

- DIRECTION: Celebrate the cultural richness of Woolwich, which includes the Old Order Mennonite population.


Action Item	Department
 Continue to look at opportunities to collaborate with the Mennonite Story	CAO/EcDev

### GOAL: Improve Communication with the Public and Increase Public Awareness of Municipal Activities



- DIRECTION: Improve how staff communicate with the public throughout the entire municipality by developing and implementing a communications strategy.

Action Item	Department
 Continue to update Engage Woolwich information website for public information sharing	CAO/COR
 Continue to provide live streaming of Council meetings and make improvements to engage residents on YouTube	RCS

- DIRECTION: Communicate with residents about local programs and related service delivery expectations.

Action Item	Department
 Continue to promote Township services and activities through active engagement on social media	COR


- DIRECTION: Communicate with residents about issues that directly impact their quality of life (e.g. ATVs, dirt bike noise, airport noise).

Action Item	Department
 Look for opportunities to raise community knowledge regarding by-law infractions that occur regularly as a result of lack of awareness	COR
 Continue to promote online dog tag sales through the website, vet clinics, pet stores, social media and door-to-door canvassing	COR




-  Completed
-  Ongoing
-  Not Yet Initiated
-  Removed from Work Plan
-  Added to Work Plan

## Communication with the Public and the Marketing of Municipal Services



- DIRECTION: Identify the technological improvements that will be required to connect the Township and its ratepayers.

Action Item	Department
 Ongoing efforts by the Region and Area Municipalities regarding the proposed SWIFT network, and streamlining the approval process for tech companies that have received upper level government funding for network expansions	CAO/COR/IS

- DIRECTION: Focus on updating and refreshing the Township website.







Action Item	Department
 Continue to monitor and improve the Township’s website, YouTube and social media using data and analytics	COR
 Update website to latest content management system and complete a site map review based on analytics to improve accessibility, improve the look and feel and ensure people can easily find the content they are looking for	COR
 Continue to provide more information and services through the Townships website, including by-laws, fillable forms and online payments	COR

- DIRECTION: Develop a Customer Service Strategy that focuses on serving others in a courteous and timely manner and going the extra mile."

Action Item	Department
 Create a simplified fee schedule for Planning applications to provide clear direction and information to applicants	DS
 Continue to accommodate customer requests for discussions on property applications and issues	DS/IS


### GOAL: Promote Unique Tourism Opportunities

- DIRECTION: Explore opportunities to bring the tourism sector together and develop municipality-wide tourism experiences and packages.


Action Item	Department
 Foodlink Map creation, print and distribution to promote agri-tourism	CAO/EcDev
 Creation of Farmgate Trail GIS Map and hosting on Township website	CAO/EcDev
 Acquire Fed Dev funding for Tourism shuttle pilot project between Farmers Market and St. Jacobs Village. (Deferred to 2025)	CAO/EcDev
 Commence work on dedicated tourism micro-site with Fed Dev funding	CAO/EcDev
 Examine opportunities to support Agritourism with regulations to support through the Zoning By-law review	DS/EcDev
 Continue to lead the Taste the Countryside event with support from the other Townships	


-  Completed
-  Ongoing
-  Not Yet Initiated
-  Removed from Work Plan
-  Added to Work Plan

## Communication with the Public and the Marketing of Municipal Services

	Update the Downtown Elmira Art Project	CAO/EcDev
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- **DIRECTION:** Leverage the marketing efforts of the Regional Airport to promote tourism opportunities in Woolwich.

Action Item	Department
 Work with the Region and WEDC to promote the airport as an asset for businesses and the community	DS/CAO/EcDev

-  Completed
-  Ongoing
-  Not Yet Initiated
-  Removed from Work Plan
-  Added to Work Plan








### GOAL: Attract, Develop and Retain the Best and the Brightest

- DIRECTION: Evaluate and implement training and development opportunities that will help to ensure staff are well equipped to make the best use of resources.

Action Item		Department
	Develop a new hybrid recruit training program with the other Township Fire Departments providing recruits a means of studying online at home with provisions to write for OFM certification	FIRE
	Human Resources review of new employee orientation and training processes	COR
	Review and update of Human Resources policies and procedures	COR
	Human Resources focus on mental health awareness training	COR



### GOAL: Provide Exceptional Customer Service & Commit to Maintaining High Standards for Municipal Service Delivery

- DIRECTION: Maintain a high standard of municipal service delivery.


Action Item		Department
	Develop a Community Group Affiliation Policy ( <i>deferred to 2025</i> )	RCS
	Develop a Community Group Affiliation Application Form ( <i>defer to 2025</i> )	RCS
	Update the Facility Allocation Guideline referencing the Community Group Affiliation Policy ( <i>defer to 2025</i> )	RCS
	Revise the Ice Allocation Policy in consultation with affiliated ice user groups	RCS
	Develop a Special Events Policy ( <i>defer to 2025</i> )	RCS
	Update the Fireworks By-law, including clarification around holidays and hours when fireworks can be set off	COR
	Update the Animal Control By-law, including Kennel licensing process	COR

## Best Managed and Governed Municipality


- DIRECTION: Review of the distribution of services and responsibilities between the Region and area municipalities.

Action Item		Department
	Staged implementation of the Administrative Monetary Penalty System (AMPS) including the possibility of shared services with local municipalities on parking and other by-laws.	COR
	Continue discussions between the Area Municipalities and the Region regarding opportunities for different service delivery models	ALL


- DIRECTION: Work in partnership with the Region to preserve, protect and expand the Township Library system.

Action Item		Department
	Continue to partner with the Region to grow and enhance library services in Breslau and throughout the Township and explore new governance and delivery models. (Breslau branch is open. New governance model is being reviewed.)	CAO/RCS



- DIRECTION: Emphasize exceptional customer service so that such service is recognized as a strength of the municipality

Action Item		Department
	Provide online payment options for more services on the Township’s website	COR


- DIRECTION: Review the planning and development process and outline improvements and changes that will be required to ensure a timely process, while also ensuring effective participation occurs and contributes towards the goals of the community.



Action Item		Department
	With proclamation of Bill 23, initiate the transition for removal of Regional Planning responsibilities	CAO/DS

- DIRECTION: Examine the provision of customer service beyond the traditional administration office hours.

Action Item		Department
	Focused internal discussions will explore opportunities to provide customer service opportunities beyond the traditional municipal office hours, and in the post-pandemic world continue to look for virtual and online opportunities	ALL
	Provide online payment options for more services on the Township’s website	COR

- DIRECTION: Improve communication between the Township, Region, adjacent municipalities and stakeholders concerning the timing of capital construction projects to mitigate impacts on the travelling public.

Action Item		Department
	Be an active participant with neighbouring municipalities to endeavour to better align planned programs and projects.	IS

-  Completed
-  Ongoing
-  Not Yet Initiated
-  Removed from Work Plan
-  Added to Work Plan

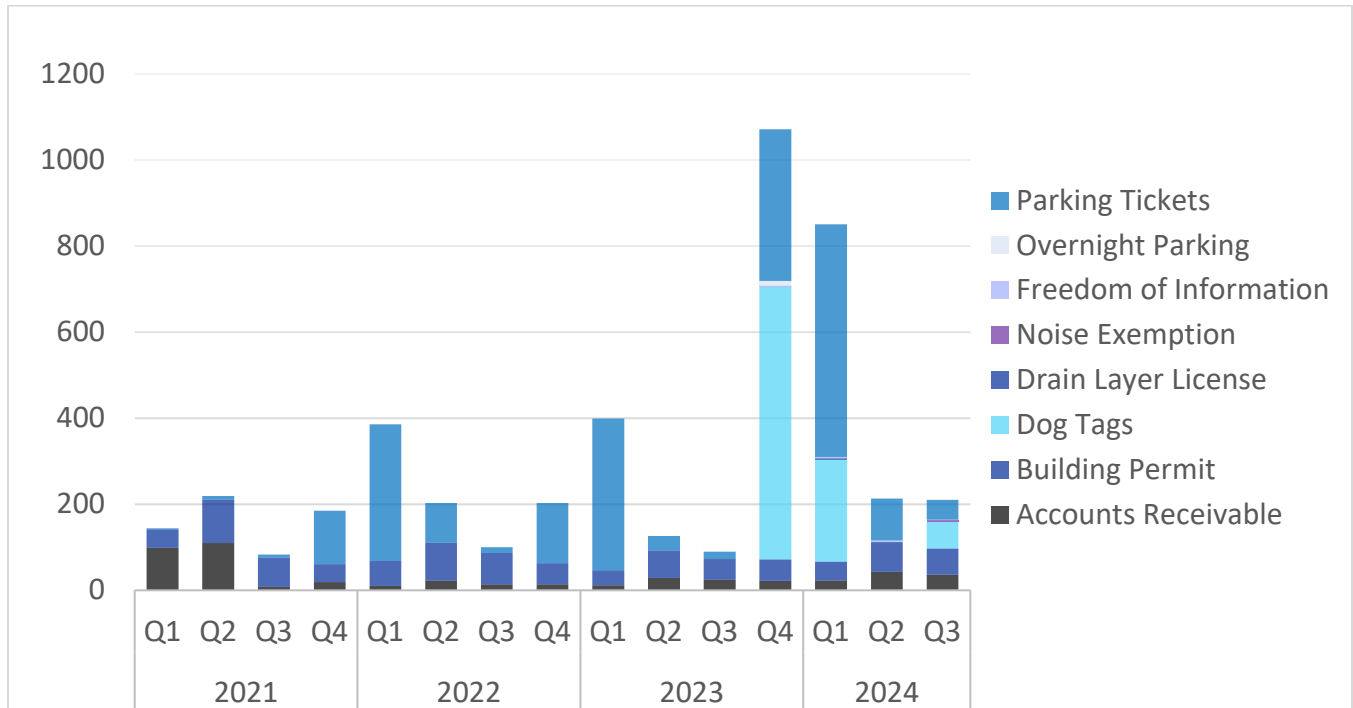


### Corporate Services

#### Quarterly Grants Awarded by Staff

Grant Category	Award	Amount
Special Event Assistance	Canadian Antique Fishing Tackle Association – Annual Show and Sale	\$750
Travel Assistance and Miscellaneous	Team Travel Assistance – Elmira Heat U15	\$500
	Individual Travel Assistance – Ava Wales	\$100
	Individual Travel Assistance – Hannah Maric	\$100
Fees and Charges Waivers	Elmira Kiwanis 2024 Santa Claus Parade	\$888

#### Number of Services Provided Online



## IT Requests for Service

Year	Q1	Q2	Q3	Q4	Year to Date Total
2019	148	193	198	262	801
2020	310	214	268	269	1061
2021	327	313	317	361	1318
2022	401	410	326	355	1492
2023	360	380	315	325	1380
2024	351	341	321		1013

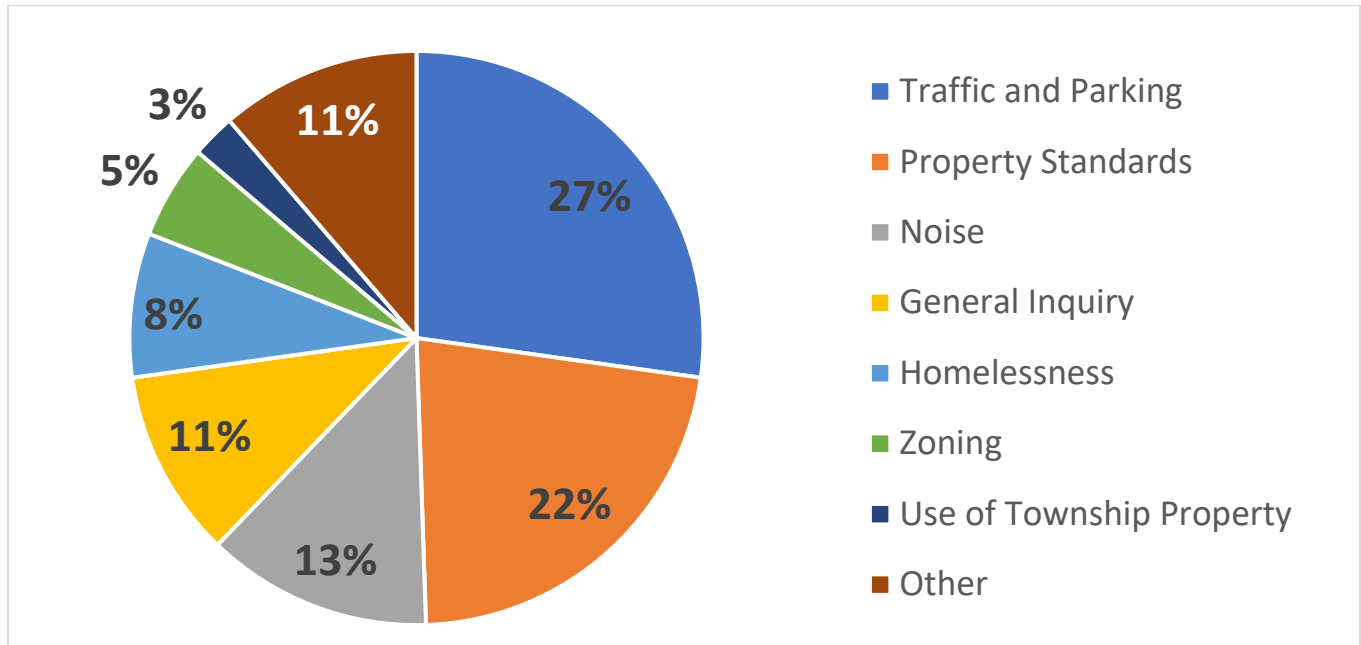
## Parking Tickets Issued

Year	Q1	Q2	Q3	Q4	Year to Date Total
2019	533	30	47	229	839
2020	464	26	17	281	788
2021	249	17	27	339	632
2022	592	58	40	314	1004
2023	596	49	79	762	1486
2024	918	100	109		1127

## By-law Enforcement Call Volume

Year	Q1	Q2	Q3	Q4	Year to Date Total
2019	124	184	190	175	673
2020	101	200	206	208	715
2021	175	242	190	186	793
2022	160	219	194	141	714
2023	134	274	259	234	901
2024	134	375	283		792

**By-law Enforcement Quarterly Call Frequency**



**Development Services**

For the reporting period of January 1<sup>st</sup> to September 30<sup>th</sup>, 482 permits have been issued to date with a total construction value of \$91,945,607. This compares to 425 permits and a total construction value of \$97,885,503 for the same period in 2023. The third quarter has seen 95 dwelling unit permits issued which is compared to the 100 dwelling unit permits that were issued in the third quarter in 2023.

For Reporting Period - January 1st to September 30th				
	Applications Entered	Dwelling Units Issued	Total Permits Issued	Construction Value
2020	506	140	450	\$ 73,569,586
2021	622	104	491	\$ 128,338,678
2022	541	98	503	\$ 116,019,604
2023	465	100	425	\$ 97,885,503
2024	522	95	482	\$ 91,945,607

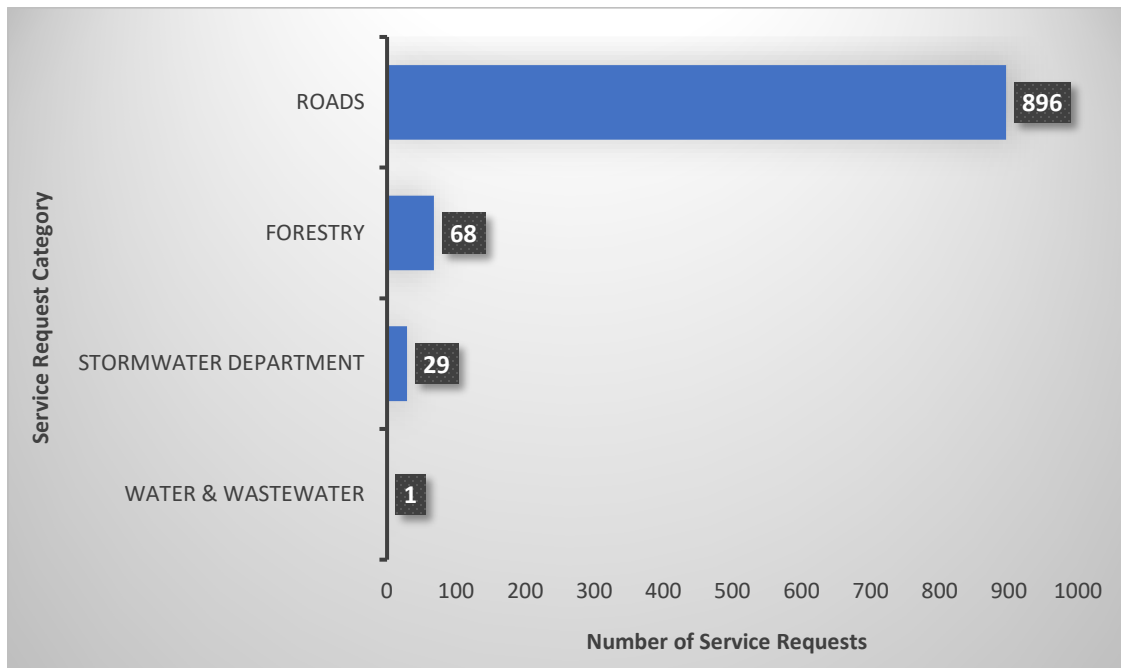
**Fire Services**

Incident Type	2024	2023	2022	2021
Fire	28	28	25	26
False Alarm	46	40	46	61
Public Hazard	10	5	19	10
Rescue	48	47	33	40
Medical	50	57	47	42
Assisting Other Agencies	8	6	5	7
<b>TOTAL</b>	<b>190</b>	<b>183</b>	<b>175</b>	<b>186</b>

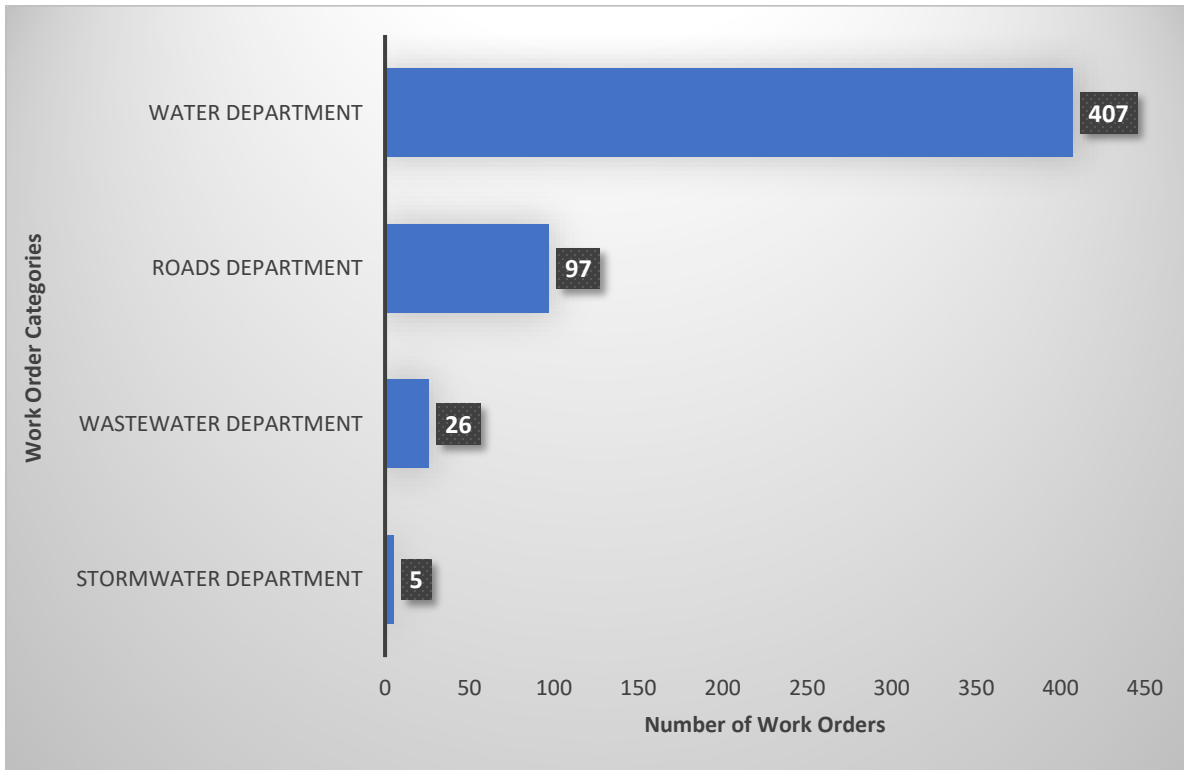
	2024	2023	2022	2021
<b>Dollar Loss</b>	\$119,700	\$580,100	\$151,501	\$603,000
<b>Average Response Time (minutes)</b>	8:55	8:57	10:24	10:26

**Infrastructure Services**

2024 Service Requests (January 1<sup>st</sup> – September 30<sup>th</sup>)



2024 Work Orders (January 1<sup>st</sup> – September 30<sup>th</sup>)



## Recreation and Community Services

### Participation Statistics

	July 2024	August 2024	September 2024	Q3
Swim Drop-in	663	735	178	1,576
Fitness / Program Drop-in	48	37	60	145
Public Skate	N/A	N/A	52	52
				<b>2,806</b>

### Swim Lesson Statistics – Summer 2024

Parent & Tot	130
Preschool	123
Learn to Swim	127
Private Lessons	65
Leadership	18
Adapted Program	20
Winter TOTAL	<b>483</b>

### WMC Fitness Memberships

July 2024	331
August 2024	309
September 2024	285
Monthly Average	<b>308</b>

**TOWNSHIP OF WOOLWICH**  
**OPERATING YEAR-TO-DATE FINANCIAL STATEMENTS AS OF SEP 30, 2024**



	2024 TOTAL BUDGET	2024 YTD ACTUAL	2024 TOTAL VARIANCE	2024 TOTAL VARIANCE %	2023 YTD ACTUAL
<b>TOWNSHIP OPERATING BUDGET</b>					
<b>Office of the Chief Administrator</b>					
Administration	433,515	283,093	150,422	34.7%	250,832
Economic Initiatives	225,788	170,682	55,106	24.4%	176,112
Tourism & Marketing	35,300	183	35,117	99.5%	35,446
<b>Total Expense</b>	<b>694,603</b>	<b>453,958</b>	<b>240,645</b>	<b>34.6%</b>	<b>462,390</b>
Administration	109,604	67,631	41,973	38.3%	26,252
Economic Initiatives	3,000	1,111	1,889	63.0%	8,783
Tourism & Marketing	10,000	0	10,000	100.0%	15,647
<b>Total Revenue</b>	<b>122,604</b>	<b>68,742</b>	<b>53,862</b>	<b>43.9%</b>	<b>50,682</b>
<b>Net - Operating</b>	<b>571,999</b>	<b>385,216</b>	<b>186,783</b>	<b>32.7%</b>	<b>411,709</b>
<b>Corporate Services</b>					
Grants	69,365	74,156	-4,791	-6.9%	63,767
Clerk's Division	505,414	398,953	106,461	21.1%	342,303
Information Technology (IT) Services	570,338	471,457	98,881	17.3%	387,399
Enforcement	391,661	287,610	104,051	26.6%	250,733
Crossing Guards	57,458	42,191	15,267	26.6%	39,623
Human Resources	248,606	183,350	65,256	26.2%	163,689
Corporate Overhead	199,435	147,103	52,332	26.2%	137,458
<b>Total Expense</b>	<b>2,042,276</b>	<b>1,604,819</b>	<b>437,457</b>	<b>21.4%</b>	<b>1,384,971</b>
Grants	2,000	6,500	-4,500	-225.0%	-
Clerk's Division	60,150	51,769	8,381	13.9%	41,048
Information Technology (IT) Services	500	864	-364	-72.7%	0
Enforcement	90,300	75,741	14,559	16.1%	74,462
Crossing Guards	-	0	0	0.0%	-
Human Resources	-	0	0	0.0%	278
Corporate Overhead	436,200	329,468	106,732	24.5%	358,335
<b>Total Revenue</b>	<b>589,150</b>	<b>464,342</b>	<b>124,808</b>	<b>21.2%</b>	<b>474,122</b>
<b>Net - Operating</b>	<b>1,453,126</b>	<b>1,140,477</b>	<b>312,650</b>	<b>21.5%</b>	<b>910,849</b>
<b>Council/Committee</b>					
Council/Committee	303,374	211,965	91,409	30.1%	188,535
<b>Total Expense</b>	<b>303,374</b>	<b>211,965</b>	<b>91,409</b>	<b>30.1%</b>	<b>188,535</b>
Council/Committee	56,000	27,397	28,603	51.1%	29,760
<b>Total Revenue</b>	<b>56,000</b>	<b>27,397</b>	<b>28,603</b>	<b>51.1%</b>	<b>29,760</b>
<b>Net - Operating</b>	<b>247,374</b>	<b>184,568</b>	<b>62,806</b>	<b>25.4%</b>	<b>158,775</b>

**TOWNSHIP OF WOOLWICH**  
**OPERATING YEAR-TO-DATE FINANCIAL STATEMENTS AS OF SEP 30, 2024**



	2024 TOTAL BUDGET	2024 YTD ACTUAL	2024 TOTAL VARIANCE	2024 TOTAL VARIANCE %	2023 YTD ACTUAL
Development Services					
Planning Operations	1,113,965	752,743	361,222	32.4%	678,403
Committee of Adjustment	53,937	33,814	20,123	37.3%	35,477
Building Enforcement	1,036,967	731,358	305,610	29.5%	679,173
Bill 124 Transfer	0	(332,765)	332,765	0.0%	(336,384)
Development Engineering	1,399,250	1,825,180	-425,930	-30.4%	585,999
<b>Total Expense</b>	<b>3,604,119</b>	<b>3,010,329</b>	<b>593,790</b>	<b>16.5%</b>	<b>1,642,668</b>
Planning Operations	514,500	259,651	254,849	49.5%	233,661
Committee of Adjustment	53,937	93,800	-39,863	-73.9%	53,740
Building Enforcement	1,399,906	669,650	730,256	52.2%	604,643
Development Engineering	1,399,250	1,825,180	-425,930	-30.4%	585,999
<b>Total Revenue</b>	<b>3,367,593</b>	<b>2,848,281</b>	<b>519,312</b>	<b>15.4%</b>	<b>1,478,042</b>
<b>Net - Operating</b>	<b>236,526</b>	<b>162,049</b>	<b>74,478</b>	<b>31.5%</b>	<b>164,626</b>
Financial Services					
Management and Budget	2,886,095	3,978,126	-1,092,031	-37.8%	2,219,962
Accounting Division	315,772	248,611	67,161	21.3%	196,846
Revenue Division	408,419	336,421	71,998	17.6%	320,522
<b>Total Expense</b>	<b>3,610,286</b>	<b>4,563,158</b>	<b>-952,873</b>	<b>-26.4%</b>	<b>2,737,330</b>
Management and Budget	1,656,623	3,147,578	-1,490,955	-90.0%	1,608,402
Accounting Division	0	0	0	0.0%	-
Revenue Division	1,039,000	863,731	175,269	16.9%	818,863
<b>Total Revenue</b>	<b>2,695,623</b>	<b>4,011,309</b>	<b>-1,315,686</b>	<b>-48.8%</b>	<b>2,427,265</b>
<b>Net - Operating</b>	<b>914,663</b>	<b>551,849</b>	<b>362,813</b>	<b>39.7%</b>	<b>310,065</b>
Fire Services					
Administration	1,709,532	1,258,103	451,429	26.4%	1,059,555
Fire Prevention & Education	72,500	31,019	41,481	57.2%	34,530
Breslau Fire Station	173,912	171,275	2,638	1.5%	147,276
Conestogo Fire Station	155,157	136,046	19,111	12.3%	115,015
Elmira Fire Station	269,208	252,866	16,343	6.1%	247,914
Floradale Fire Station	158,233	147,526	10,707	6.8%	121,333
Maryhill Fire Station	168,697	128,049	40,648	24.1%	109,428
St. Jacobs Fire Station	219,215	209,346	9,869	4.5%	172,500
<b>Total Expense</b>	<b>2,926,454</b>	<b>2,334,230</b>	<b>592,224</b>	<b>20.2%</b>	<b>2,007,550</b>
Administration	225,684	159,760	65,924	29.2%	140,514
Fire Prevention & Education	0	7,683	-7,683	0.0%	1,230
Breslau Fire Station	9,000	5,675	3,325	36.9%	6,044
Conestogo Fire Station	0	0	0	0.0%	-
Elmira Fire Station	0	0	0	0.0%	-
Floradale Fire Station	0	0	0	0.0%	-
Maryhill Fire Station	0	0	0	0.0%	-
St. Jacobs Fire Station	0	0	0	0.0%	-
<b>Total Revenue</b>	<b>234,684</b>	<b>173,119</b>	<b>61,565</b>	<b>26.2%</b>	<b>147,789</b>
<b>Net - Operating</b>	<b>2,691,770</b>	<b>2,161,112</b>	<b>530,659</b>	<b>19.7%</b>	<b>1,859,762</b>



**TOWNSHIP OF WOOLWICH**  
**OPERATING YEAR-TO-DATE FINANCIAL STATEMENTS AS OF SEP 30, 2024**



	2024 TOTAL BUDGET	2024 YTD ACTUAL	2024 TOTAL VARIANCE	2024 TOTAL VARIANCE %	2023 YTD ACTUAL
<b>Infrastructure Services</b>					
Engineering Administration	1,205,217	996,631	208,586	17.3%	1,078,445
Bridges	98,400	58,039	40,361	41.0%	53,519
Roadside Maintenance	643,975	314,539	329,436	51.2%	295,416
Hardtop Maintenance	923,650	356,081	567,569	61.4%	222,202
Loosetop Maintenance	866,350	862,348	4,002	0.5%	732,871
Winter Control	1,091,800	719,971	371,829	34.1%	848,368
Safety	260,480	188,733	71,747	27.5%	194,081
Boundary Road Maintenance	25,000	12,382	12,618	50.5%	7,522
Parking Lots	187,000	113,350	73,651	39.4%	155,592
Street Lights	201,000	115,602	85,398	42.5%	133,790
Sidewalks (Ward 1)	176,000	144,010	31,990	18.2%	151,695
<b>Total Expense</b>	<b>5,678,872</b>	<b>3,881,686</b>	<b>1,797,186</b>	<b>31.6%</b>	<b>3,873,499</b>
Engineering Administration	58,000	63,477	-5,477	-9.4%	189,178
Bridges	0	0	0	0.0%	-
Roadside Maintenance	36,050	9,451	26,599	73.8%	7,155
Hardtop Maintenance	130,500	0	130,500	100.0%	-
Loosetop Maintenance	80,000	86,448	-6,448	-8.1%	56,562
Winter Control	0	24,586	-24,586	0.0%	10,575
Safety	0	0	0	0.0%	-
Boundary Road Maintenance	0	0	0	0.0%	-
Parking Lots	0	0	0	0.0%	-
Street Lights	0	0	0	0.0%	-
Sidewalks (Ward 1)	176,000	144,010	31,990	18.2%	151,695
<b>Total Revenue</b>	<b>480,550</b>	<b>327,972</b>	<b>152,578</b>	<b>31.8%</b>	<b>415,166</b>
<b>Net - Operating</b>	<b>5,198,322</b>	<b>3,553,714</b>	<b>1,644,608</b>	<b>31.6%</b>	<b>3,458,333</b>
<b>Recreation &amp; Community Services</b>					
Cemeteries	92,411	73,127	19,284	20.9%	26,908
General Administration	2,431,593	1,768,995	662,599	27.2%	1,525,528
St Jacobs Arena	400,976	269,616	131,360	32.8%	248,964
Woolwich Memorial Centre	2,204,177	1,856,959	347,218	15.8%	1,744,516
Parks	844,002	696,523	147,479	17.5%	545,678
Recreation Associations	372,897	296,781	76,116	20.4%	235,740
Recreation Programs & Community Developm	30,502	22,027	8,475	27.8%	20,024
Day Camps	109,067	134,339	-25,272	-23.2%	116,365
Libraries	48,281	39,442	8,839	18.3%	36,285
Other Township Owned Facilities	126,550	71,425	55,125	43.6%	65,539
Administration Building	180,559	128,696	51,863	28.7%	154,269
<b>Total Expense</b>	<b>6,841,016</b>	<b>5,357,930</b>	<b>1,483,086</b>	<b>21.7%</b>	<b>4,719,815</b>
Cemeteries	133,700	127,112	6,588	4.9%	86,597
General Administration	123,130	87,054	36,076	29.3%	177,024
St Jacobs Arena	337,000	195,779	141,221	41.9%	201,409
Woolwich Memorial Centre	1,554,300	1,071,364	482,936	31.1%	977,801
Parks	411,000	293,666	117,334	28.5%	217,080
Recreation Associations	214,500	229,530	-15,030	-7.0%	133,298
Recreation Programs & Community Developm	12,000	3,418	8,582	71.5%	6,916
Day Camps	215,000	217,530	-2,530	-1.2%	193,162
Libraries	24,888	33,222	-8,334	-33.5%	14,000
Other Township Owned Facilities	145,000	96,749	48,251	33.3%	94,796
Administration Building	180,559	137,318	43,241	23.9%	141,035
<b>Total Revenue</b>	<b>3,351,077</b>	<b>2,492,741</b>	<b>858,337</b>	<b>25.6%</b>	<b>2,243,119</b>
<b>Net - Operating</b>	<b>3,489,939</b>	<b>2,865,189</b>	<b>624,750</b>	<b>17.9%</b>	<b>2,476,695</b>
<b>NET-TOWNSHIP OPERATING</b>	<b>14,803,720</b>	<b>11,004,174</b>	<b>3,799,545</b>	<b>25.7%</b>	<b>9,750,815</b>

**TOWNSHIP OF WOOLWICH**  
**OPERATING YEAR-TO-DATE FINANCIAL STATEMENTS AS OF SEP 30, 2024**



	2024 TOTAL BUDGET	2024 YTD ACTUAL	2024 TOTAL VARIANCE	2024 TOTAL VARIANCE %	2023 YTD ACTUAL
<b>TOWNSHIP UTILITY BUDGET</b>					
Wastewater Services					
Wastewater Mains	230,297	84,423	145,874	63.3%	124,023
Pumping Stations	162,661	168,697	-6,035	-3.7%	129,724
Billing and Collecting	120,218	79,021	41,197	34.3%	73,322
Administrative Overhead	973,671	709,457	264,214	27.1%	648,799
Other System Costs b)	3,824,819	3,113,969	710,850	18.6%	2,953,363
<b>Total Expense</b>	<b>5,311,666</b>	<b>4,155,566</b>	<b>1,156,099</b>	<b>21.8%</b>	<b>3,929,231</b>
Revenue					
Revenue	231,415	94,186	137,229	59.3%	91,314
User Rate Revenue	5,080,250	3,310,593	1,769,657	34.8%	3,706,228
<b>Total Revenue</b>	<b>5,311,665</b>	<b>3,404,780</b>	<b>1,906,885</b>	<b>35.9%</b>	<b>3,797,542</b>
<b>Net - Wastewater Operating</b>	<b>-</b>	<b>750,787</b>	<b>(750,786)</b>	<b>-</b>	<b>131,689</b>
Water Services					
Water Mains	652,100	408,222	243,878	37.4%	250,448
Water Service	90,700	53,163	37,537	41.4%	12,279
Meters	114,000	183,773	-69,773	-61.2%	23,761
Hydrants	86,550	26,461	60,089	69.4%	27,228
Billing and Collecting	117,318	75,637	41,681	35.5%	70,485
Administrative Overhead	842,406	680,899	161,506	19.2%	653,661
Other System Costs b)	3,902,770	2,810,611	1,092,159	28.0%	2,531,752
<b>Total Expense</b>	<b>5,805,844</b>	<b>4,238,768</b>	<b>1,567,076</b>	<b>27.0%</b>	<b>3,569,614</b>
Revenue					
Revenue	480,329	200,238	280,091	58.3%	179,538
User Rate Revenue	5,325,514	3,888,183	1,437,331	27.0%	3,873,091
<b>Total Revenue</b>	<b>5,805,843</b>	<b>4,088,421</b>	<b>1,717,422</b>	<b>29.6%</b>	<b>4,052,630</b>
<b>Net - Water Operating</b>	<b>-</b>	<b>150,346</b>	<b>(150,346)</b>	<b>0.0%</b>	<b>(483,016)</b>

Note:

- a) Excludes service charge revenues and transfers  
b) Includes a Regional Water/Wastewater billing accrual for Current Month

**TOWNSHIP OF WOOLWICH  
CAPITAL YEAR-TO-DATE FINANCIAL STATEMENTS AS OF SEPTEMBER 30, 2024**



	2024 BUDGET	2024 ACTUAL	2024 TOTAL VARIANCE	% VARIANCE
<b>Information Technology</b>				
Computer:				
Hardware, Misc. Equipment	107,800	126,950	(19,150)	-39.67%
Software	230,000	23,613	206,387	89.73%
<b>Total Expense</b>	<b>337,800</b>	<b>150,563</b>	<b>187,237</b>	<b>55.43%</b>

<b>Additional Comments (i.e. 2024 Carry Fwd Budget Requirements)</b>
PC Replacements progressing. IS Copier replacement completed Website Update progressing

<b>Infrastructure Services</b>				
Barnswallow Dr. Engineering	50,000	25,682	24,318	48.64%
Bauman/College/Union Reconstruction	0	2,954	(2,954)	
Breslau Drain #1 Construction	5,775,000	3,410,455	2,364,545	40.94%
Breslau Servicing Expansion (East Side Lands) Eng	350,000	4,567	345,433	98.70%
Breslau Wet Well Engineering	230,000	1,836	228,164	99.20%
Capital Bridge and Culvert Program	3,008,000	1,004,430	2,003,570	66.61%
Church Street East Reconstruction	0	11,962	(11,962)	
Duke St. Engineering	70,000	5,165	64,835	92.62%
East Side Lands Lift/Pump Station Engineering	600,000	459,664	140,336	23.39%
Elmira Drain #1 Construction	360,000	0	360,000	100.00%
Elmira Downtown Core Revitalization Plan	2,898,000	10,430	2,887,570	99.64%
Flamingo Dr. / Grosbeak Rd. Engineering	50,000	398	49,602	99.20%
George St. / High St. / Charles St. Construction	3,700,000	2,487,458	1,212,542	32.77%
Greenhouse Rd. Engineering	75,000	24,537	50,463	67.28%
Halter Ave. / Isley Dr. / Notre Dame Ave. Constructio	450,000	392,550	57,450	12.77%
Industrial Dr. Surface Asphalt and Sign	205,000	118,065	86,935	42.41%
Maintenance Paving Program	402,000	448,876	(46,876)	-11.66%
Martin's Ln. Engineering	110,000	0	110,000	100.00%
Maryhill Rd. Storm Sewer Construction (Region)	150,000	2,159	147,841	98.56%
North SPS - Elmira Construction	810,000	802,804	7,196	0.89%
North SPS - Elmira Forcemain Engineering	55,000	0	55,000	100.00%
Old Scout Pl. Surface Asphalt	130,000	0	130,000	100.00%
Road Conversion Program	90,000	250,224	(160,224)	-178.03%
Sanitary Lining	550,000	462,612	87,388	15.89%
Sanitary Upsizing - East Side Lands (Cambridge)	230,000	7,303	222,697	96.82%
Sawmill Rd. Bloomingdale Construction (Region)	150,000	4,208	145,792	97.19%
Sidewalk - Repairs/Expansion	100,000	0	100,000	100.00%
Streetlights	245,000	10,556	234,444	95.69%
Water / Wastewater Network and Growth Study	225,000	51,641	173,359	77.05%
Water / Wastewater Rate Review Study	250,000	0	250,000	100.00%
Water St. / Young St. I&I Construction	1,350,000	444,607	905,393	67.07%
Weigel Drain	595,000	25,073	569,927	95.79%
<b>Total Expense</b>	<b>23,263,000</b>	<b>10,470,216</b>	<b>12,792,784</b>	<b>54.99%</b>

On-going
Complete
On-going - Completion in 2025
On-going - Completion in 2025
On-going - Completion in 2025
Complete
Complete
Ongoing - Deferred to future year
EA Completion in 2024
Defer to future year
Deanne to provide info
Ongoing - In house design
Ongoing - Completion 2024
Ongoing - Completion 2025
Complete
Complete
Defer to future year
Ongoing - Completion in 2025
Complete
Defer to 2025
Defer to 2025
Complete - actuals not accurate...
Complete
Complete
Complete
Duke St relocation deferred to 2025
Ongoing - Completion in 2025
Complete
Ongoing - Completion in 2025
Ongoing - Completion in 2025

**TOWNSHIP OF WOOLWICH  
CAPITAL YEAR-TO-DATE FINANCIAL STATEMENTS AS OF SEPTEMBER 30, 2024**



	2024 BUDGET	2024 ACTUAL	2024 TOTAL VARIANCE	% VARIANCE	Additional Comments (i.e. 2024 Carry Fwd Budget Requirements)
<b>Fire Services</b>					
Fire Fighting Gear - Replacement	66,000	57,309	8,691	13.17%	Complete
Auto Ex. Air Bags	10,000	8,136	1,864	18.64%	Complete
Thermal Imaging Cameras	49,000	54,794	(5,794)	-11.82%	Complete
Auto Ex Equipment - Jaws Replacement	65,000	56,462	8,538	13.14%	Complete
<b>Total Expense</b>	<b>190,000</b>	<b>176,700</b>	<b>13,300</b>	<b>7.00%</b>	
<b>Recreation &amp; Community Services</b>					
Playground Upgrades	60,000	48,530	11,470	19.12%	Majority complete.
Walter Bean Trail Upgrades	50,000	3,038	46,962	93.92%	In progress.
Gravel Parking Lot Remediation	30,000	23,456	6,544	21.81%	Complete.
South Park Wood - Park Development 2nd Phase (New)	100,000	39,136	60,864	60.86%	In progress. Estimated completion by November 1.
Maryhill Park Playground (Replacement)	96,000	221	95,779	99.77%	Estimated completion by November 30.
Bolender Park - Church St. Parking Lot Paving	34,308	-	34,308	100.00%	In progress.
Breslau Memorial Park Splashpad	350,000	429,986	(79,986)	-22.85%	Complete.
Breslau Memorial Park Fieldhouse					
Engineering/Replacement Design	40,000	-	40,000	100.00%	In progress.
Bolender Bridge Decking (Replacement)	25,000	31,525	(6,525)	-26.10%	Complete.
Healthy Valley Trail	0	1,699	(1,699)		Complete.
St. Jacobs Dog Park	0	13,574	(13,574)		Complete.
Valleyview Park Improvements	0	-	-		water service installed by group
<b>Total Expense</b>	<b>785,308</b>	<b>591,165</b>	<b>194,143</b>	<b>24.72%</b>	
<b>Township Equipment Replacement</b>					
<b>Public Works Rolling Stock</b>					
New - 1 Ton Crew Cab with dump bed	88,428	90,110	(1,682)	-1.90%	Received and in use
E005 - 2012 International Single Axel Plow Truck	300,000	0	300,000	100.00%	Deferred to 2025
E011 - 2016 Ford F150	60,000	0	60,000	100.00%	Purchased and received in Q3
New - Automatic Valve Turner (Trailer Mount)	80,000	59,252	20,748		Purchased and received in Q2
<b>Sub Total</b>	<b>528,428</b>	<b>149,362</b>	<b>379,066</b>	<b>71.73%</b>	
<b>Fire Rolling Stock</b>					
2001 Conestogo Rescue	1,169,862	0	1,169,862	100.00%	ongoing
2002 Freightliner Rescue - Elmira	700,000	0	700,000	100.00%	ongoing
1986 E-One Platform Aerial (2005)	1,000,000	0	1,000,000	100.00%	ongoing
<b>Sub Total</b>	<b>2,869,862</b>	<b>0</b>	<b>2,869,862</b>	<b>100.00%</b>	
<b>Recreation Rolling Stock</b>					
2014 Pickup	55,000	50,743	4,257	7.74%	completed
New - 1/2-Ton Truck	55,000	50,074	4,926	8.96%	completed
1999 Tractor (Replacement)	60,000	54,543	5,457	9.09%	completed
<b>Sub Total</b>	<b>170,000</b>	<b>155,360</b>	<b>14,640</b>	<b>8.61%</b>	
<b>Other Rolling Stock</b>					
By-law Enforcement Truck	40,000	44,604	(4,604)	-11.51%	complete
<b>Sub Total</b>	<b>40,000</b>	<b>44,604</b>	<b>-4,604</b>	<b>-11.51%</b>	
<b>Total Expense</b>	<b>3,608,290</b>	<b>349,326</b>	<b>3,258,964</b>	<b>90.32%</b>	

**TOWNSHIP OF WOOLWICH  
CAPITAL YEAR-TO-DATE FINANCIAL STATEMENTS AS OF SEPTEMBER 30, 2024**



	2024 BUDGET	2024 ACTUAL	2024 TOTAL VARIANCE	% VARIANCE	Additional Comments (i.e. 2024 Carry Fwd Budget Requirements)
<b>Maintenance-Replacement Facilities</b>					
<b>Recreation &amp; Community Service</b>					
<b>General Facilities &amp; Buildings</b>					
Accessibility Audit	52,000	28,198	23,802	45.77%	Complete
Electric Vehicle Charging Stations (WMC & Water St Parking Lot, St. Jacobs)	44,000	16,340	27,660	62.86%	Complete
Climate Action Initiatives	70,000	52,096	17,904	25.58%	in progress
<b>Woolwich Memorial Centre</b>					
WMC Dressing Room Flooring/Partitions	330,000	284,392	45,608	13.82%	Complete
WMC Pool Changeroom Shower Tiling/Plumbing	130,000	64,614	65,386		Complete
<b>St. Jacobs Arena</b>					
St. Jacobs Arena Changeroom/Washroom Renovations and Dehumidifiers	230,000	218,782	11,218	4.88%	Complete
<b>Breslau Community Centre</b>					
Breslau Community Centre Porch	40,000	21,488	18,512	46.28%	In progress
<b>Admin Building</b>					
Renovations	60,000	49,710	10,290	17.15%	Complete
<b>Total Expenditures</b>	<b>956,000</b>	<b>735,619</b>	<b>220,381</b>	<b>23.05%</b>	
<b>Major Facilities</b>					
<b>Fire</b>					
Elmira Fire Station	40,000	0	40,000	100.00%	Complete - Waiting for invoice
<b>Engineering &amp; Planning</b>					
Public Works Facility (EA)	0	11,192	(11,192)		Complete
<b>Total Expenditures</b>	<b>40,000</b>	<b>11,192</b>	<b>28,808</b>	<b>72.02%</b>	
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>29,180,398</b>	<b>12,484,782</b>	<b>16,695,617</b>	<b>57.22%</b>	



## Economic Development Staff Report

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Report Number:	A08-2024
Report Title:	Economic Development and Tourism Initiatives Update
Author:	Jenna Deboer and Derek Hughes, Economic Development and Tourism Officers
Meeting Type:	Committee of the Whole Meeting
Meeting Date:	December 3, 2024
eDocs or File ID:	File
Consent Item:	No
Final Version:	Yes
Reviewed By:	David Brenneman, Chief Administration Officer
Final Review:	Senior Management Team

### Recommendation:

That the Council of the Township of Woolwich, considering Report A08-2024 respecting Economic Development and Tourism Initiatives Update:

1. Append the St. Jacobs Brand Audit and Directional Wayfinding Strategy to the Municipal Sign Policy to approve the Timber concept as approved signs for the St. Jacobs area;
2. Authorize the Mayor and Clerk to sign the grant funding agreement with RTO4; and
3. Approve a \$5,000 contribution from the Municipal Accommodation Tax Reserve Fund.

### Background:

Economic Development and Tourism staff are excited to share a few recent updates on department initiatives.

### Business Milestone Awards:

The Business Milestone Award is a new Economic Development initiative that aims to recognize long-standing businesses within Woolwich. Applicable businesses are honoured with a Business Milestone Award certificate, presented by the Mayor and Economic Development and Tourism staff.

### **Taste the Countryside EDAC Award:**

Taste the Countryside is a culinary initiative across the four Townships of Waterloo Region that celebrates local food and agriculture. The initiative includes a 10-day promotional dining event, an industry networking event, and a Regional Food Map. Taste the Countryside recently won the Economic Development Association of Canada (EDAC) Marketing Award.

### **St. Jacobs Brand Audit and Wayfinding:**

Staff, in collaboration with tourism stakeholders and regional partners, have been working to improve wayfinding and unified branding for the St. Jacobs area. In 2022, the Township secured a grant to undertake a Brand Audit and Wayfinding Sign Strategy, confirming that “St. Jacobs Country” remains the ideal brand to promote the St. Jacobs area. A new grant was recently secured to partially fund the implementation of the Directional Wayfinding Strategy in the area.

### **Comments:**

#### **Business Milestone Awards:**

The Business Milestone Awards was established this year and is an award to recognize long-standing businesses within Woolwich who have reached 25, 50, 75, 100, and 150 years in business. The program honours businesses with a Business Milestone Award certificate, presented by the Mayor and Economic Development and Tourism staff. Outreach efforts to identify eligible businesses included word of mouth, social media, the Economic Development monthly newsletter, and support from other businesses and the BIAs.

This year, eight outstanding businesses received the award:

1. Magnolia’s of St. Jacobs – 25 years
2. Taylor’s Bridal Boutique – 25 years
3. Kitchen Kuttings – 36 years
4. Weber Fabricating Ltd. – 50 years
5. Woolwich Community Services – 50 years
6. R.W. Thur Real Estate Ltd. – 50 years
7. W.C. Brown & Sons Men’s Clothier – 102 years
8. Elmira Home Hardware – 145 years

Looking ahead, St. Jacobs Market will celebrate 50 years in business in 2024, and in 2026, the Home Hardware Head Office will mark an incredible 150 years of operation - a truly remarkable milestone.

### **Taste the Countryside Award:**

The Township received the prestigious Marketing Canada Award (*Appendix A*) by the Economic Developers Association of Canada (EDAC). EDAC, Canada's national association for economic development professionals, represents nearly 1,000 members from every province and territory. Their Marketing Canada Awards recognizes outstanding marketing initiatives that promote economic growth and community identity across Canada. Taste the Countryside was selected among top submissions nationwide, recognizing the event's success in promoting local food, agriculture, and economic development in the Townships.

Taste the Countryside was initiated in 2020 as a business promotion program to encourage residents to continue supporting locals when indoor dining was restricted. It was a simple 10-day marketing campaign promoting coordinated menus across participating food establishments. Since then, the initiative has grown into a collaborative including all four Townships (Wellesley, Wilmot, Woolwich, North Dumfries), Explore Waterloo Region, and Wellington-Waterloo Community Futures. The purpose of Taste the Countryside is to connect residents and visitors with the area's agricultural heritage and culinary talents, promoting local food culture and supporting farm-to-table dining. By spotlighting local farmers and food producers, the event encourages sustainable food practices, supports the regional economy, and fosters community engagement around food and agriculture. It's an opportunity for participants to experience the flavours of Waterloo Region's Countryside while also learning about the importance of supporting local agriculture. The initiative now includes three key components:

1. Township Dining Trail: featuring a variety of prix-fixe menus offered by local restaurants over a 10-day promotional period, showcasing seasonal and locally sourced ingredients from the region's agricultural community;
2. Regional Food Map highlighting local growers and producers (*Appendix B*);
3. Harvest Dinner: networking event for local farmers, restaurateurs and partners.

### **St. Jacobs Brand Audit and Wayfinding:**

Economic Development and Tourism staff have collaborated with Tourism stakeholders and regional partners to enhance unified branding and wayfinding signage for St. Jacobs as a Destination. A major challenge is that visitors often associate "St. Jacobs" solely with one place and not the other (i.e. Market vs. Village), and are unaware of other attractions in the area, leading to missed economic opportunities.

In 2022, the Township secured a grant funded by Regional Tourism Organization 4 (RTO4) to conduct a **Brand Audit and Directional Wayfinding Strategy** (*Appendix C*). This project facilitated an unbiased approach to develop a cohesive sense of place and directional signage for the area, improving navigation across key areas including Village, Farmers' Market District (Stockyard Area), and surrounding attractions like fruit farms, trails, and theaters.



The **Brand Audit** confirmed “St. Jacobs Country” as the most inclusive umbrella brand, effectively representing all tourism assets while maintaining individual identities (*pg. 166, Appendix C*). Directional wayfinding plays a vital role in connecting visitors to attractions, shopping, dining, and accommodations, driving economic activity and encouraging repeat visits. Wayfinding systems support a seamless and enjoyable travel journey, fostering confidence in exploring new areas, making it a key factor in repeat visits and longer stays.

As part of the Wayfinding design development, staff assembled an independent professional marketing committee to evaluate and approve one of the proposed sign concepts within the strategy. After thorough review, the committee selected **Concept One: “Timber”** as the preferred design (*pg. 76, Appendix C*). This concept was deemed the best representation of the St. Jacobs area due to its alignment with the region’s aesthetic and cultural identity, resonating strongly with the committee’s vision for a cohesive and welcoming wayfinding system.

Staff seek Council’s approval to integrate the new **St. Jacobs Country signage** (*pg. 77-92, Appendix C*) as a complimentary addition to the Township of Woolwich Municipal Signage Program. The Economic Development and Tourism Division recently secured an additional \$30,000 grant through RTO4 to partially fund the implementation of the new St. Jacobs Country Wayfinding Strategy. Authorizing the addition of the new St. Jacobs Country signage in the Township of Woolwich Municipal Signage Program will enable staff to collaborate further with the industry to execute the Wayfinding program.

### **Interdepartmental Impacts:**

None.

### **Financial Impacts:**

The Township’s matching contribution to the RTO4 grant (\$30,000) should be drawn from the 2024 Economic Development and Tourism budget with the remaining balance (\$5,000) coming from the Municipal Accommodation Tax Reserve Fund.

Staff intend to present a future report to Council outlining the detailed implementation phases for the project.

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

- Cultivate long-term economic prosperity: *The inclusion of St. Jacobs Country Directional Wayfinding in the Municipal Signage Policy aligns with the Township’s goal to support sustainable economic growth by enhancing tourism infrastructure. Improved wayfinding will connect visitors to local businesses, attractions, and amenities, driving economic activity and increasing the visibility of local assets.*

- Empower communities to be adaptable and engaged: *The recognition of long-standing businesses through the Business Milestone Awards fosters community pride and engagement, strengthening ties between residents and local enterprises. Taste the Countryside, which highlights local food and agricultural heritage, connects the community through shared experiences. These align with the plan's call to leverage community events to build a stronger sense of belonging.*
- Provide effective and open leadership: *The initiatives shared within this report demonstrate collaboration with stakeholders on branding and wayfinding strategies, while securing partnerships (i.e. RTO4) to support economic and tourism goals.*

## **Conclusion:**

Woolwich Township's Economic Development and Tourism initiatives strengthen community pride, promote local businesses, and enhance tourism. Staff seek Council approval to include St. Jacobs Country Wayfinding to the Woolwich Municipal Signage Policy and, further, approval for Mayor and Clerk to authorize a Memorandum of Understanding with Regional Tourism Organization 4, for grant funding to implement the first phase of the St. Jacob's Country sign strategy.

## **Attachments:**

1. Appendix A – EDAC Marketing Canada Award
2. Appendix B - Taste the Countryside Regional Map
3. Appendix C – St. Jacobs Wayfinding Sign Strategy



## Economic Developers Association of Canada

### FOR IMMEDIATE RELEASE

Date: October 4, 2024  
 Contact: Penny A. Gardiner, Ec.D., Chief Executive Officer  
[gardiner@edac.ca](mailto:gardiner@edac.ca) [www.edac.ca](http://www.edac.ca)

### 2024 Marketing Canada Awards

Economic Developers Association of Canada Announces – “The Best of the Best”

Edmonton, AB –

The Economic Developers Association of Canada (EDAC) is Canada’s national association of economic development professionals, representing every province and territory across Canada with nearly 1,000 members. The Association’s mission is to enhance the professional competence of economic development professionals and ensure placement of qualified people in the field of economic development, to advance economic development as a distinct, recognized, and self governing profession and to contribute to Canada’s well being.

The Association recognizes that marketing a community is an integral part of the economic development profession, therefore provides The Marketing Canada Awards competition as an opportunity to exchange and review promotional and marketing material produced by municipalities across the country. This awards program is open to those organizations that undertake to promote and market Canadian provinces, territories, regions, cities, towns and areas with a view to improving the economic well being of Canadians .

Township of Woolwich has been awarded a prestigious Marketing Canada Award:

**Promotional Event  
 Township of Woolwich  
 Taste the Countryside**

This year’s awards program attracted submissions from across Canada, coast to coast to coast. We are grateful for the continued support of our Marketing Awards program.

# TASTE THE Countryside

EXPLORE WATERLOO REGION AND DISCOVER ALL WE OFFER

## WATERLOO REGION FOOD MAP 2024-26

### Legend

- Brewery/Distillery
- Farm
- Farm Market
- Garden Centre
- Retail
- Wholesale



**Cathrine Bowman**  
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**Maryhill Organic**  
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**REVOLUTION WOOL COMPANY**  
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Liquid Honeys - Creamed Honey - Flavoured Creamed Honeys - Comb Honeys - Beeswax Candles - Propolis - Bee Pollen - locally crafted Gift items  
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(Some honeys are only seasonal & therefore availability is limited)  
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**OPTIMAL WELLS VIBRANT FARMS**  
EST. 1987

**Fall Harvest Farm**  
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Fresh from the farm fruits & vegetables, large pumpkin displays & Christmas market  
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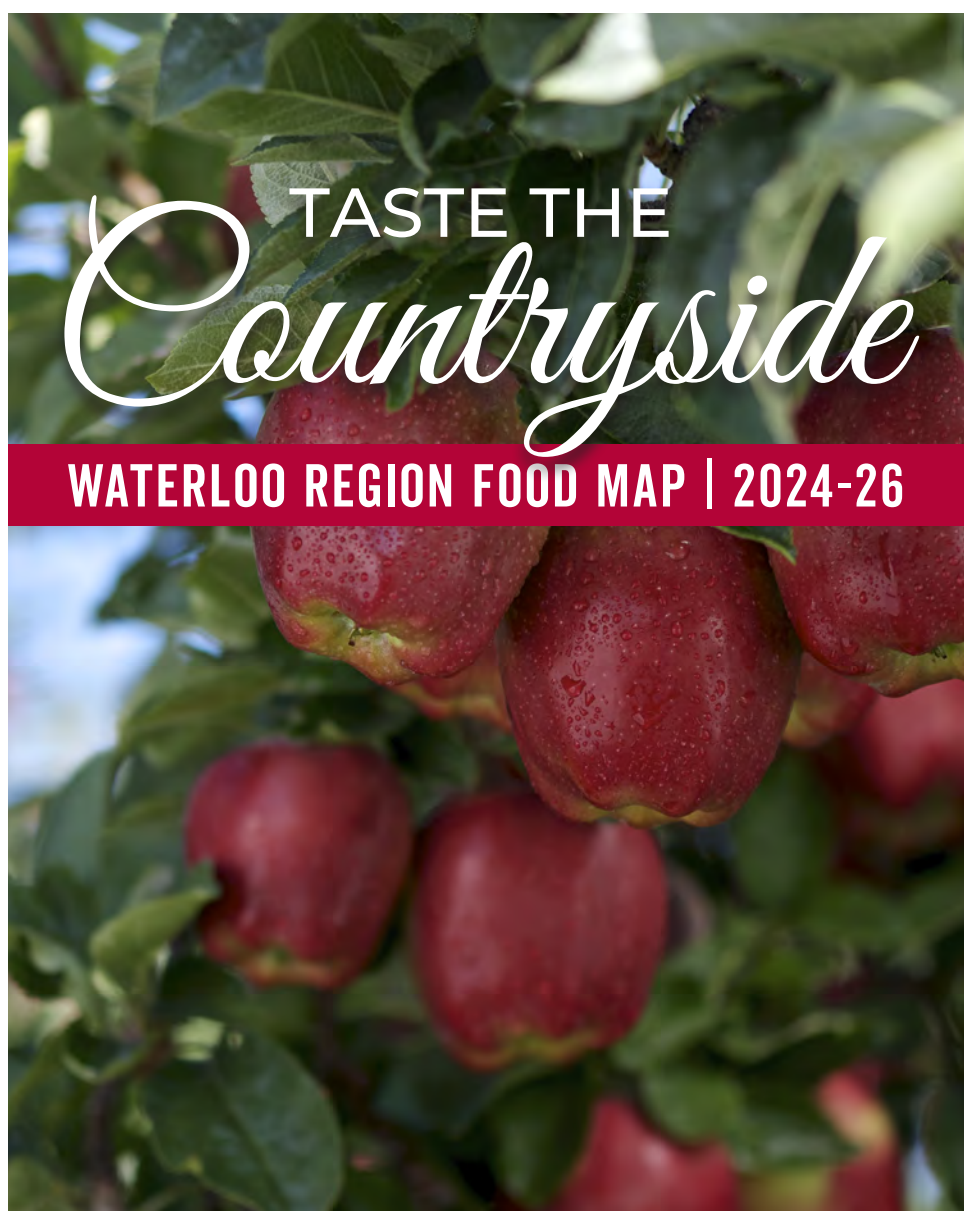
**TOWNSHIP OF Wilmot**  
WILMOT.CA 1-800-469-5576



**WOOLWICH TOWNSHIP**  
Local food produced through timeless traditions

**Emerson Bowman**  
• Beef Steaks & Roasts  
• Summer Sausage & Peppettes  
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No Growth Hormones  
7480 Line 86, Wallenstein, ON - Phone: 519-588-7371

**ST. JACOBS MARKET DISTRICT**  
**Farmers' Market**  
Thurs & Sat  
MARKET HOURS:  
Thursday: 8:00am - 3:00pm  
Saturday: 7:00am - 3:30pm  
\*OPEN ALL YEAR ROUND  
@stjacobsmarket stjacobsmarket.com



Thank you for picking up this Taste the Countryside Local Food Map highlighting Waterloo Region's growers and foodpreneurs that create a diverse and exciting food scene worth exploring.

We are proud of all of our local producers and partners and are excited by what they are doing to colour our local food scene with diversity, freshness and collaboration.

Whether you buy direct from a farm, patron one of our many local restaurants, or visit one of our award-winning Farmers' Markets, your choice to support the local food community is greatly appreciated.



Every fall, when produce is bountiful, we team up with local restaurants and producers to bring you a 10-day food celebration where local restaurants highlight produce from Waterloo Region's rural food providers in a fall harvest-inspired menu.



Legend EXPLORE WATERLOO REGION AND DISCOVER ALL WE OFFER. Includes icons for Brewery/Distillery, Farm, Farm Market, Garden Centre, Retail, Wholesale, Vegetables, Fruits, Dairy, Honey, Maple Syrup, & Preserves, Poultry & Eggs, Meats, Pastry & Grocery Items, Grains/Floor, Baking & Prepared Foods, Fish, Trees, Plants, & Flowers, Beer & Spirits, Wool Products, and Certified Organic.

Hours may differ per season. Always check websites, or contact vendor prior to visiting.

BREWERY/DISTILLERY. Includes Block Three Brewing Company, Twb Brewing, and Willibald Farm Distillery & Brewery.

STOCKYARDS BREWING, BARRIE'S ASPARAGUS FARM, TWB BREWING, and BRIDGE OUT FARM.

WILLIBALD FARM DISTILLERY & BREWERY, BURKHART'S MAPLE PRODUCTS, and COBER NATURAL DRY-AGED BEEF.

FOUR FATHERS BREWING, MURPHY'S LAW, and MURPHY'S LAWN SHINE.

OLD GALT BOTTLE SHOP, PEEL STREET BEVERAGE COMPANY, and RURAL ROOTS BREWING COMPANY.

ADEN W. MARTIN, BANBURY GRASSLANDS, and FREY FARMS INC.

RURAL ROOTS BREWING COMPANY.

STOCKYARDS BEVERAGE CO.

BRIDGE OUT FARM.

WILLIBALD FARM DISTILLERY & BREWERY.

FOUR FATHERS BREWING.

OLD GALT BOTTLE SHOP.

ADEN W. MARTIN.

RURAL ROOTS BREWING COMPANY.

BARRIE'S ASPARAGUS FARM.

BRIDGE OUT FARM.

WILLIBALD FARM DISTILLERY & BREWERY.

FOUR FATHERS BREWING.

OLD GALT BOTTLE SHOP.

ADEN W. MARTIN.

RURAL ROOTS BREWING COMPANY.



GERBER MEATS, LAEPPLE ORGANIC FARM, and NATURE'S CHOICE FARMS.

GILLESPIE'S GARDENS, LITTLE FIELDS FARM, and NEW LEAF MARKET GARDEN.

GOOD FAMILY FARM PUMPKINS, LYNDON FISHING POND, and NITH VALLEY APIARIES.

GRANSKOU GREENS, MAPLE CRISP ORCHARDS, and OAK MANOR FARMS.

GREEN HART FARMS, MAPLE TAP FARM, and OK EGG FARM.

HILLTOP ACRES POULTRY, MARTIN'S FAMILY FRUIT FARM, and R & A HARRIS FARM PRODUCE.

MARTIN'S FAMILY FRUIT FARM, R & A HARRIS FARM PRODUCE, and REROOT ORGANIC.

REROOT ORGANIC.

ROTH'S MAPLE SYRUP.

ROTH'S MAPLE SYRUP.

ROTHOLME HOLSTEINS.

SHANTZ FAMILY FARM.

SHUH ORCHARDS.

SNYDER'S FAMILY FARM.

SNYDER'S FAMILY FARM.

SNYDER'S FAMILY FARM.

SNYDER'S FAMILY FARM.

STECKLE HERITAGE FARM.

STEVANUS FAMILY FARM.

STONE LANE ORGANIC GRASS FED BEEF.

SUNNY SLOPES FAMILY FARM.

TANJO FAMILY FARM.

TRUSSLER FARMS.

TWO CALVES STANDING.

UNFACTORY FARM.

UNFACTORY FARM.

VALLEY SPRINGS.

VIBRANT FARMS.

WILLOWBROOK FARM.

ELMIRA FARMERS' MARKET.

GMACH GARDENS.

HERLIE'S.

KITCHENER FARMERS' MARKET.

KITCHENER FARMERS' MARKET.

KITCHENER FARMERS' MARKET.



MIDDLEBROOK COUNTRY FARM MARKET.

MOSBOROUGH COUNTRY MARKET.

ST. JACOBS FARMERS' MARKET.

T.J.'S FARM FRESH PRODUCE.

WINDING LANE ACRES.

WINDING LANE ACRES.

KIPPER'S HERITAGE FARMS.

KITCHEN CUTTINGS.

MOUNTAIN OAK CHEESE LTD.

AKRIDGE ACRES COUNTRY MEAT STORE.

CIRCLE R LIVESTOCK.

COUNTRY PANTRY.

GARDEN PARTY FLOWER FARM.

MEADOW ACRES GARDEN CENTRE.

MEADOW ACRES GARDEN CENTRE.

STEMMLER MEATS & CHEESE.

WELLESLEY APPLE BUTTER.

WEST MONTROSE MAPLE PRODUCTS.

WINDING ROAD MAPLE PRODUCTS.

COUNTRY PANTRY.

MEADOW ACRES GARDEN CENTRE.

SHADY LANE GREENHOUSE AND PERENNIALS.

SILVER CREEK NURSERY.

SILVER CREEK NURSERY.

WHOLESALE.

ELMIRA PRODUCE AUCTION.

FLANAGAN FOODSERVICE.

PFFENNING'S ORGANIC VEGETABLES.

ELMIRA PRODUCE AUCTION.

ELMIRA PRODUCE AUCTION.

ELMIRA PRODUCE AUCTION.

ELMIRA PRODUCE AUCTION.

ELMIRA PRODUCE AUCTION.

SEASONAL AVAILABILITY GUIDE

Table with columns for months (May to Dec) and rows for various produce items (Apples, Asparagus, Beans, Beets, Blueberries, Broccoli, Cabbage, Carrots, Cauliflower, Celery, Cherries, Corn, Cucumbers, Eggplant, Lettuce, Onions, Peas, Pears, Peppers, Potatoes, Pumpkins, Radishes, Raspberries, Rhubarb, Squash, Strawberries, Tomatoes, Zucchini).



Woolwich Township's

# St. Jacobs Wayfinding Sign Strategy [Draft]

*November, 2024*



**pl.ural**

*Design, Landscape Architecture, Planning*

591.787.4313 | [stasia@ska-plural.ca](mailto:stasia@ska-plural.ca)

November 2024

**Township of Woolwich**  
**“St. Jacobs Wayfinding Sign Strategy”**

**Township of Woolwich:**

**Project Management:**

Jenna Morris

**pl.ural**

*Design, Landscape Architecture, Planning  
Rural, Destination & Amenity Landscapes*

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Print Date:

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# Table of Contents

## Introduction

The Project .....	2
Introduction to Wayfinding .....	3
Vision.....	4
Guiding Principles.....	5

## Building a Foundation

Context.....	9
Document Review.....	10
Context Plans .....	12
Existing Signage .....	16
Stakeholder Discovery Session: What We Did.....	20
Stakeholder Discovery Session: What We Heard.....	21
Community Engagement: What We Did .....	22
Community Engagement: What We Heard .....	23
Workshop: What We Did .....	24
Workshop: What We Heard.....	25
Visual Preference Survey: What We Heard.....	26
Needs, Gaps, and Benefits.....	31
Project Framework.....	32
Destination Selection .....	35

## Designing The System

Sign Types .....	48
General Graphic Standards .....	51
Sign Locations .....	53
Messaging Charts .....	60
Style Guide .....	72
Sign Concepts .....	76
Sign Design Intent.....	77

## Implementation

Introduction.....	95
Management .....	96
Phasing & Budget.....	98
Installation .....	101
Sign Placement Standards.....	104
Removal of Existing Signs .....	106
Maintenance .....	107

## Appendices

Sign Concepts .....	123
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# ***INTRODUCTION***



# The Project

## An Overview

The Brand Audit and Toolkit will look to past efforts, and historical and cultural context and work to evolve current branding into tangible assets. These assets could include but are not limited to, a logo, logo use guidelines, recommended text and formatting, a dedicated color palette, letterhead, and more. These invaluable assets will influence all wayfinding projects to follow and add intention to the look and feel of community materials, content, and infrastructure.

The Wayfinding Sign Strategy, informed by the Brand Toolkit, will take these resources a step further, to establish a series of signage and wayfinding elements to be implemented throughout the community. It is important to understand that these assets will be responsible for more than guiding visitors. Signage and wayfinding elements, when designed and executed thoughtfully, create a sense of arrival, contribute to placemaking and tourism development, strengthen connectivity, improve circulation patterns, promote community assets, and present opportunities for private local businesses.

The Strategy and Toolkit mean to simplify and organize efficiency, it also needs to suggest methods to reach different people of varied backgrounds, all parts of the community and Town, ages, needs, and expectations. It must also be valuable in the future. Therefore, it must be insightful, anticipating the future, based on the past. This Strategy has been devised to be a flexible tool with allowances for amendments.

# Introduction to Wayfinding

## What is Wayfinding?

Wayfinding is the process of using the information to find one's way in the built and natural environment. Wayfinding design is the process of organizing information to help users find their way. This information is usually spatial and environmental and often is the result of a deliberate plan. Traditional "signage design" is only one part of wayfinding. To do its job well, a good wayfinding plan accesses all the environmental issues that affect the user's ability to find their way. A wayfinding design approach can yield a high-quality communications solution because it can identify sources of confusion in the subject environment. Confusions may be operational, organizational, having to do with nomenclature, or a result of staff-provided direction. A wayfinding design can then resolve the issues and evolve into an appropriate solution.





## Vision

The St. Jacob's Brand Audit and Toolkit, and Wayfinding Sign Strategy are tools for your community to showcase its unique heritage, promote your thriving tourism industry, and enhance civic pride. As St. Jacobs continues to welcome more visitors each year, strong brand identity and intentional wayfinding infrastructure will be key contributions to fostering a sense of place that residents, returning, and new visitors can enjoy.

# Guiding Principles

Each element of interpretation and wayfinding in St. Jacobs will need to fit into its unique context. The following guiding principles provide a foundation for this Strategy and are relevant to other elements within and around the Village of St. Jacobs and the Market district.



## Be Appropriate

All sign elements in the Village, Market, and around the peripheral should be in scale to the intended location and user.



## Be Polite

All signs and built structures should have “good manners.” They should be stable, warm, and even imperfect, as though they have been influenced by the human hand and mind of a craftsman. They should not interrupt or shout about their presence or their message. They can be tasteful, humble, and visible as the background to gardens; complementing, enhancing, and not overshadowing the St. Jacobs landscape.



## Be of Consistent Attitude

Everything seen and experienced by the public should reflect a consistent attitude and philosophy of the area. Signs and built elements should complement the Town’s context, location, aesthetic, and brand.



## Embrace Change

Remember things will age, change, and even decay over time. Allow these natural properties to be part of the aesthetic message and prepare for them in the early design stages.



## Use Character Befitting of the Place

The character of signs should fit within the aesthetic of the area. An effort should be made to retain the rural, naturalistic, and heritage environments that residents and visitors now enjoy.



### Engage all Senses

When appropriate, use materials for color, texture, light, sound, and scale to tell or enhance a story of the place.



### Structures are Informative

Sign design and style can have their own interpretation, delivering a different interpretation and message to each user. The function of words and pictures is in addition to this message, this provides a unique and cohesive message per each individual sign.



### Be Unobtrusive

Locate signs or markers in the landscape so that they are surrounded by vegetation when possible, appearing as if they have been there for many years, (even when they are new).



### Fit the Historic Context

The design of signs and markers should draw from the historical elements of the Village, Market, and community without replicating them. They should fit the historical context and character of the downtown but take initiative to find innovation and transcend the current status.



## Place Only a Few, Harmonious Signs

Built elements, physical markers, and man-made items in the St. Jacobs landscape have the potential to distract from the immersive quality of the downtown, buildings, streets, and natural heritage, which are the main character-defining elements of the place. Though some visitors appreciate or even sometimes long for more information than what is provided, others feel as though they are in the way or resent the intrusion of signs. Given the need for balance, we strongly suggest as few signs as possible, are logically placed, and harmonious with each other and the sites they are placed within.



## Cluster and Incorporate

Wherever possible, wayfinding markers should be located near and incorporated into the design of other built elements do not litter the landscape with signs. Designs of structures and buildings might allow wayfinding, and interpretation to be integrated. Consolidate regulatory information on a smaller number of signs, or absorb regulatory information on kiosks or orientation panels.



## Maintain Consistent Leadership

Essential to the implementation of the Town's identity, is the leadership that promotes it, the attitude embodied in the leadership, and the funds that maintain this identity. Equally essential are the implementation and maintenance, adoption, ownership, and consistency of this Strategy. We strongly assert there be a staff member for St. Jacobs who has the responsibility, authority, and resources (budget and staff) necessary to maintain the identity of St. Jacobs in all forms of media (signage, brochures, website, etc.)

# ***BUILDING A FOUNDATION***





## Context

St. Jacobs is a community and former village located in the township of Woolwich in Waterloo Region, Ontario, just north of the city of Waterloo. With a population of approximately 2,000 residents, the area is characterized by its landscape, heritage, and proximity to the Conestogo River. People are drawn to St. Jacobs for the architecture, recreation, quaint village appearance, retail focus, and Mennonite heritage, with visitors traveling from all over to visit, including the neighboring urban areas of Waterloo and Kitchener.

Through this Foundations chapter, the following gathered information will inform the overall Strategy, including hierarchy of destinations, key routes, sign location, and overall sign designs. The Foundation information includes document review, focus group results, evaluation of destinations, routes into Town, and key decision nodes found within St. Jacobs.

# Document Review

The following documents and reports have been reviewed to provide supporting information for the Wayfinding Sign Strategy for St. Jacobs.

---

## Township of Woolwich Official Plan (2022)

From the settlement area maps provided in the Official Plan, and the planning framework surrounding the Stockyards, the following can be concluded:

- The ‘Village’ of St. Jacobs (an area defined by the Business Improvement Area Association) is located in the Township Urban Area of St. Jacobs.
- The St. Jacobs Farmers Market is located in the Urban Area officially identified as the Stockyards.
- There is no designated area identified as St. Jacobs Country.
- There is no designated area identified as the Market District.

Moving forward, the following recommendations are proposed in efforts to satisfy all stakeholders when considering destinations and sign locations for the Wayfinding Strategy.

- A geographical area and specific gateway portals will need to be defined to provide a logical boundary to accommodate the Wayfinding Sign Strategy for St. Jacobs.
- To support planning initiatives defined in the Official Plan, the strategy should be flexible to accommodate future growth projections for both the Stockyards and St. Jacobs.
- The wayfinding system should be designed to provide logical progression between designated areas without compromising intended development initiatives.

*See Appendix A for the Township of Woolwich Official Plan (2022)*

## The Woolwich Township Strategic Action Plan

This plan identifies many directions that are relevant for the Brand Audit and Wayfinding Sign Strategy for St. Jacobs. These should be considered to ensure alignment with the strategy

- Balance the small town feel, maintenance of rural values and lifestyle with provision of urban amenities and infrastructure.

*See Appendix B for The Woolwich Township Strategic Action Plan*

## Tourism Recovery Strategy and Action Plan

This strategy action plan identifies a few items specific to a Wayfinding Sign Strategy, such as providing systems to improve visitor experience through the provision of improved tourism infrastructure (physical directional signage, information kiosks etc.) maps for washrooms and parking and brand development.

*See Appendix C for The Tourism Recovery Strategy and Action Plan*

The following documents have been reviewed to support accessibility considerations for the Wayfinding Sign Strategy for St. Jacobs. Accessibility for wayfinding signage will be one of the guiding principles for sign design and placement.

The Township of Woolwich is committed to providing inclusive and accessible communities and continues to implement the legislated requirements set out in the Accessibility for Ontarions with Disabilities Act (AODA).

**It is vital that the Wayfinding Sign Strategy for St. Jacobs abides by the ODA and AODA in order to develop a comprehensive wayfinding system that is inclusive and accessible to all.**

---

## **Grand River Accessibility Advisory Committee (GRAAC)**

The Grand River Accessibility Advisory Committee will be a valuable resource and quality check point for wayfinding sign design and strategy development.

## **The Ontarians with Disabilities Act, 2001 (ODA)**

This act defines the basic groundwork upon which the Township of Woolwich Accessibility Policy is founded.

## **Accessibility for Ontarians with Disabilities Act, 2005 (AODA)**

This act defines additional groundwork upon which the Township of Woolwich Accessibility Policy is founded.

## **Woolwich Township Multi-Year Accessibility Plan and Policy 2020 – 2023**

Regard for accessibility (both in terms of graphic messaging content and specific placement within the public realm) will be included as a guiding principle for all wayfinding information systems (eg. signage, information kiosks, digital, and printed materials).

## **A Guide to the Integrated Accessibility Standards Regulation, April 2014**

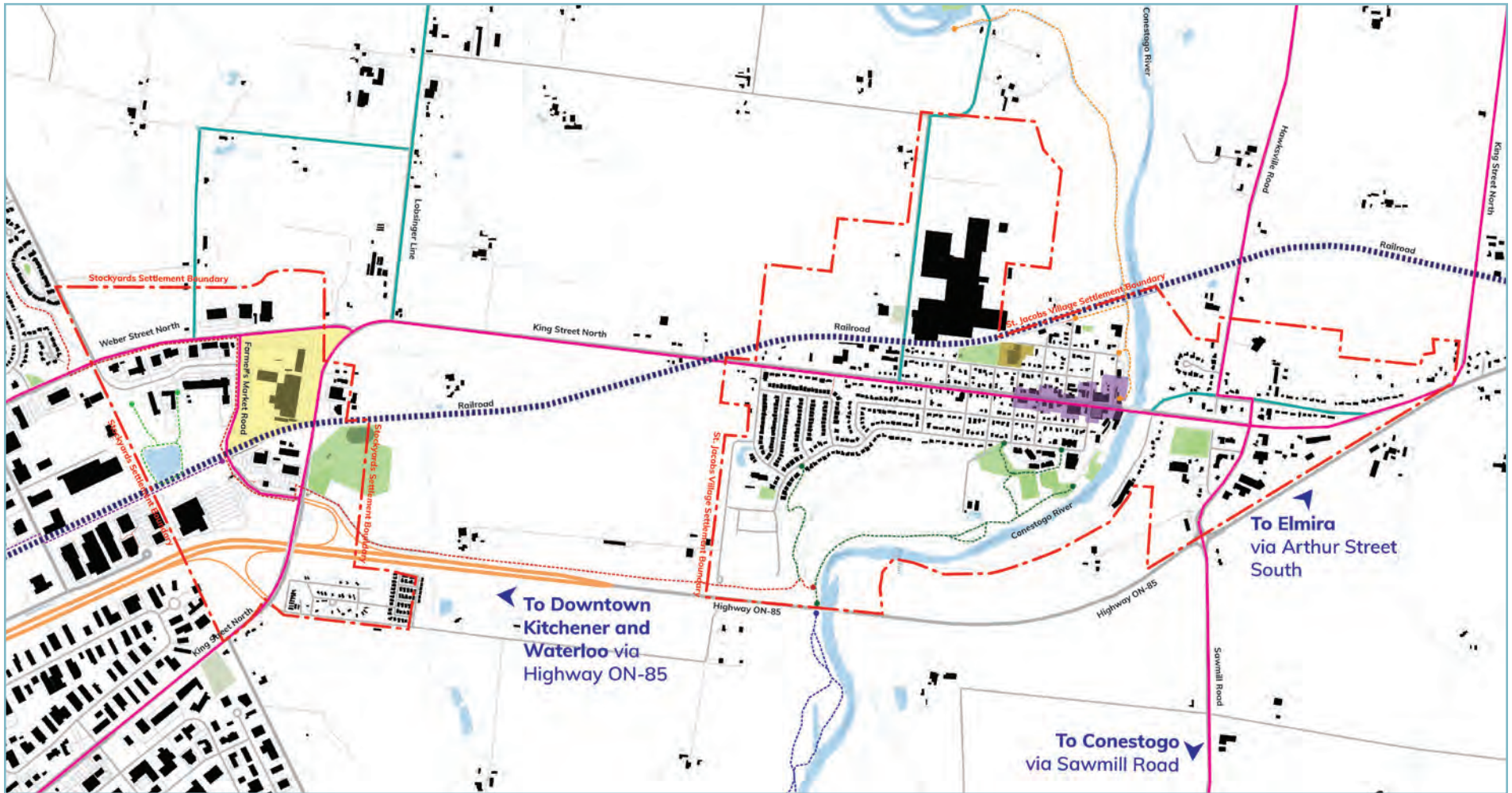
Details are provided in the four categories: Information and Communications, Employment, Transportation and Design of Public Spaces. There are no specific requirements in terms of linear wayfinding, but many guidelines can be used to aid common sense when it comes to accessible wayfinding sign design.

## **The Design of Public Spaces Standard, 2017 (Greg Thomson, 2019)**

This Standard is also based on the Guide to the Integrated Accessibility Standards Regulation, April 2014, with a focus on Public Space. It provides some guidance re accessibility for the design of Public Spaces in which wayfinding signs and information kiosks may be located.

*See Appendix D for Accessibility for the Wayfinding Sign Strategy for St. Jacobs*

# Context Plans

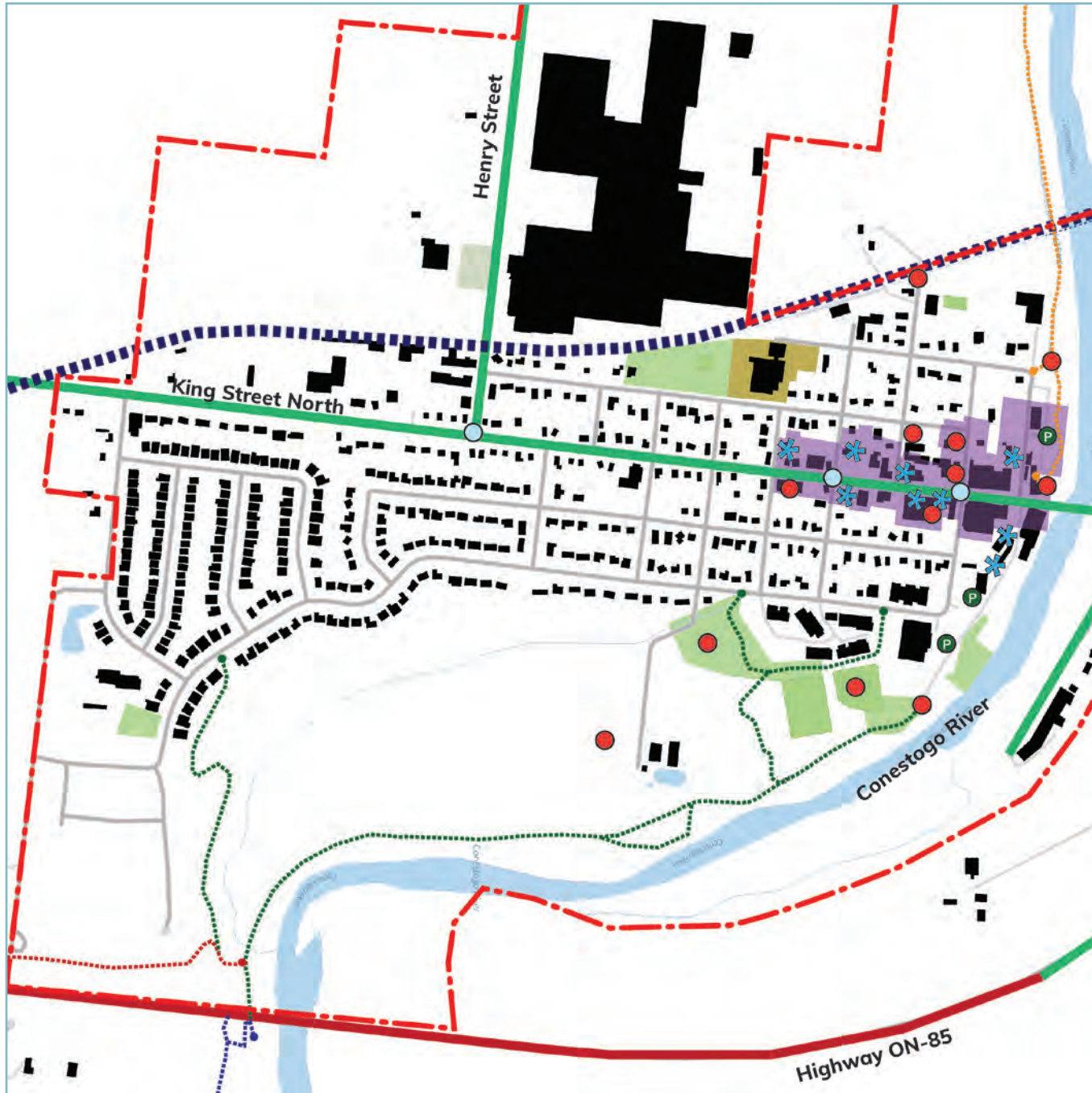


**LEGEND**

- |              |                         |                             |                    |                     |
|--------------|-------------------------|-----------------------------|--------------------|---------------------|
| Streets      | Parks & Open Space      | Provincial Highway (Orange) | Mill Race Trail    | Health Valley Trail |
| Buildings    | Settlement Boundary     | Minor Entrance Road (Teal)  | Avon Trail         | Benjamin Road Trail |
| Railway      | Farmers Market District | Major Entrance Road (Pink)  | Trans Canada Trail | Market Trail        |
| Water Course | St. Jacobs Village Core |                             |                    |                     |
| Water Bodies |                         |                             |                    |                     |



## St. Jacobs Settlement Area (1 of 2)

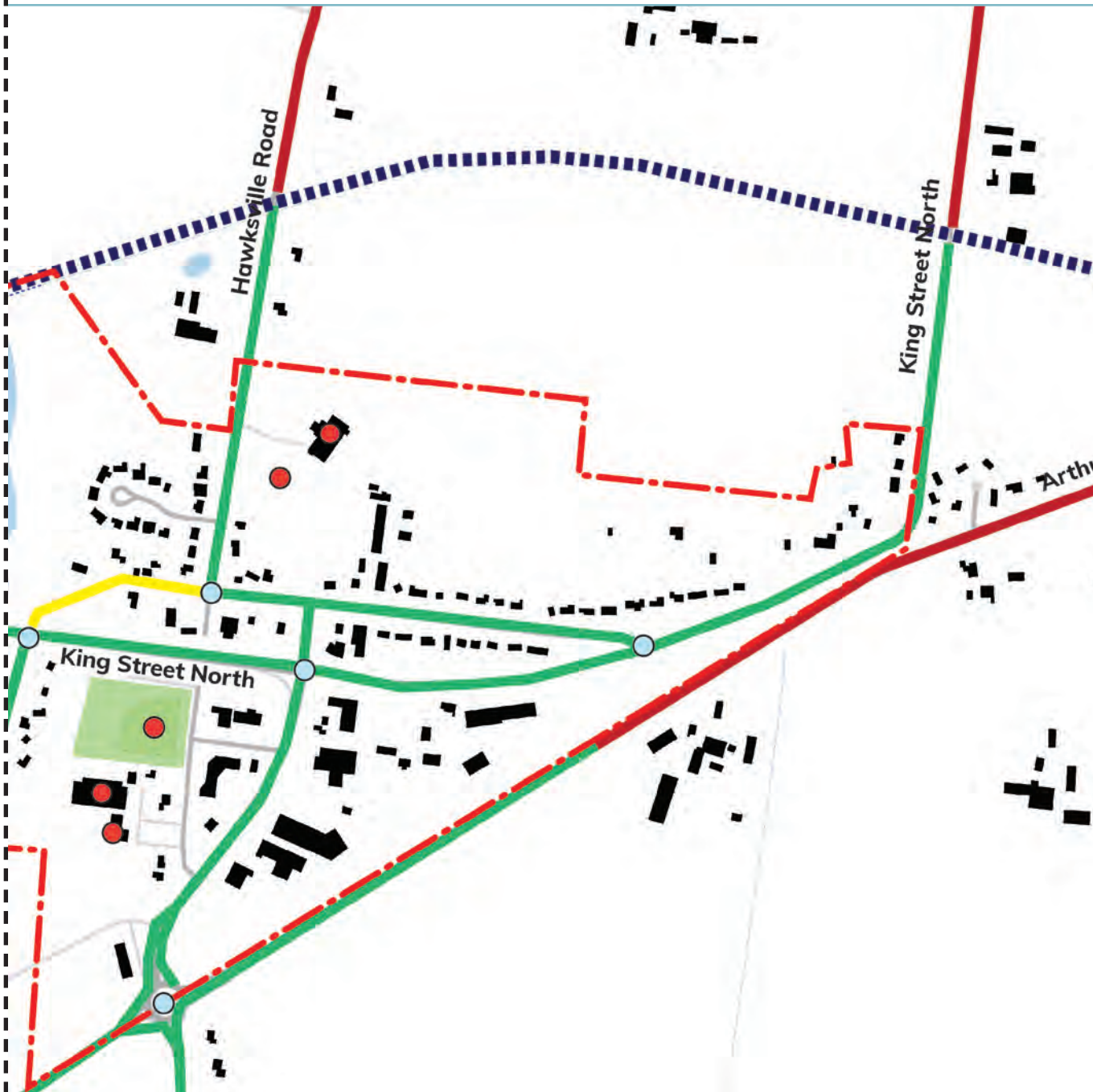


### LEGEND

- Streets
- Buildings
- ▬▬▬ Railway
- Water Course
- Water Bodies
- Parks & Open Space
- - - Settlement Boundary
- St. Jacobs Village Core
- Provincial Highway (Orange)
- Roads With 30-40 Km/H Speeds
- Roads With 50-60 Km/H Speeds
- Roads With 70-80 Km/H Speeds
- ▬▬▬ Mill Race Trail
- ▬▬▬ Avon Trail
- ▬▬▬ Trans Canada Trail
- ▬▬▬ Health Valley Trail
- Proposed Destinations (To Be Reviewed)
- P Public Parking Lots
- ✳ Washrooms
- Decision Nodes



## St. Jacobs Settlement Area (2 of 2)



### LEGEND

- Streets
- Buildings
- Railway
- Water Course
- Water Bodies
- Parks & Open Space
- Settlement Boundary
- Provincial Highway
- Roads With 30-40 Km/H Speeds
- Roads With 50-60 Km/H Speeds
- Roads With 70-80 Km/H Speeds
- Proposed Destinations (To Be Reviewed)
- Decision Nodes

## The Stockyards



### LEGEND

- Streets
- Buildings
- Railway
- Water Course
- Water Bodies
- Parks & Open Space
- Settlement Boundary
- St. Jacobs Farmers Market District
- Provincial Highway (Orange)
- Roads With 30-40 Km/H Speeds
- Roads With 50-60 Km/H Speeds
- Roads With 70-80 Km/H Speeds
- Trans Canada Trail
- Benjamin Road Trail
- Market Trail
- Proposed Destinations (To Be Reviewed)
- Private Parking Lots
- Washrooms
- Decision Nodes
- Electric Charging Station



# Existing Signage

## Introduction

The existing signs in the Village of St. Jacobs and Market range in various sign types, sizes and configurations. The evaluation focuses on signs that serve St. Jacobs's gateways, directional signage, and informational panels found within and around St. Jacobs.

An image inventory of the existing signs can be found in this section. They are categorized by gateway signs, directional signs, and information panels.





## Gateway Signage

- There are three types of Gateway Signage in St. Jacobs: St. Jacobs Country, The Village of St. Jacobs, and Woolwich Township - St. Jacobs signs;
- Some signage is relatively new and in good condition, but some signs are in obvious need of repair or replacement; and
- Branding is inconsistent between the signs



*The Village has two similar signs located on either side of the Villages (BIA) boundary. The signs are in good condition. The event signage looks to be an afterthought and while confusing the welcome message, is also difficult to read.*



*Woolwich Township has installed gateway signs at the entrances into St. Jacobs settlement area. They incorporate township branding as a primary message, with a lower priority on St. Jacobs. The additional 'community' message dominates; and the service sign adds clutter.*



*This specific sign is using St. Jacobs Country as a 'header' (in poor condition - looks repaired) for a place identification sign. It suggests that this area (in which the sign is placed) is St. Jacobs Country, which is misleading.*

## Directional Signage

- Lack of uniformity using a range of colours, sizes, fonts and materials;
- Some directional signage is outdated / poor condition and is in need of replacement;
- Panel size is too small for users to read;
- Font size is too small on certain panels or hidden by other objects (branches, other signs, etc.);
- Inconsistent mounting heights / placement; and
- Multiple signs for the same destination and at the same location.



Assorted directional signs with various issues.

## Informational Panels

- Information panels are a mixture of colours, formats, and conditions;
- Lack of St. Jacobs identity / branding;
- Some identity signage is in poor condition and in need of replacement;
- Poor graphic layouts result in reduced legibility of signs;
- Accessibility approaching panels could be improved; and
- Information is outdated



# Stakeholder Discovery Session: What We Did

## Discovery Session

On September 28th, 2022 we held a Stakeholder Discovery Session virtually, to hear and gather thoughts on the current Branding and Wayfinding challenges in St. Jacobs today.

### The Purpose of this Discovery Session was to:

- Discover what the Stakeholders in the Community, feel works or doesn't work with Branding and Wayfinding in St. Jacobs; and
- Discover how our efforts will best support these concerns about Branding and Wayfinding in St. Jacobs.



# Stakeholder Discovery Session: What We Heard

## Stakeholder Findings

During our stakeholder meeting, we asked the group to identify any wayfinding challenges they find in St. Jacobs as well as any other considerations for wayfinding. These were the common themes identified:



### Sign Clutter and Overload

- Assorted signs clutter the streetscape and are ineffective.
- There are too many signs with too many brands and logos.
- The excessive number of signs get ignored and then people ask where to go

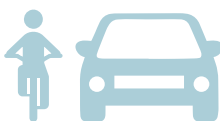
### The way Signage looks and feels

- There is no cohesion within the existing signage.
- There is a lack of consistency within the existing signage.
- There is also an overwhelming assortment of signs on various roads.
- First impressions are diminished when many existing signs are in need of repair or replacement.
- The tonality on the signage should be adjusted.



### Sense of Arrival and Identity

- Current signage does not convey a sense of arrival or identity.
- People have a hard time understanding what to do when you get there
- The existing signage does not give off a 'warm invitation'
- The signage should excite people when they arrive in St. Jacobs



### Inclusivity and Accessibility

- Needs to be accessible for Drivers, Pedestrians, and Cyclists
- For drivers specifically, the signage should be easy to read and consistent to avoid confusion and distraction
- Wayfinding should be implemented for overnight guests
- Distances from one place to the next are not clear or unknown
- Possibility to connect physical wayfinding signage to an online platform
- Parking and Washrooms – Essential

# Community Engagement: What We Did

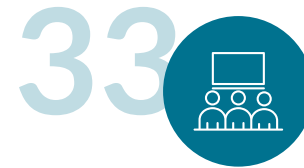
## Community Engagement Pop Up

On October 1, 2022 we held a pop up opportunity at the market and in the village, to spread project awareness, answer questions, and engage with locals and visitors.

Digital and print materials were used to spread the word about the project, and to encourage engagement in survey opportunities:

- Woolwich Website & Social Media**  
 Panel materials are available via the Woolwich website, and announcements have been made via Woolwich social media channels.
- Postcards**  
 Print postcards were distributed during pop up events and are available via Woolwich Staff and local businesses/vendors.

## Engagement Survey



### Online Responses

Available online beginning on October 1 through to October 21, our online survey opportunity received **33 online responses**.

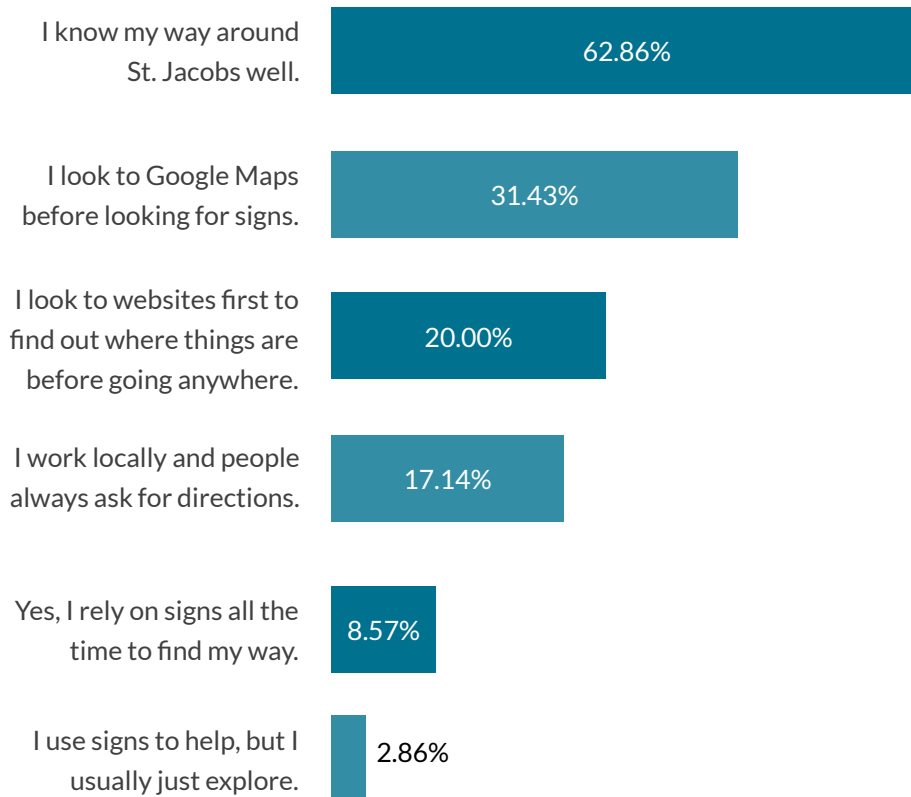


### Hard Copies Submitted

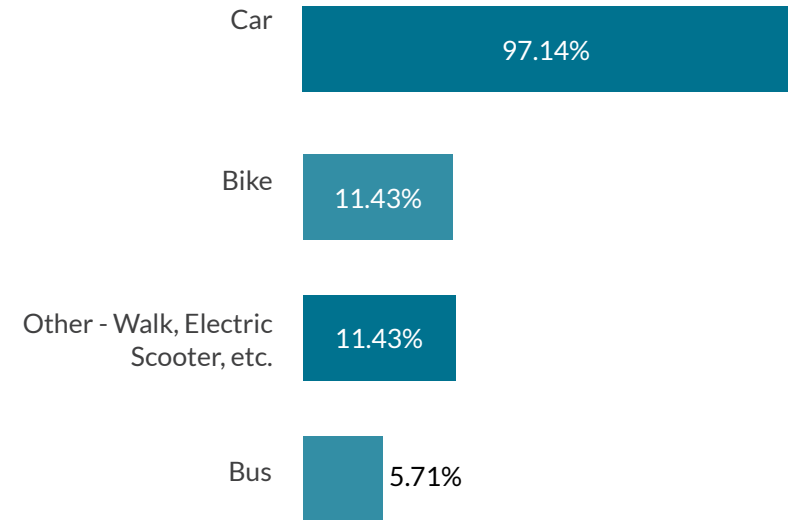
Available on October 1, during our market and village pop up, and again on October 12, during the St. Jacobs Initiative Stakeholder Workshop, we received **13 hard copies**.

# Community Engagement: What We Heard

## How do you find your way to and around St. Jacobs?



## How do you travel to St. Jacobs?



Sources: Statistics have been taken from Online Survey Findings

# Workshop: What We Did

## In-person Workshop

On November 23rd, 2022 pl.ural held a workshop to determine preferences for the Wayfinding Strategy.

Participants were given two participatory activities which included Exercise 1 and a Visual Preference Survey (VPS), each intentionally designed to draw out information to inform and guide the Strategy.

## Exercise 1

Currently, St. Jacobs Country has no official boundary. The first part of the activity tasked participating groups with outlining what they believed to be the boundary of St. Jacobs Country.

Using the boundary the groups created in the first part of the exercise, the participants were asked to place where they believe Gateway signage should be located.

## Visual Preference Survey (VPS)

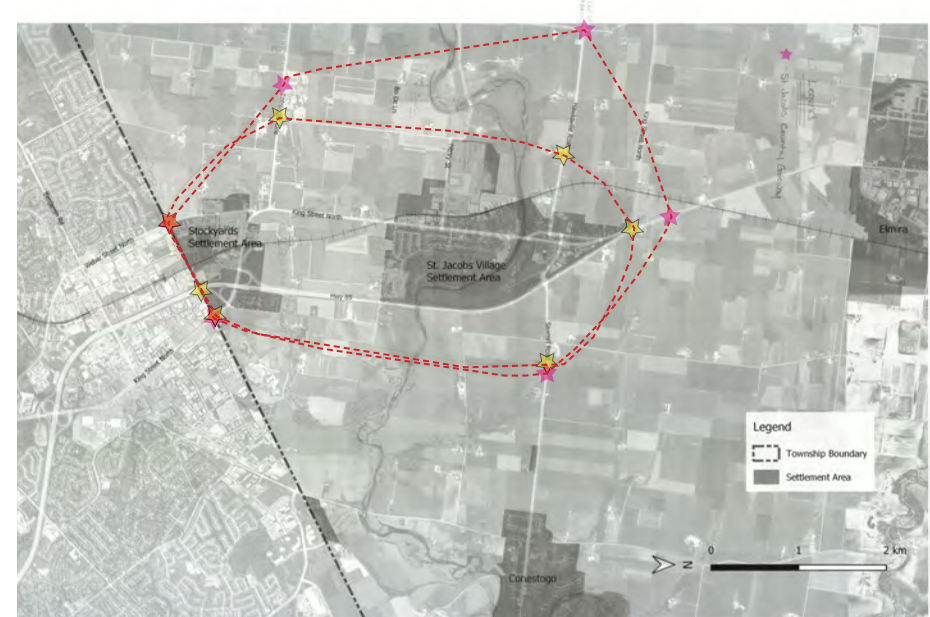
The focus group members were shown a series of slide images and were asked to rank each image as preferred or not preferred. Slides were shown for approximately 7-10 seconds, requiring participants to rank images based on first reactions. The images were broken down into different sections including, but not limited to; colour, style, and different materials.





# Workshop: What We Heard

## Exercise 1 Results



### Group 1

- ★ Tier 1 Gateway Signage (St. Jacobs)
- ★ Tier 2 Gateway Signage (St. Jacobs Village + Market)

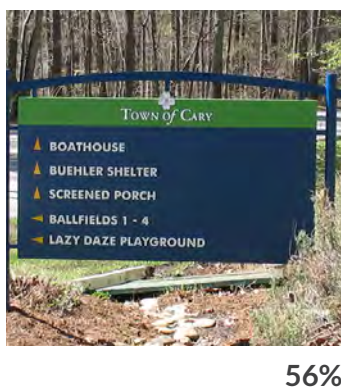
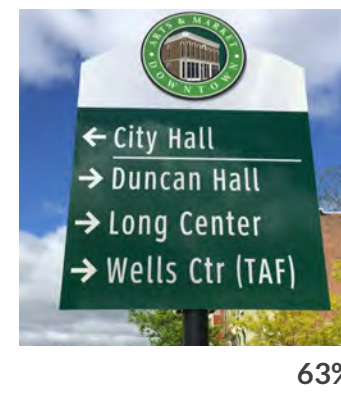
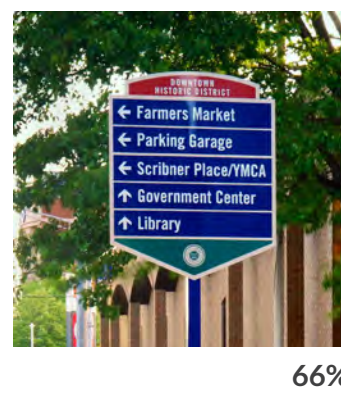
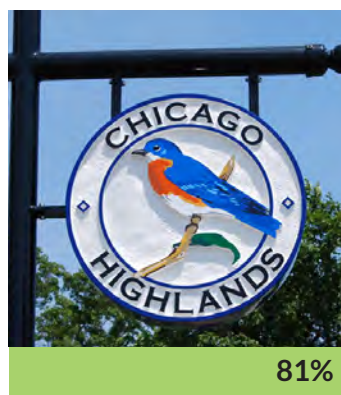
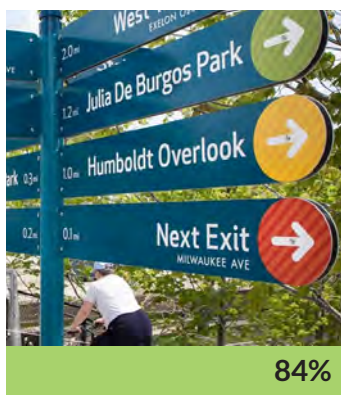
*This group did not identify a boundary*

### Group 2 + Group 3

- ★ Gateway Signage Locations
- ★ Gateway Signage Locations
- St. Jacobs Boundary (according to participants)

# Visual Preference Survey: What We Heard

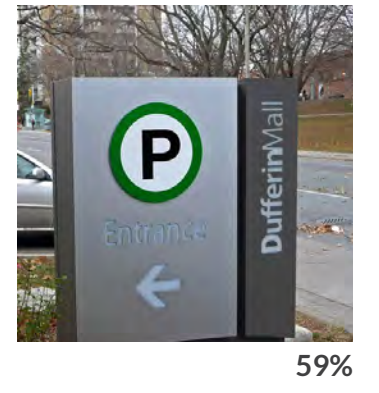
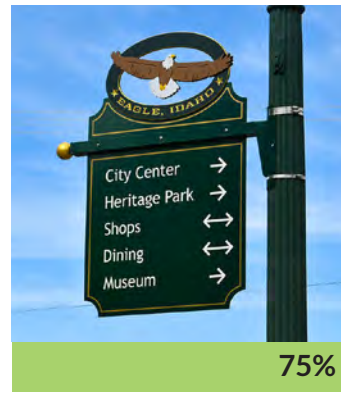
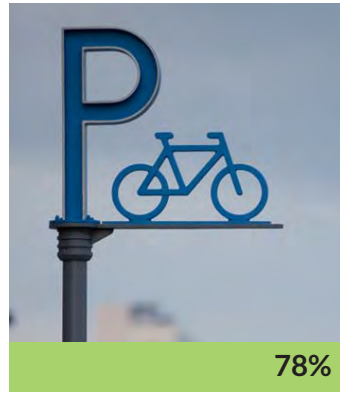
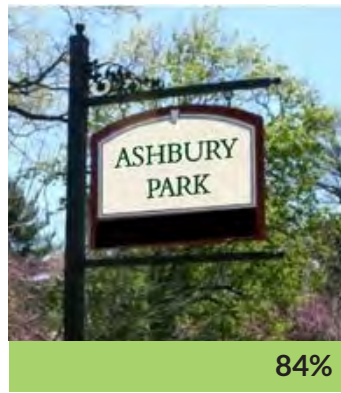
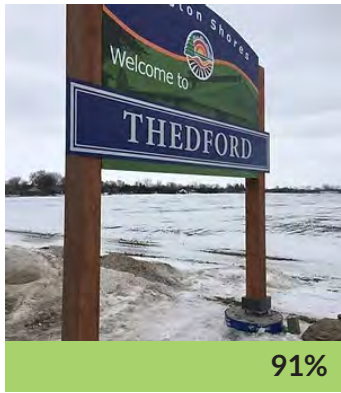
**Colour** The following visuals were considered very favourable, receiving scores above 2 (50%):



## In Summary, participants preferred:

- signage with a consistent background (or blade colour)
- signage with small pops of colour.
- the use of one or two accent colours (a simplified palette)
- the use of white writing on a coloured background (with good contrast)
- the use of a colourful palette with slightly reduced chroma (colourful, but more muted)

**Style** The following visuals were considered very favourable, receiving scores above 2 (50%):



**Style (continued)** The following visuals were considered very favourable, receiving scores above 2 (50%):



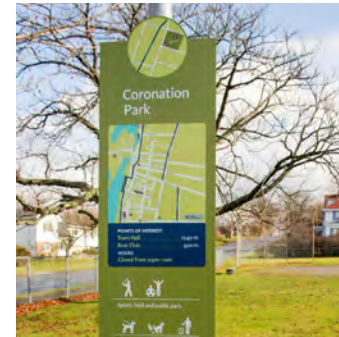
59%



59%



59%



56%



56%



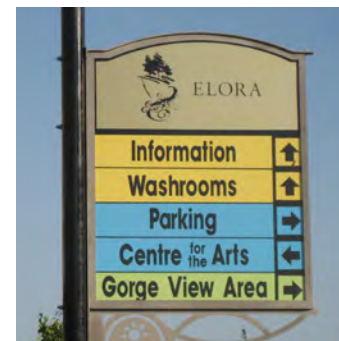
56%



56%



56%



53%



53%



53%



53%

**In Summary, participants preferred:**

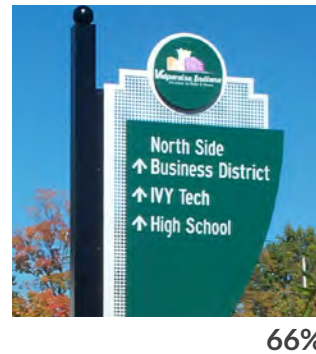
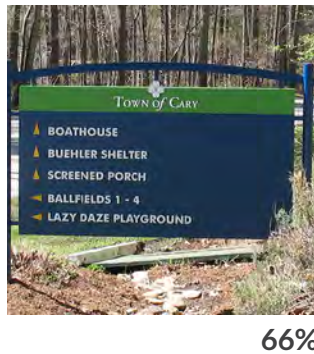
- a more traditional aesthetic
- signage with motifs, icons, and/or branding assets
- signage that appeared to be 'manufactured'
- signage with unique or detailed hardware (e.g., cut metal, finials, exposed fasteners, etc.)
- signage that is not perfectly square (e.g., curved top and/or edge, corner detailing, etc.)

**Materiality** The following visuals were considered very favourable, receiving scores above 2 (50%):

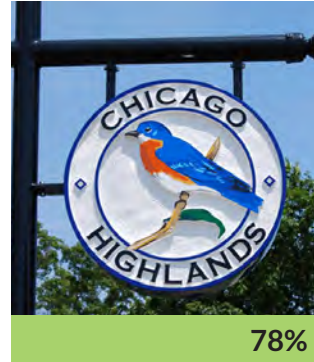
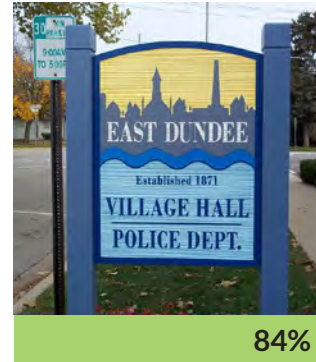
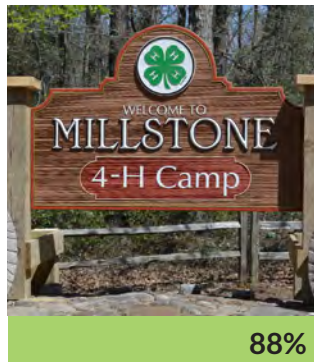
**Corten Steel:**



**Applied Colour:**



**Sandblasted:**

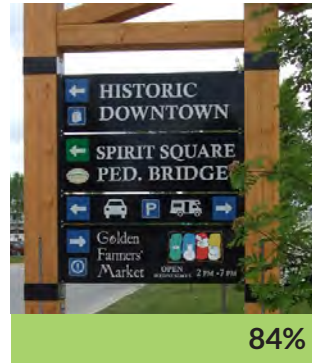


**Materiality (continued)** The following visuals were considered very favourable, receiving scores above 2 (50%):

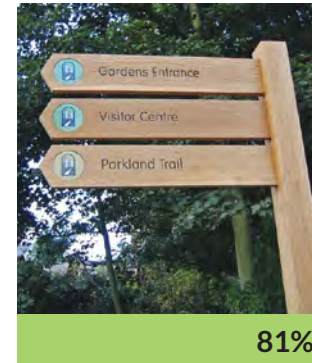
**Wood:**



91%



84%



81%



69%



59%



56%



56%

**In Summary, participants preferred:**

- the use of wood; with a slight preference for a 'natural' appearance over 'sandblasted'
- the use of 'Corten' Steel, or weathered metal



# Needs, Gaps, and Benefits

## Needs and Gaps

This section reflects on background research and comments to highlight the needs and gaps found within St. Jacobs regarding the current signage system. The following are not in order of priority:

- Sign clutter is overwhelming (especially at main intersections);
- Using QR codes exclusively is not friendly to all users;
- Some signage was outdated, faded or obstructed;
- Difficult to find things from a distance;
- Banners help to create a sense of place;
- Info kiosks and pedestrian-focused directional signage for visitors was lacking, or not available;
- The “Here You Are” map affixed on the window of the business store along the downtown street is not user-friendly or sustainable;
- No signs for the visitor information centre;
- Lack of wayfinding information/connections between the Village of St. Jacobs and St. Jacobs Farmer’s Market;
- No directional sign for the Farmer’s Market along highway;

# Project Framework

## The Process:

### Why Are We Doing This?

- Provide wayfinding opportunities to connect the Village of St. Jacobs with attractions and destination in and around the Market District area.
- Provide an opportunity to strengthen 'Sense of Place' and heighten 'Identity'.

### Who is our Audience?

- First time tourists, visitors and guests who don't know where they are going or need help re locating destinations and amenities.
- Drivers, pedestrians, cyclists.
- The business and tourism operators.
- The community of St. Jacobs.
- Maintenance team.
- Management team

### What is the message?

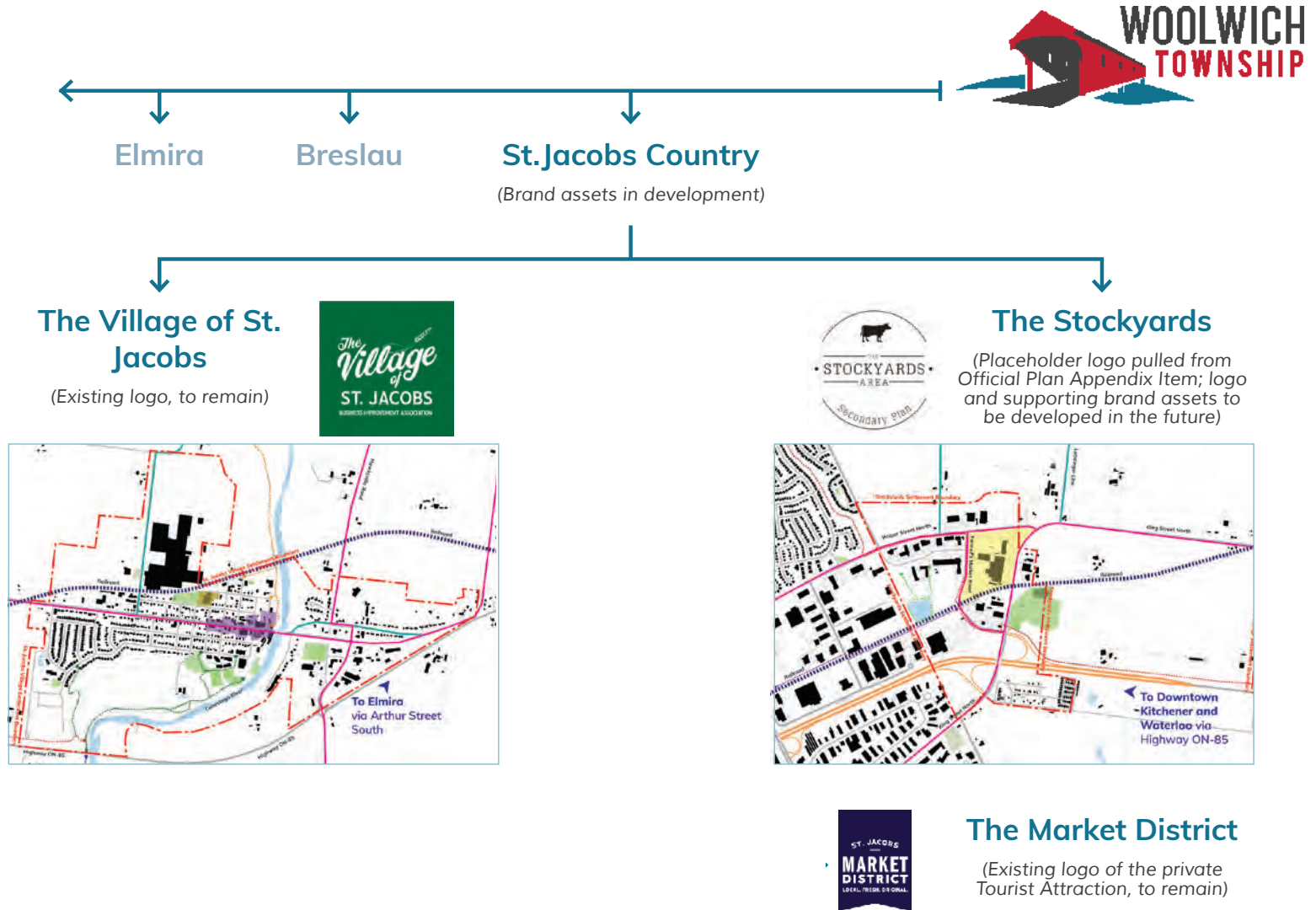
- Destinations
- Directions
- Spatial Awareness (speaks to where we are going and where we are now – (i.e., St. Jacobs, Woolwich Township)

### How do we direct?

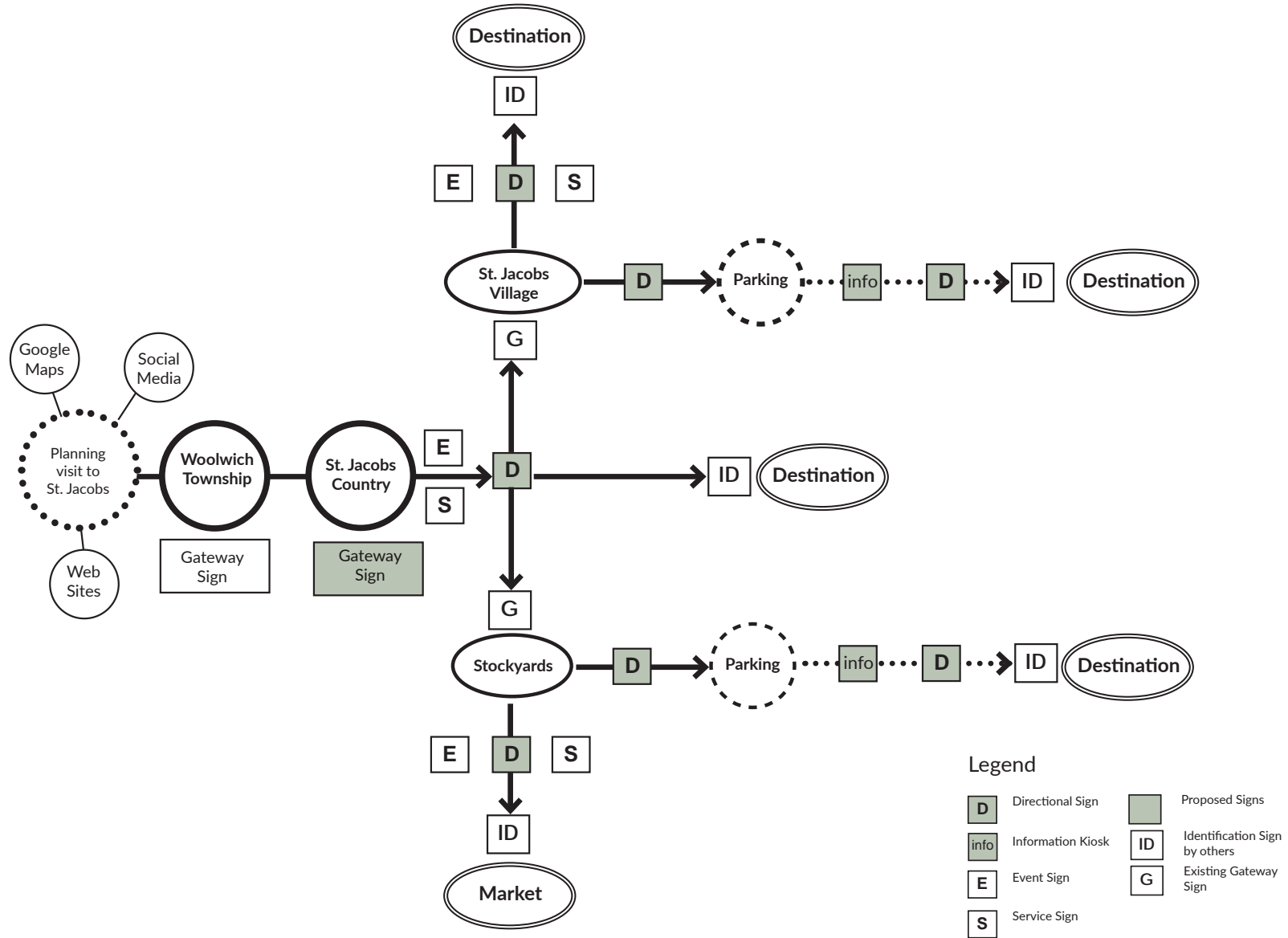
- Determine and locate destinations and identify decision nodes (intersections, turning points) and best travel route.
- Determine the messaging - destinations, directions, travel distance (length, time).
- Apply hierarchy to destinations to maintain sequencing (i.e., maintain message until arrival)
- Assign appropriate sign types to suit the location and intended audience.
- Assign messages on signs (message chart).



## Understanding Brand Hierarchy



## Understanding Wayfinding Logic





# Destination Selection

## Introduction

With so many possible destinations to include in a wayfinding system, a rational and selective process helps to define a final acceptable list of destinations. Although not completely definitive, the system provides a framework to work within that helps to essentially 'plan' the system. The process includes 2 steps.

The first step provides specific categories under which a destination must fit. The proposed categories support the wayfinding vision for St. Jacobs and are quite broad to enable a wide spectrum of supportive destinations. Additional specific criteria is suggested to ensure that the selected destinations meet a minimum standard and provide services that support the wayfinding system and those that are using it. The second step provides guidelines for ranking a destination in terms of importance as one navigates the system. For example, a primary tourist attraction that appeals to a wider audience should be considered at the front end of the wayfinding sequence and will therefore have a higher ranking than a neighbourhood park that has a smaller audience. Identifying the prime intended audience will also further assist in messaging placement (i.e. is message directed for a driver or pedestrian).

## Step One – Criteria for Inclusion

General criteria have been modelled based on a review of best practices of wayfinding strategies for communities of similar size and character. The criteria are meant to guide and inform decisions regarding destination inclusion, though site-specific alteration may be required. Typically, a destination must meet the general criteria first, and then fit within one of the specific categories.

## General Criteria

<p><b>Location</b></p>	<ul style="list-style-type: none"> <li>• Destinations shall be within and/or between the St. Jacobs Urban Area and the Stockyards as defined in the Township of Woolwich Official Plan, and within the St. Jacobs project boundary as identified within this report.</li> </ul>
<p><b>Classification</b></p>	<ul style="list-style-type: none"> <li>• Destinations shall be considered ‘public’, or non commercial ‘not for profit’ operations.</li> <li>• Destinations of a commercial nature shall be acknowledged by the region as major tourism drivers for St. Jacobs Country.</li> <li>• Destinations shall fit within one of the following categories: Community, Recreational, or Tourist Service destination.</li> </ul>
<p><b>Identification</b></p>	<ul style="list-style-type: none"> <li>• Destinations shall have an Identification sign informing users that they have arrived at the said destination. A ‘motive’ or scenic route may also be included if it has been designated as such and has it’s own identification (e.g. trail, or driving route)</li> </ul>
<p><b>Maintenance</b></p>	<ul style="list-style-type: none"> <li>• Destinations shall be welcoming in appearance and maintained to a standard acceptable by the Township in order to safely and proudly receive visitors. (i.e., maintained parking area and landscaping, facilities in good repair, etc.)</li> </ul>
<p><b>Access/Parking</b></p>	<ul style="list-style-type: none"> <li>• Destinations shall have their own parking facility or be within walking distance of a public parking lot or on street parking or be within walking distance of a public transit stop.</li> </ul>

## Destination Categories and Specific Selection Criteria

<p><b>Districts</b></p>	<ul style="list-style-type: none"> <li>• Officially designated area as per planning or zoning regulations.</li> </ul>
<p><b>Government Buildings</b></p>	<ul style="list-style-type: none"> <li>• A public building occupied by any level of government; and</li> <li>• Tourist-friendly.</li> </ul>
<p><b>Cultural, Institutional or Community</b></p>	<p><b>Heritage Sites</b></p> <ul style="list-style-type: none"> <li>• Open to public; and</li> <li>• Maintained and operated by the Township of Woolwich and or Region of Waterloo.</li> </ul> <p><b>Libraries, Museums, &amp; Art Galleries</b></p> <ul style="list-style-type: none"> <li>• Open to the public and</li> <li>• Have posted hours of operation and</li> <li>• Maintained and operated by the Township of Woolwich and or Region of Waterloo and</li> <li>• Non-profit facility.</li> </ul> <p><b>Theatres, Performing Arts &amp; Concert Halls</b></p> <ul style="list-style-type: none"> <li>• Open to the public; and</li> <li>• Supported by the Township of Woolwich and or Waterloo Region.</li> <li>• Accommodates a minimum of 200 people.</li> </ul> <p><b>Transportation Stations or Centres</b></p> <ul style="list-style-type: none"> <li>• Serves tourist and residents.</li> <li>• Supported with parking area</li> </ul> <p><b>Cemeteries</b></p> <ul style="list-style-type: none"> <li>• Active cemetery maintained by the Woolwich Township.</li> <li>• Serves the broader community and visitors.</li> </ul> <p><b>Community Centres</b></p> <ul style="list-style-type: none"> <li>• A communal space or building that is open to the public</li> <li>• Offers activity space for community events and programming.</li> </ul>

<p><b>Recreational</b></p>	<p><b>Riverfront /Waterfront Lookouts, Dams &amp; Locks; Water access</b></p> <ul style="list-style-type: none"> <li>• Open to the public.</li> <li>• Access to water.</li> <li>• Significant recreational value.</li> <li>• May offer supplemental recreational activities (i.e., boating, canoeing, lookout point, etc.).</li> </ul> <p><b>Hiking &amp; Cycling Trailheads/Access Points</b></p> <ul style="list-style-type: none"> <li>• Publicly accessible designated routes, maintained by Woolwich Township or other government or conservation agency.</li> <li>• On-Road routes must be designated as a ‘route’ by Woolwich Township and signed with independent identification and regulatory signage (ie ‘share the road’; bicycle pavement marking etc).</li> </ul> <p><b>Parks – Township</b></p> <ul style="list-style-type: none"> <li>• Open to the public.</li> <li>• Maintained by the Township of Woolwich.</li> <li>• Features amenities to serve the broader public.</li> </ul> <p><b>Sports Facilities, Recreation &amp; Community Centres, Outdoor Cultural Amenities</b></p> <ul style="list-style-type: none"> <li>• Includes stadiums, rinks, arenas, auditoriums or convention facilities.</li> <li>• Outdoor sport fields, recreational courts and sporting facilities that serve up to a regional level.</li> <li>• Note: May include facilities with destination appeal to visitors.</li> </ul>
<p><b>Tourist Venues</b></p>	<p><b>Visitor Information Centres</b></p> <ul style="list-style-type: none"> <li>• A primary support centre catering to tourists.</li> <li>• Operated by any level of government or an associated non-profit agency.</li> </ul> <p><b>Unique Natural Areas</b></p> <ul style="list-style-type: none"> <li>• Open to the public.</li> <li>• Area of special interest.</li> </ul> <p><b>Tourist Attractions</b></p> <ul style="list-style-type: none"> <li>• Includes recreational activities, health and wellness, educational, historical or cultural attractions and</li> <li>• Has been in operation for 3 years or more, and</li> <li>• Identified as a major tourism driver (supports local economy such as agricultural business, hotels, restaurants, etc.) by the Township of Woolwich.</li> </ul>

<p><b>Amenities</b></p>	<ul style="list-style-type: none"> <li>• Parking, Washrooms, Vehicle Charging Stations</li> </ul>
<p><b>Privately Owned/Operated</b></p>	<ul style="list-style-type: none"> <li>• If destination is outside the boundary identified for the Village (BIA) and the Stockyard area (Official Plan) but within the boundary of St. Jacobs Country, it could be considered for participation in a 'Pay to Play' signage program opportunity.</li> <li>• Optional 'generic' destination identification could be used (such as 'Lodging', 'Shops' 'Farm Gate') instead of a business name.</li> </ul>

## Step Two – Destination Ranking

With sign space at a premium, it is necessary to determine when a destination will be included in the progressive disclosure sequence of directional signs. Below are descriptions of five (5) destination priority levels for consideration for destinations in St. Jacobs Country. The levels are used as an initial guideline to aid in priority messaging. If too many destinations are in line for messaging on one sign, alternative priorities will have to be considered and some destinations may be reallocated to the next level. Once a destination is included on a sign, it must be continued on following signs to maintain a logical progressive disclosure while directing the user to the intended destination. The levels suggested below serve as a starting point for designing the messaging system.

### Level One: Major Destinations

Regional attraction with information responding to vehicular traffic. Level One destinations include districts, major destinations, or areas that provide primary visitor information (i.e., visitor centres, etc.). Messaging may represent a grouping of major destinations under an umbrella term. These accessible destinations will have ample parking opportunities. Level One messaging begins at the periphery of the wayfinding sequence, usually near a Township, Settlement Gateway, or primary decision nodes.

- Downtown / Village of St. Jacobs
- Farmers Market
- Shops & Dine
- Train Station
- Hwy 85

### Level Two: Popular Attractions & Landmarks

Popular civic, cultural, historic, and leisure destinations that generate many visitors and tourists. Included are attractions or services catering to residents within the settlement areas of St. Jacobs and surrounding areas. Primarily located on major roads, but well connected to multi-modal routes. Often has its own parking facilities or is near public parking lots. Messaging for Level Two destinations would begin at the nearest primary decision point along the nearest major road closest to the destination.

- Health Valley Trailhead
- Mill Race Trailhead – (currently closed – may require a stand alone sign for future consideration)
- St. Jacobs Country Playhouse
- St. Jacobs Schoolhouse Theatre
- Arena
- Mennonite Museum
- Model Railway Museum



### Level Three: Local Destinations

Local destinations, parks and attractions that provide a level of service to both visitors and residents. Often located on local or collector roads and/or multi-modal routes and are near public parking. Messaging would begin within a five-to-ten-minute walking distance from the destination. Signs to accommodate low speed vehicular use, cyclists and pedestrians.

- Community Hall
- Cemetery – Calvary Cemeteries
- Library
- Ball Diamond
- Bus Drop off
- Optimist Park
- Snider Memorial Park
- Riverside Meadows Park
- Schaner Park
- Valleyview Park
- Dog Park
- 3 Bridges Park

### Level Four: Local Level Services

Includes local destinations that serve as amenities such as washrooms, electric vehicle charging stations, etc. May also include destinations that cater to residents or visitors with a single intention (i.e., libraries, cemeteries). Level 4 destinations may also be served by an alternative destination symbol rather than specific message or destination name. Level Four destinations are included within the 350-450m walking radius along the preferred/popular travel routes to that destination. Depending on wayfinding priorities of the community, some Level Four destinations may be included in the Level Three category.

- |                            |                             |
|----------------------------|-----------------------------|
| • Parking                  | • Hotels                    |
| • Information              | • Vehicle Charging Stations |
| • Bed and Breakfasts /Inns | • Washrooms                 |

### Level Five: Rural Destinations

Includes rural destinations (those located outside the settlement boundaries) that fit into a specific category and are supported by the Townships website. Level 5 destinations will be served by an alternative destination symbol and or generic message rather than place or business identification name

- Bed and Breakfasts /Inns
- Hotels
- Farm Gates
- Apple Orchards

## Specific Destinations

### Washrooms

At the time of publication, public access to washroom facilities has been provided by 9 businesses in St. Jacobs. Directional information (via a QR code) to guide guests to washrooms has been provided on small signs located on the waste receptacles throughout the Village. There are also 2 seasonal portable units located in local parks. The current system is problematic with business name changes (names on website map differ from the participating business) apparent lack of coordinated signage efforts (i.e. some businesses do not have a sign in their window, and or/ many are not visually accessible) and poor communication re visibility of the signs on the waste receptacles. If one does not have a phone available or is technically challenged with the use of QR codes, access to available washroom facilities becomes difficult.

Until a more permanent public washroom facility becomes available, inclusion of washrooms on the wayfinding signs is not recommended.

It is recommended that an accessible QR code specific to a washroom map on the website be included on all information kiosks/mapping. For navigation purposes, the branding used for washroom notices, window signs or standalone directional signs should have a unified look. A washroom map should also be included on information kiosks. Consideration for a removable system will provide flexibility for changing information.

### Tourist information Centres

At the time of publication, there are no Tourists Centres in either St. Jacobs or the Stockyard area. It is recommended that comprehensive information be provided at the Information Kiosks. As prominent features within the wayfinding system, the Kiosks provide pedestrians with directional information, points of interest and access to a broader business directory via a QR code to website based information. This allows greater flexibility for active stores, dining and tourist destinations. Until a permanent Tourist Information Centre becomes available, the destination 'Information' should not be included on directional signs. An optional side banner (with a universal information symbol) could be included at a later date to accommodate a new centre.

### **Public Parking Lots and Vehicle Charging Stations**

Directions to public parking lots located in St. Jacobs are included on the directional messaging charts. Optional parking banners are also included in the Family of Signs for consideration. There are no public parking lots in the Stockyard area, with all parking belonging to the St. Jacobs Farmers Market, hotels or other area businesses. Vehicle charging stations are only available in the hotel parking lots, and are therefore not available for use by the greater public. As such, these are not included in the wayfinding system at this time. Should public access vehicle charging stations become available, an alternate stand alone sign or flexible side banner on the directional signs could be used to direct guests to this ever more popular asset.

### **Farm Gates**

As a popular attraction in St. Jacobs Country, 3 Farm Gates establishments (as found on the Township of Woolwich website) are located within the St. Jacobs Country boundary. It is recommended that they be signed at the nearest main intersection in both directions. The signs are designed to provide generic messaging ('Farm Gate') rather than using a specific business names.

## Private Sector Participation

A common question when developing a new signage strategy is ‘how do we handle or incorporate our private sector businesses in the system?’ After all, the private sector as a stakeholder group has much to gain from a successful wayfinding system that directs potential customers their way. However, including private businesses on traditional directional wayfinding signs can prove to be problematic on many levels. There is a fine line between general directions and the associated advertising that goes along with directing. When a collective or congregation of like activities is apparent, a more communal message (to Shops, Lodging, Entertainment etc.) directing to a district or neighbouring area is the common approach.

The following are common issues surrounding private sector participation in a wayfinding system:

- In consideration of limited messaging space on a sign that supports accessible and practical communications, including businesses on the sign can lead to confusion and messaging overload.
- With sign clutter a main concern, keeping sign messaging specific and intentional is imperative to a respectful wayfinding system.
- Permanent destinations do not affect the longevity of sign messages; but private businesses can come and go making sign maintenance costly.
- Most sign infrastructure is supported (managed, installed and maintained) by a public agency, that has reserved interest or public support to include signs for private enterprise.

A few alternative options to accommodate private sector involvement in a wayfinding strategy include the development of a Pay to Play program, heightened awareness at an information kiosk via a directory, and connectivity to social media and websites via QR codes.

### Pay to Play

A tourism signage program, commonly referred to as a ‘pay-to-play’ program, is a program in which signage directing vehicular traffic to tourism operators’ sites, is fabricated and installed in exchange for an installation fee and reoccurring maintenance fee for tourism operators. Provided by municipalities, regions or counties, a Pay to Play program usually operates alongside but apart from a publicly operated wayfinding system that directs visitors to public attractions or amenities. Most Pay to Play programs support private businesses that are rurally located or are outside an urban settlement area where signage clutter can be an issue. Similar in look and design, Pay to Play signs usually support the branding (but still provide an independent look) of their public counterpart in efforts to present a unified and cohesive effort and aid in message recognition. At the ‘provincial’ level, the Ministry of Tourism, Culture and Sport and the Ministry of Transportation supervise the delivery and maintenance of Tourism Oriented Directional Sign program (TODS) by a third-party company – Canadian TODS Limited. These signs are specifically located on MTO designated highways, with optional signs available for lower tiered roadways. The TODS signs feature a standard utilitarian graphic with some branding opportunity.

For both local Pay to Play and the TODS program, specific criteria outlining standards and guidelines for participation help to maintain a manageable system that supports tourism initiatives.

Depending on the scale or geographical boundary of a Pay to Play program, consideration should be given to the management of the program. Most programs are delivered and operated through a regional or municipal level of government.

It is recommended that should a Pay to Play program be offered for St. Jacobs Country, signs would be provided for businesses outside the settlement boundaries of St. Jacobs and The Stockyard to limit sign congestion within the settlement areas.

### **Information Kiosks**

Strategically placed, pedestrian oriented information kiosks offer opportunities for more specific information to help direct and inform visitors of local attractions and amenities. As a more flexible type of sign in terms of space and access, an information kiosk can include directories and maps that can be updated as required to suit changing business environments. There should be consideration of who is maintaining the kiosk if it is to have flexible opportunities for tourist information. Providing QR codes for access to a website is the most efficient and economical way to maintain flexibility within the system.

### **Website Connections**

As an additional level of connectivity, avenues for connecting to a website for more information can be accommodated via a QR code. At a management level, this system is more efficient as most updates can be done 'in-house'. Although the specific QR code and subsequent connections to various websites (Township, BIA, Market) are outside the scope of this report, inclusion of a QR code location on various sign types is provided as a design consideration.

# *DESIGNING THE SYSTEM*

# Sign Types

Various sign types are required at specific locations to ensure the proper function of a wayfinding system. This includes the size of each sign relative to road speeds, and the appropriate quantity of information to ensure people are able to understand and process the displayed sign. The following sign types outline their primary function, ideal road speeds, and destination listing organization.

## Gateway (G)

Gateway signs are identification signs that highlight entry into a specific area. Information is usually limited to place identification and should reflect the communities branding. Higher tiered identification can be included at a smaller scale. Additional information, such as regulatory messaging is not recommended in general as it competes with the intended 'Welcome' message, and compromises a friendly first impression. Optional community messaging (eg. 'Drive like your children live here') population size and service group logos may be considered but incur additional maintenance re. yearly changes. Primarily located on roadways, entrance portals also include those along the railroad, a recreation trail, or along the river. Gateway signs are scaled appropriately to reflect the mode of travel and travel speeds. Primary gateway signs may be highlighted with planting, seasonal decoration, and task lighting.

## Gateway Directional (GD)

Currently there are a few directional signs informing travelers how to get to St. Jacobs Country. These are located outside the boundary of St. Jacobs Country, but integral to the wayfinding system as they advertise St. Jacobs Country beyond the actual gateway, and provide interest and intrigue ahead of time. It is recommended that these sign types be continued.

## Directional Rural (DR) & Directional Highway (DH)

These directional markers will be the first introduction to wayfinding along major routes, after entering St. Jacobs Country. The signs will be placed along main roads including any MTO designated highways, and designed to provide clarity along higher-speed roadways. A maximum of four destinations will accommodate visual comprehension at higher speeds. Signs include arrows and optional distances and graphics (eg. camping, museum, etc.). Reflective lettering and anti-glare surfacing ensure legibility.



### **Directional (Urban) (D)**

These markers will provide orientation (understanding your location) and direction to facilities and assets that are located at the periphery and between urban boundaries (eg between the village of St. Jacobs and the Stockyard area). These signs will be the first signs upon entering an urban area and are scaled ideally for slower vehicular speeds. A maximum of five destinations suit driving conditions upon entering a community. Signs include arrows with optional logos and distances. Reflective lettering and anti-glare surfacing ensure legibility.

### **Directional Neighbourhood (DN)**

These specific signs will be located along routes that deviate from the primary travel route and will assist a driver with navigation through a neighborhood to the intended destination. Smaller in scale, these signs will typically only include one or two destinations.

### **Information Kiosks (K)**

To be located at pedestrian gathering places associated with parking areas, trailheads, pedestrian connections, or main entrances to a designated destination area, or at an outdoor area associated with an information center. Information panels or kiosks are used to supply pedestrian-based directional information to pedestrians via an integrated map as well as directional information.

Universal icons or symbols should be used to highlight common amenities such as washrooms, vehicle charging stations, other information kiosks and other pedestrian accessible destinations. Walking distances provide an indication on the scale of the district, and provide assurance that destinations are within reach of the visitor.

If integrated as a removable panel to accommodate yearly changes, optional directories support economic development by highlighting local private sector destinations. Information kiosks should be scaled appropriately based on location within the system. Optional community information could include emergency information; walking trail details, interpretation information. etc.

Advertising information is not recommended due to necessary ongoing maintenance and management. Inclusion of QR codes is recommended for connectivity to associated websites for additional wayfinding information.

## MTO Jurisdiction Signage

The Ontario Ministry of Transportation (MTO) is responsible for many highway corridors throughout the province. Highway corridors within MTO jurisdiction are subject to regulations and permitting. There is one section of provincial highway, ON-85, under MTO jurisdiction, that crosses the Village of St. Jacobs and the St. Jacobs Market District.

Generally, all signage within 400m of any limit of a provincial highway (MTO Permit Control Areas) requires an MTO-issued permit. The MTO Permit Control Area could also include signage intended for users of roadways adjacent to, or intersecting, provincial highways.

The (2022) Highway Corridor Management Manual or the latest, published by the Ministry of Transportation should be used as an official resource for signage slated for MTO Permit Control Areas. This document provides useful information such as:

- Policies, standards, and requirements for installing signage within MTO Permit Control Areas
- MTO sign types and classifications
- Official setbacks and special circumstances
- Fee calculations
- Other sign-related procedures

# General Graphic Standards

All signage, regardless of sign type, is subject to a series of standards. These standards, developed from MTO standards in combination with best practice, are intended to ensure safety, legibility, and effectiveness.

The party(ies) responsible for composing final signage designs, fabrication and installation (i.e. the municipality, consultant(s), contractor(s) etc. are to adhere as best possible to the standards found throughout this section.

## Messaging

Messaging refers to the written and graphic information present on a sign. Although information will vary, there are several messaging standards that should remain consistent across all sign types.

Note: The following general considerations should be applied in conjunction with sign-specific messaging details. Refer to Section 3.2: Signage Standards for more information.

### Order of Information:

- Order of messaging on a sign begins with destinations that require a maneuver to the left, followed by destinations that require a maneuver to the right, then destinations that require no maneuver (straight ahead).
- Where there are multiple destinations requiring the same maneuver, destinations are to be ordered according to distance from sign location, beginning with the nearest.
- Where there are multiple destinations requiring the same maneuver, at equal distance from the sign location, destinations are to be ordered alphabetically.
- Vehicular-oriented signage should carry no more than five destinations to allow for adequate time to read and process information.
- If a destination has been introduced on a sign, it must be included in the messaging of all remaining signs on the route until the destination has been reached.

## Destination Abbreviations

The length of a destination name can impact its legibility on a sign. Further, if a destination name is too long, accommodation on a sign may not be feasible. Destination names may span across two lines of text if necessary, although this solution takes up space that could be used to accommodate additional messaging. Destination names may instead be abbreviated to shorten their

overall appearance on signage. It is recommended that destination names are limited to 16 characters total. If a name is abbreviated, it must remain similar enough to the original, to ensure users understand and make the appropriate connection (i.e. recreation vs. rec.). Abbreviations should also remain consistent throughout the of the wayfinding system.

**Commonly used abbreviations:**

Avenue.....	<b>Ave.</b>	Lane .....	<b>Ln.</b>
Boulevard.....	<b>Blvd.</b>	Metre(s) .....	<b>m</b>
Circle .....	<b>Cir.</b>	North .....	<b>N.</b>
Concession.....	<b>Con.</b>	Place.....	<b>Pl.</b>
County.....	<b>Cty.</b>	Parkway .....	<b>Pkwy.</b>
Court .....	<b>Ct.</b>	Point .....	<b>Pt.</b>
Crescent .....	<b>Cr.</b>	River .....	<b>R.</b>
District.....	<b>Dist.</b>	Road .....	<b>Rd.</b>
Drive.....	<b>Dr.</b>	Saint .....	<b>St.</b>
East .....	<b>E.</b>	Sideroad .....	<b>Sdrd.</b>
Expressway .....	<b>Expwy.</b>	South .....	<b>S.</b>
Freeway.....	<b>Fwy.</b>	Square .....	<b>Sq.</b>
Fort .....	<b>Ft.</b>	Street.....	<b>St.</b>
Highway .....	<b>Hwy.</b>	Townline .....	<b>Tline.</b>
Junction.....	<b>Jct.</b>	Township.....	<b>Twp.</b>
Kilometre(s).....	<b>km</b>	Trail .....	<b>Trl.</b>
Lake.....	<b>L.</b>	West.....	<b>W.</b>

**Typography**

Consistent and legible messaging is crucial to ensure the success of a wayfinding system. To align with MTO (Ministry of Transportation Ontario) standards, it is recommended that signage adheres to the following:

Messaging should be composed lower-case letters with initial upper-case letters.

Font size corresponds to road speed and viewing distance. Measurements refer to the height of the capital letter.

Primary messaging on vehicular-oriented signage should have a font size no smaller than 100mm.

All vehicular-oriented messaging should feature a single, consistent font; see primary font below.

A primary font should be used to display messaging across most sign types in the wayfinding system, especially vehicular-oriented signage. It is suggested that the primary font be **ClearviewHwy**. This is a sans serif font that is currently utilized by the province on all new MTO signage.

A secondary font may be used on pedestrian-oriented signage and information kiosks. This font will lend to the character of the overall sign design, and is to be selected during the completion of final sign designs. The secondary font should be a sans serif typeface that meets municipal and/or provincial accessibility requirements.

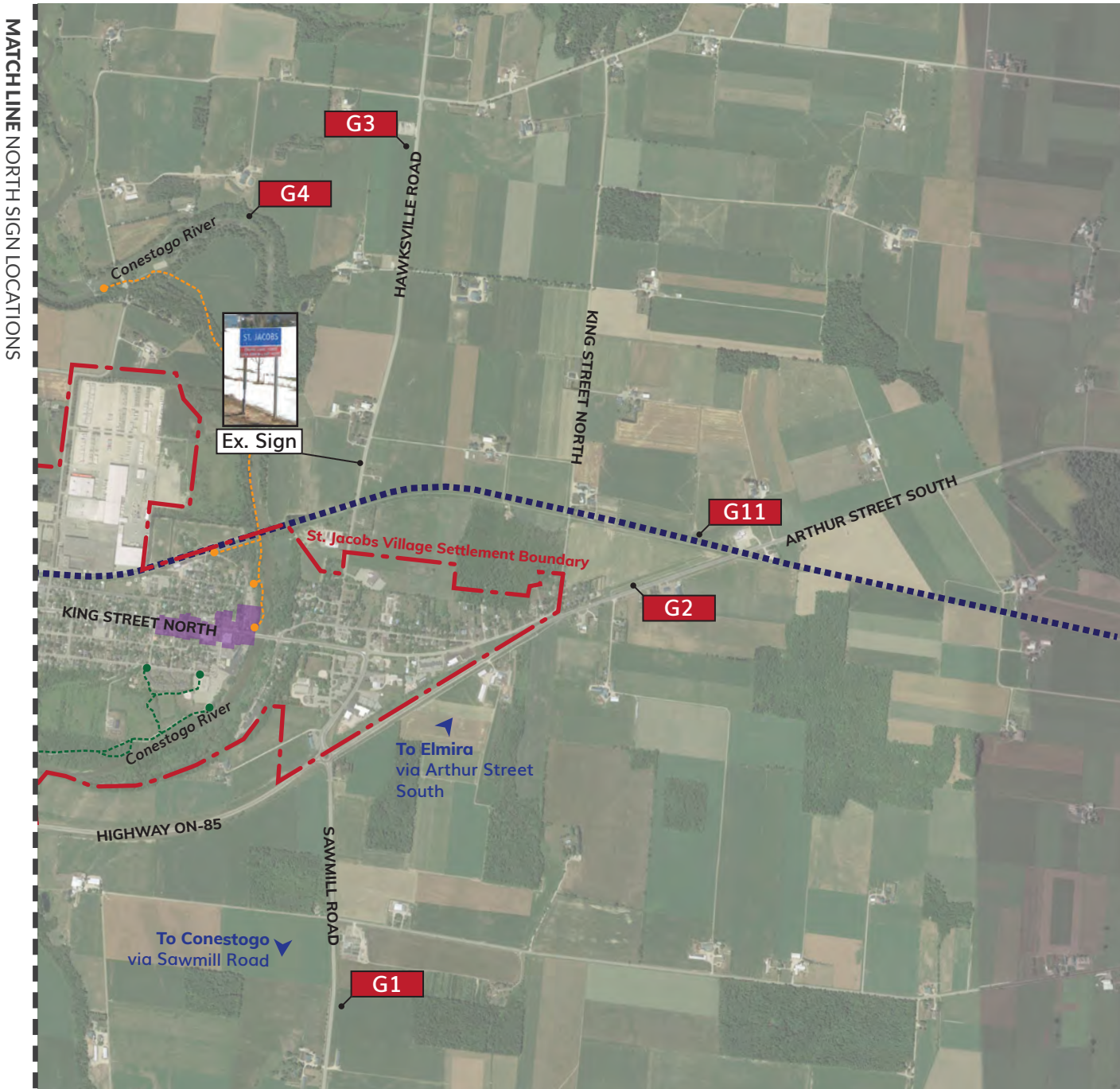
**ClearviewHwy:**

**Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm Nn  
Oo Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz  
1 2 3 4 5 6 7 8 9 0**

## Sign Locations

The following sign location maps illustrate the approximate location of the recommended signs that make up the wayfinding system for St. Jacobs Country. The location maps should be read in conjunction with the messaging charts that indicate the nearest road intersection and sign face direction, as well as the section on sign placement which provides more specific detail and guidelines for siting considerations. (See Implementation chapter, [pages 95-108](#))





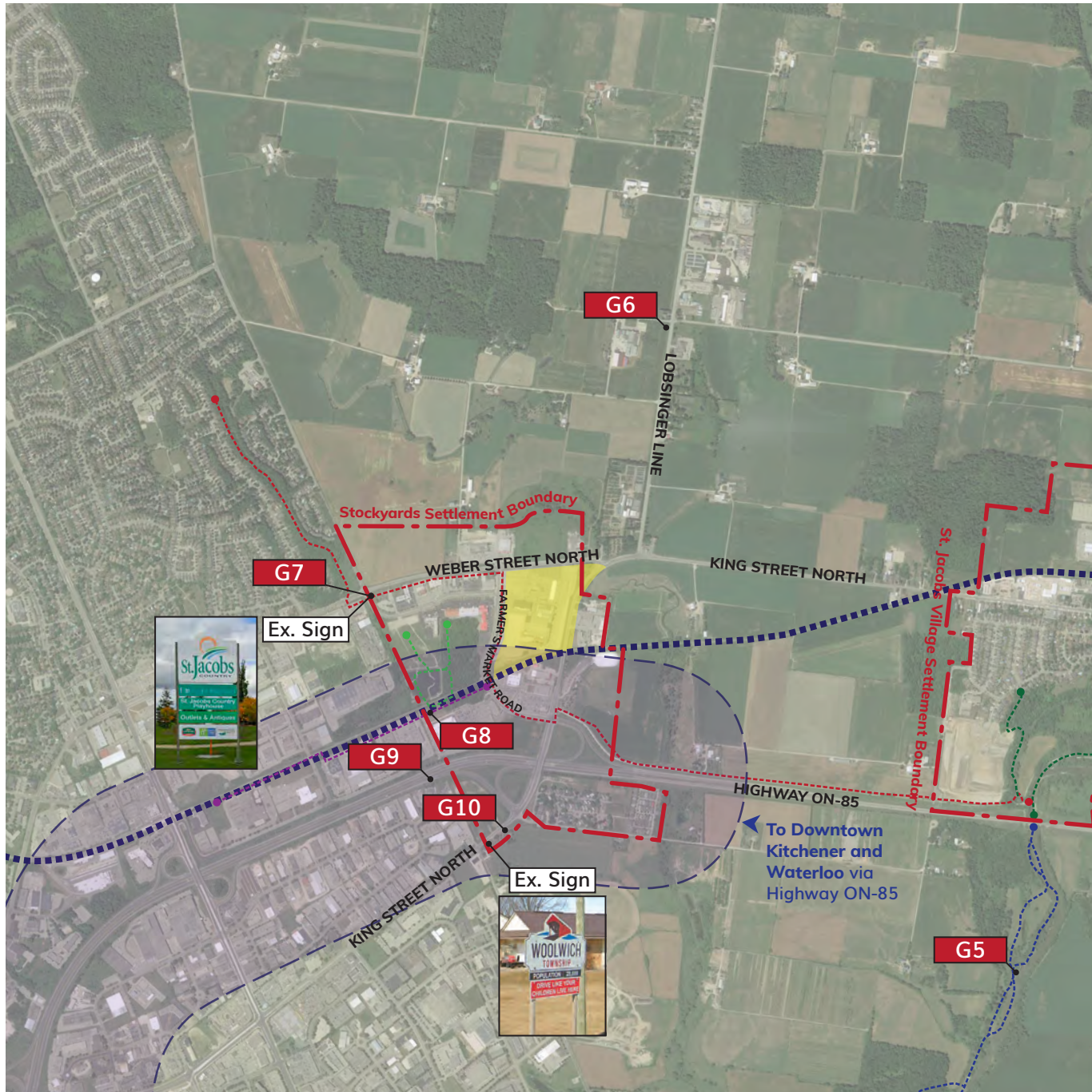
## St. Jacobs Country Gateway Signage (1 of 2)

Note: Plan is for illustration purposes only. See corresponding messaging chart for specifications.

### Legend

- Settlement Boundary
- Railroad
- MTO Permit Control Area
- G Proposed Gateway Signs
- Ex. Sign Existing Signage
- Farmers Market District
- Farmers Market District





MATCHLINE SOUTH SIGN LOCATIONS

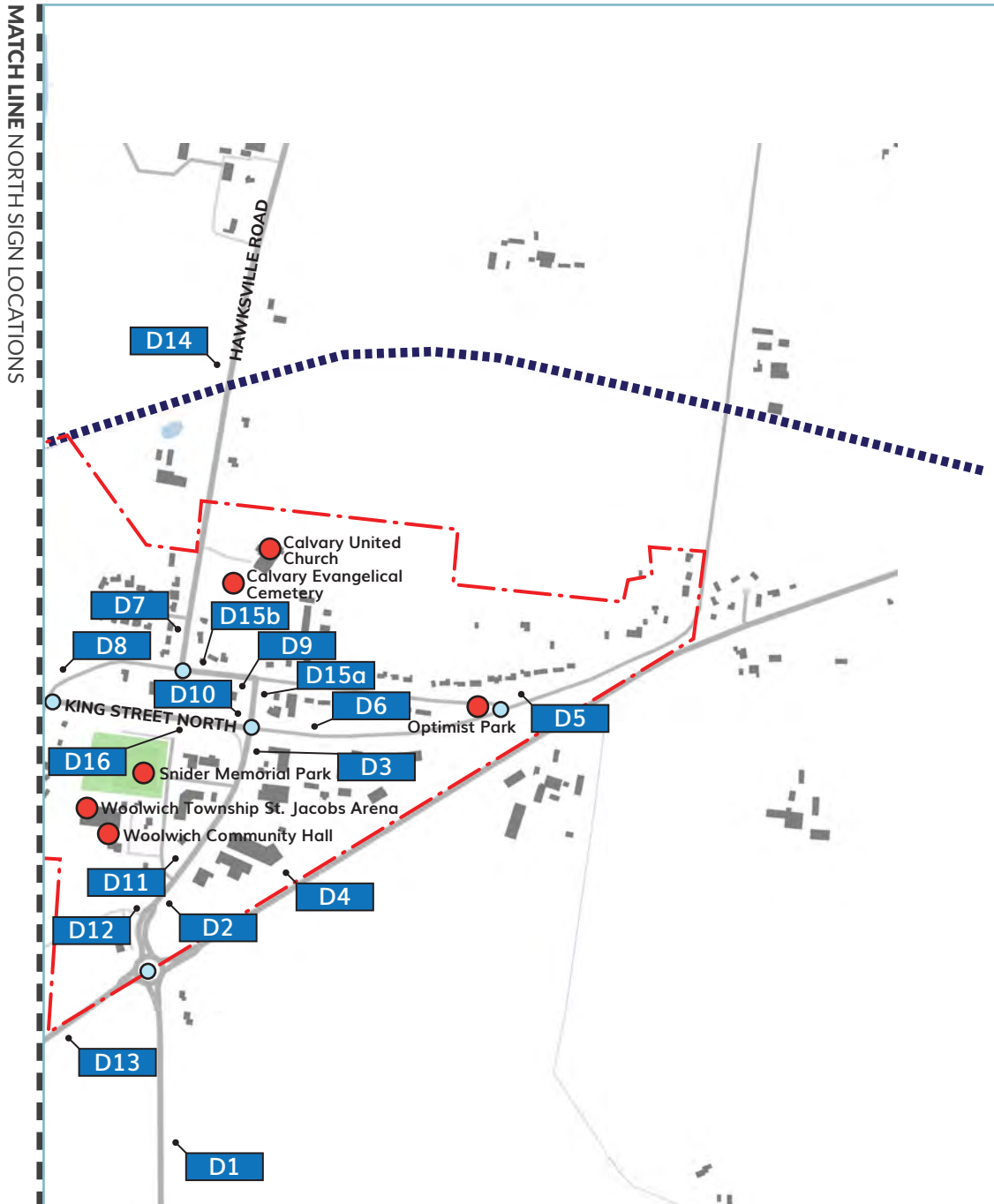
## St. Jacobs Country Gateway Signage (2 of 2)

Note: Plan is for illustration purposes only. See corresponding messaging chart for specifications.

### Legend

- - - Settlement Boundary
- - - - - Railroad
- MTO Permit Control Area
- G Proposed Gateway Signs
- Ex. Sign Existing Signage
- Farmers Market District
- 





## St. Jacobs Settlement Area Signage (1 of 2)

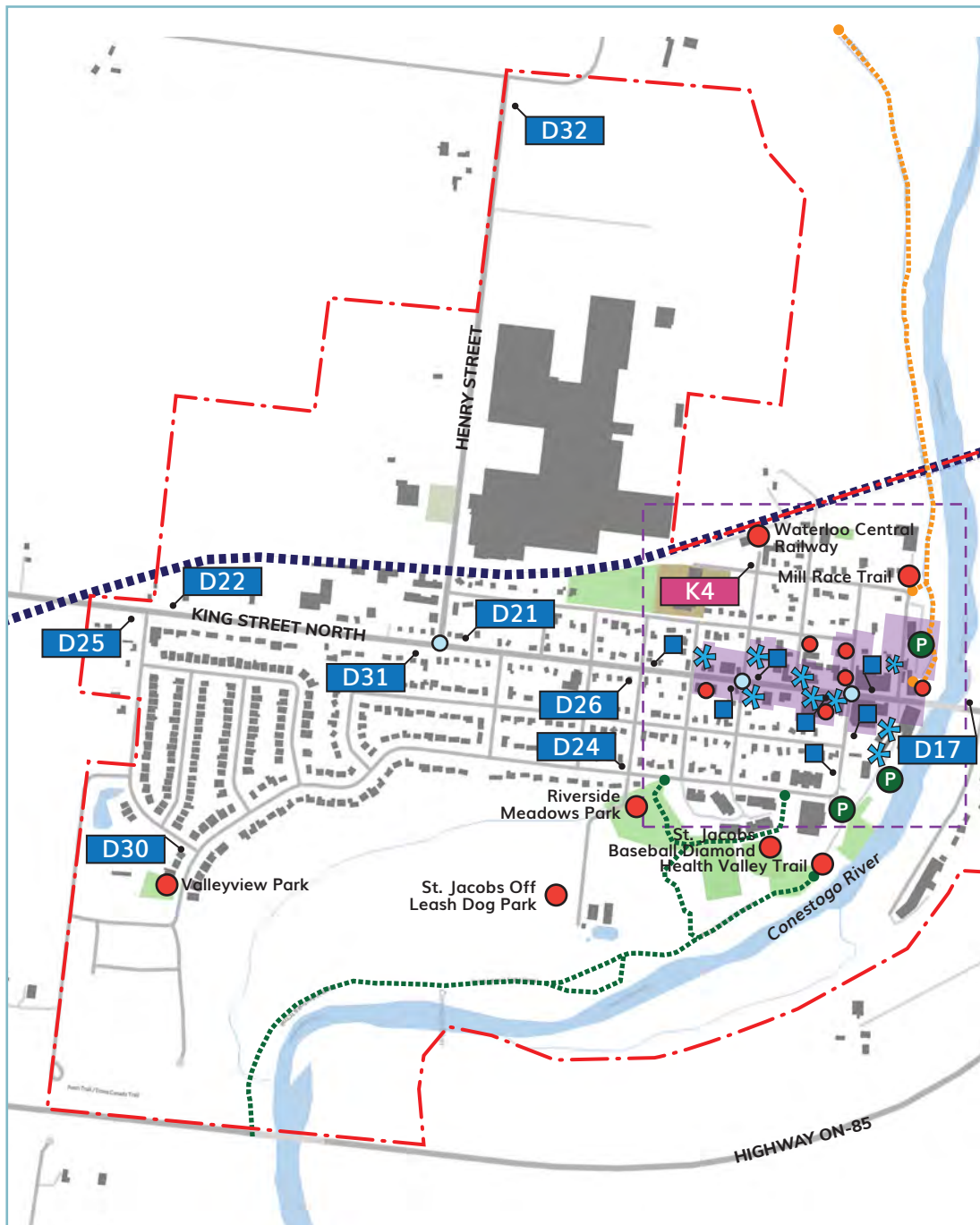
Note: Plan is for illustration purposes only. See corresponding messaging chart for specifications.

### Legend

- - - St. Jacobs Village Settlement Boundary
- ⋯⋯⋯ Railroad
- St. Jacobs Village Core
- D## Proposed Directional Signs
- K## Proposed Kiosks
- Destination Markers
- Decision Nodes
- P Public Parking
- ✱ Washrooms
- See pg. 58, St. Jacobs Village Core plan for details.







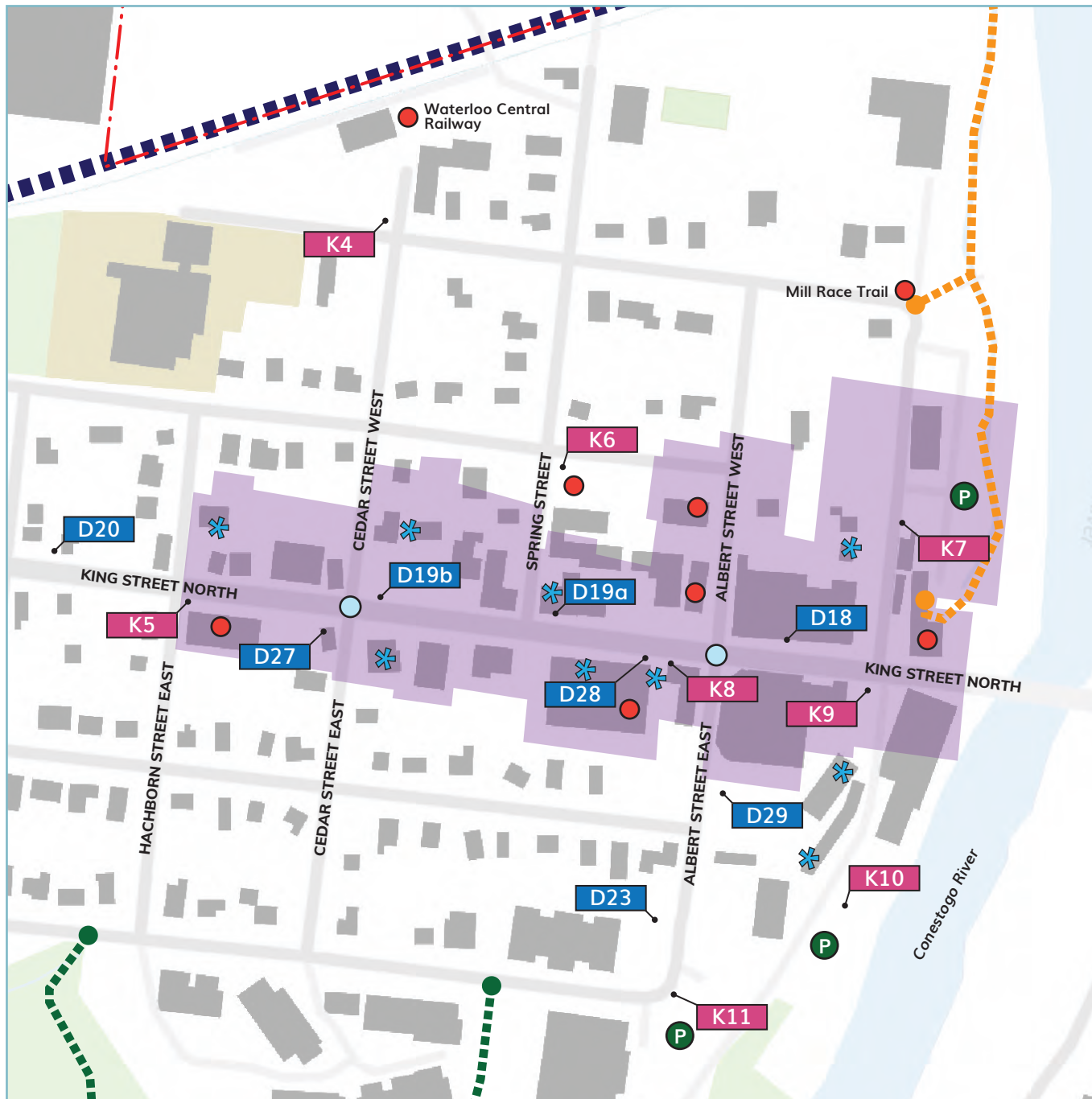
## St. Jacobs Settlement Area Signage (2 of 2)

Note: Plan is for illustration purposes only. See corresponding messaging chart for specifications.

### Legend

- - - St. Jacobs Village Settlement Boundary
- - - - - Railroad
- St. Jacobs Village Core
- D## Proposed Directional Signs
- K## Proposed Kiosks
- Destination Markers
- Decision Nodes
- P Public Parking
- ✳ Washrooms
- See pg. 58, St. Jacobs Village Core plan for details.



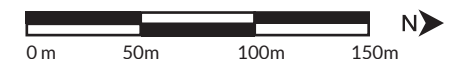


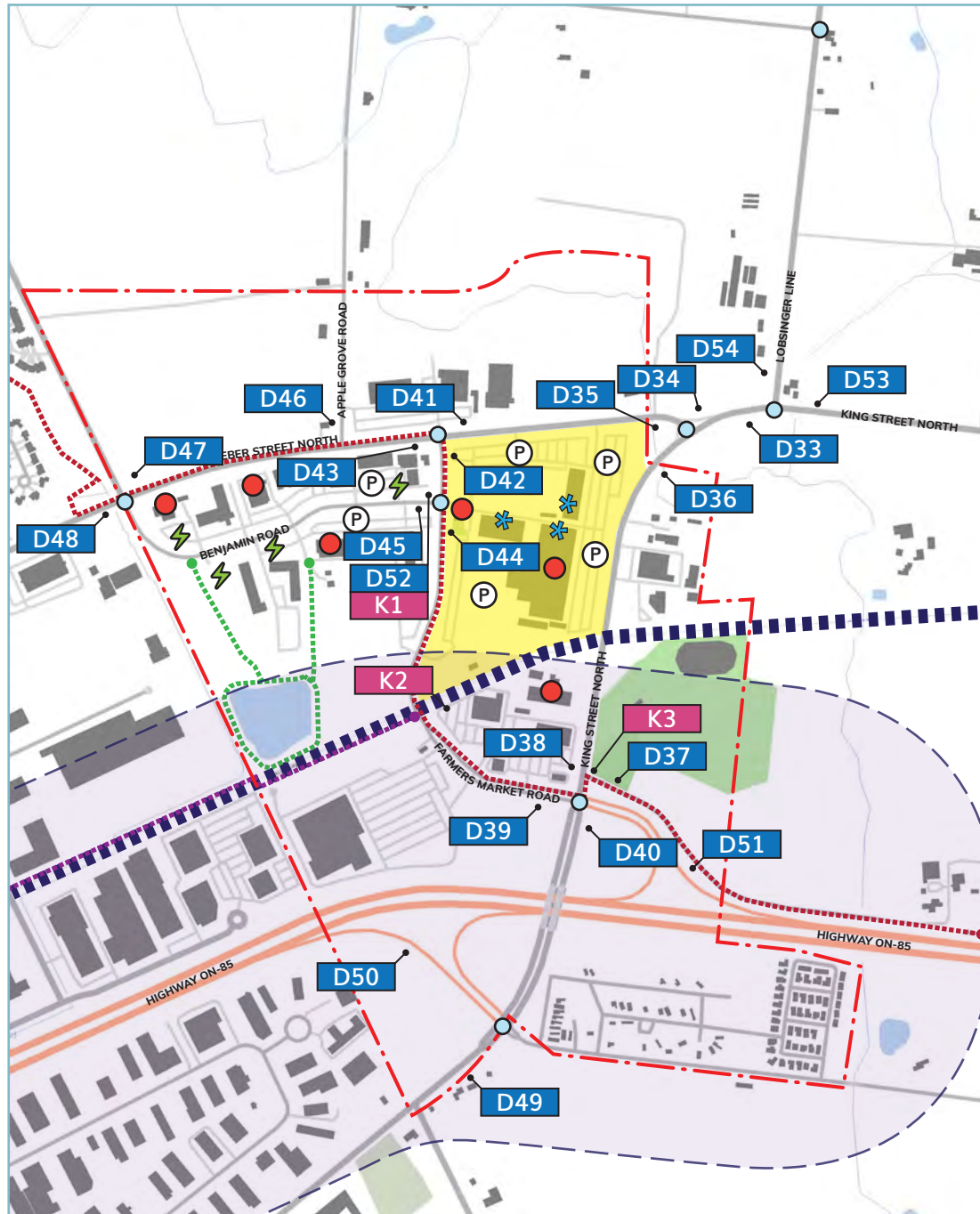
## St. Jacobs Village Core Signage

Note: Plan is for illustration purposes only. See corresponding messaging chart for specifications.

### Legend

- - - St. Jacobs Village Settlement Boundary
- - - - - Railroad
- St. Jacobs Village Core
- D## Proposed Directional Signs
- K## Proposed Kiosks
- Destination Markers
- Decision Nodes
- P Public Parking
- ✱ Washrooms





## The Stockyards Signage

Note: Plan is for illustration purposes only. See corresponding messaging chart for specifications.

### Legend

- - - Stockyards Settlement Boundary
- - - - - Railroad
- MTO Permit Approval Area
- Farmers Market District
- D## Proposed Directional Signs
- K## Proposed Kiosks
- Destination Markers
- Decision Nodes
- P Private Parking
- ✱ Washrooms
- ⚡





## Messaging Charts

The following charts outline specific information per sign, including the sign reference number (that is located on the sign location plans), approved destinations, turning direction, approximate location etc. The charts are designed to be flexible to suit specific situations and should be reviewed prior to each installation phase. The ranking levels were used to determine where the destination should be started within the system. Individual signs have been designed to suit 'best fit' for a maximum of five destinations per sign. Additional possible destinations that could appear on each sign are also listed. The management team should review the charts and review the destinations included to ensure accuracy re. sequencing, consistent identification names, sign locations etc.

## Messaging Chart Definitions

**Sign Type:** The following abbreviations are associated with the Family of Sign Types (see Design Intent [pages 76 -81](#)) and Sign Type descriptions on [page 48](#).

- **DU:** Directional (Urban)
- **DUC:** Directional (Urban Core)
- **DR, DH, DN:** Directional Rural, Directional Highway, Directional Neighbourhood
- **DFG:** Directional Farm Gate
- **K:** Kiosk (Primary, Secondary)
- **G:** Gateway
- **GD:** Gateway Directional
- **GWC:** Gateway Combo

**Ref. ID:** Specific sign number noted on the Sign Location Plans.

**Direction:** The directional arrow associated with the destination on the specific sign.

**km:** Distance from the sign to the destination. Distances are to be added when the exact location of the sign is determined by the management group. Distances should be rounded off to the nearest half kilometer relative to the audience. For vehicles - kms should be used; for pedestrians, meters should be used.

**Primary Message:** The destination names listed in association with the approaching intersection. The message order is coordinated with the turning direction, with the first messages with a left turn; the next messaging with a right turn, and the last messages proceeding through the intersection. The order of destination within each turn, will be the closest destination first. See [pages 36-42](#) for more destination message information.

**Alternative Message:** Additional destinations surpassing the recommended 5 destinations have been included for consideration. The alternative may be included on an additional 'banner' in the form a 'symbol' if possible (eg. A parking symbol 'P' could be used instead of the word 'parking' to leave additional room on the message panel for another destination name). Should an alternative destination be included instead of the proposed destination, the progressive disclosure associated with the substitution should be reviewed and the system should be edited to suit.

**Modular Banner Panel:** An additional panel (if necessary) to accommodate possible 'symbols' such as parking, museums, hotels, picnic areas, etc.

**Symbol:** Possible destinations that could be messaged with a symbol instead of a destination name.

**District banner ID:** A designated banner space to include the district in which the sign is located. Districts are 'public' in nature such as a downtown district, rather than a collective within a private development, such as a shopping mall.

**Approximate Location:** The street location at the nearest intersection. The locations of the signs are also noted on the Sign Location Plans.

**Sign Facing Direction:** The direction the front of the sign faces – usually the opposite direction of travel for that particular sign.

**Pole Option:** For consideration. As a default, all signs have been assigned a new pole option. At the time of installation, it may be found that an existing hydro pole may be available to accept the sign. This should be coordinated and approved by the regulating authority during phase development.

**Existing Sign:** If an existing sign is being replaced by a new sign, the existing sign should be removed to accommodate the new sign. Correspondence with the governing agency / owner of the existing sign should be part of phase development.

**Circuit:** Each sign is part of a sequence in which all destinations included in a group of signs are part of a circuit. If a sign from a circuit is removed or not installed with the rest of that circuit, the sequence is broken and not all destinations will have adequate wayfinding signs, resulting in a breakdown of the progressive disclosure messaging sequence. Circuits have been provided to assist with appropriate phasing and budget allocation.

## St. Jacobs (1 of 4)

Sign Type	Sign Information								Site Information				Circuit
	Ref ID	Direction	km	Primary Messaging	Alternative Message	Modular Banner Panel	Symbol	District ID Banner	Approximate Location	Sign Facing Direction	Pole Option	Existing Sign	
DR	1	← → ↑ ↑		Farmers Market Elmira St. Jacobs Village Arena & Com. Hall	optional				Sawmill Road/ Weeby Place rd	East	New	no	A
DN	2	←		Arena & Community Hall					Sawmill Rd West of roundabout	East	New		A
DR	3	← ← ← ↑		St. Jacobs Village Parking / Bus Drop Off Shop & Dine Train Station Cemetery	Schoolhouse Theatre optional		Parking / or separate sign		North East corner of Sawmill Rd. and King St. North	East	New	replace existing Woolwich sign	A
DR	4	→ ↑ ↑ ←		St. Jacobs Village Farmers Market Waterloo Conestogo					Arthur St. South	North	New		F,A
DU	5	← ← ← ← →		St. Jacobs Village Farmers Market Arena & Com. Hall HWY 85 Optimist Park	optional				King St North & Northside Drive	North	New		H
DU	6	↑ ↑ ← ← ←		St. Jacobs Village Shops & Restaurants Arena & Com. Hall Farmers Market HWY 85					King St. North & Sawmill	North	New		H
DU	7	← ← ← →		Arena & Com. Hall Farmers Market HWY 85 St. Jacobs Village					Hawksville Road @ Northside Drive	West	New		I
DU	8	← → → → →		HWY 85 St. Jacobs Village Shop & Dine Train Station Schoolhouse Theatre					Northside Drive @ King St. North	West	New		I
DU	9	→ → → → ↑		Arena HWY 85 Farmers Market Snider Memorial Park Optimist Park					Northside Drive @ Sawmill	South	New		I

D: Directional **DR, DH, DN**: Directional Rural, Directional Highway, Directional Neighbourhood **DFG**: Directional Farm Gate

## St. Jacobs (2 of 4)

Sign Type	Sign Information								Site Information				Circuit
	Ref ID	Direction	km	Primary Messaging	Alternative Message	Modular Banner Panel	Symbol	District ID Banner	Approximate Location	Sign Facing Direction	Pole Option	Existing Sign	
DU	10	→ → → ↑ ↑		St. Jacobs Village Shop & Dine Train Station Arena & Com. Hall HWY 85					Sawmill @ King St. N	West	New		I
DN	11	→ → ↑		Arena Snider Memorial Park HWY 85					Sawmill @ Parkside Drive	West	New	check MTO signs for HWY85	H
DU	12	→ → ↑ ←		Farmers Market Waterloo Conestogo Elmira					Sawmill Rd West of roundabout	West	New	to review on site	H
DR	13	← ← ← → ↑		St. Jacobs Village Shop & Dine Arena & Com. Hall Conestogo Elmira					HWY 85 South of roundabout	South	New		G,A
DU	14	← ↑ ↑ ↑ ↑		Cemetery St. Jacobs Village Farmers Market HWY 85 Train Station					Hawksville Rd. West of Railroad	West	New		I
DN	15a	←		Cemetery					King St. N West of Railroad	West	New		A
DN	15b	→ ↑		Cemetery St. Jacobs Village							New		A
DU	16	← → → → →		Cemetery Arena & Com. Hall HWY 85 Farmers Market Snider Memorial Park					King St. N @ Sawmill	South	New		C
DU	17	↑ ↑ ↑ ↑		Parking / Bus Drop off Train Station Schoolhouse Theatre Farmers Market		Parking / Bus Drop Off	Mill Race Trail Ball Diamond	Village	King St. N North of Conestogo River	North	New		A

D: Directional **DR, DH, DN**: Directional Rural, Directional Highway, Directional Neighbourhood **DFG**: Directional Farm Gate



## St. Jacobs (3 of 4)

Sign Type	Sign Information							Site Information				Circuit
	Ref ID	Direction	km	Primary Messaging	Alternative Message	Modular Banner Panel	Symbol	District ID Banner	Approximate Location	Sign Facing Direction	Pole Option	
DUC	18	←		Parking / Bus Drop off			Health Valley Trail	Village	King St. N @ Albert Street	North	New	
		←		Museum								
		→		Schoolhouse Theatre		Parking / Bus Drop Off						
		↑		Train Station								
DN	19a	→		Farmers Market					King St. N @ Cedar St.	North	New	
		→		Library								
DN	19b	→		Train Station							New	
		↑		Farmers Market								
DU	20	←		Riverside Meadows Park				Village	King St. N @ Princess St.	North	New	
		←		Dog Park								
		↑		Farmers Market								
DU	21	→		Woolwich Trail					King St. N @ Henry St.	North	New	
		→		3 Bridges Park								
		↑		Farmers Market								
DU	22	←		Trail					King St. N @ Printery Rd.	North	New	
		←		Valleyview Park								
		↑		Farmers Market								
DU	23	←↑		Parking			Parking / Bus Drop off	Village	Albert St. E @ Water St.	West	New	
		←↑		Trail								
		←		Museum								
		↑		Ball Diamond								
DU	24	←		Health Valley Trail					Princess St. E @ Water St.	West	New	
		←		Ball Diamond								
		←		Museum								
		↑		Riverside Meadows Park								
		↑		Dog Park	Optional, Valleyview Park							
DU	25	→		Health Valley Trail			Parking / Bus Drop off		King St. N @ Printery Rd.	South	New	
		→		Valleyview Park								
		↑		St. Jacobs Village								
		↑		Parking								
		↑		Train Station								
DU	26	→		Health Valley Trail			Parking / Bus Drop off		King St. N @ Princess St.	South	New	
		→		Ball Diamond								
		↑		Schoolhouse Theatre								
		↑		Train Station								
		↑		Hwy 85								

D: Directional DR, DH, DN: Directional Rural, Directional Highway, Directional Neighbourhood DFG: Directional Farm Gate

## St. Jacobs (4 of 4)

Sign Type	Sign Information							Site Information				Circuit	
	Ref ID	Direction	km	Primary Messaging	Alternative Message	Modular Banner Panel	Symbol	District ID Banner	Approximate Location	Sign Facing Direction	Pole Option		Existing Sign
DUC	27	← ↑ ↑ ↑		Train Station Parking Museum Schoolhouse Theatre Hwy 85			Parking / Bus Drop off	Village	King St. N @ Cedar St.	South	New		C
DUC	28	← → → →		Schoolhouse Theatre Parking Heath Valley Trail Museum Ball Diamond			Parking / Bus Drop off	Village	King St. N @ Albert Street	South	New		C
DU	29	← ← → ↑ ↑		Farmers Market Train Station Hwy 85 Schoolhouse Theatre Trail				Village	Albert St. E @ King St. N	East	New		D
DU	30	↔ ← ← ← ←		Health Valley Trail Riverside Meadows Park Dog Park Museum Parking	Optional, Valleyview Park				Printery Rd. @ Water St.	South	New		A
DN	31	← ←		3 Bridges Park Woolwich Trail					King St. N @ Henry St.	South	New		E
DN	32	→ →		3 Bridges park Woolwich Trail					Henry St. @ Township Rd 21/Three Bridges Rd.	East	New		E
DFG	It is recommended that 2 directional Farm Gate signs be included at the nearest road intersection for each Farm Gate establishment noted on the Township website. At the time of publication, 2 Farm Gates establishments in the St. Jacobs area were found on the Township of Woolwich website. (4 signs in total)												

D: Directional **DR, DH, DN**: Directional Rural, Directional Highway, Directional Neighbourhood **DFG**: Directional Farm Gate

### The Stockyards (1 of 3)

Sign Type	Sign Information								Site Information				Circuit
	Ref ID	Direction	km	Primary Messaging	Notes / Alternative Message	Modular Banner Panel	Symbol	District ID Banner	Approximate Location	Sign Facing Direction	Pole Option	MTO Permit	
DR	33	← ↑ ↑ ↑		Xxxxxxxxxxxxxxx St. Jacobs Village Shop & Dine Train Station Schoolhouse Theatre	Possible destination on Lobsinger Line				Lobsinger Line @ King St. N	South	New		K
DR	34	→ ↑ → ↑ → ↑		Hotels & Playhouse Farmers Market Parking HWY 85					King St. N @ Weber St. N	North	New		J
DR	35	← ← ← ← →		St. Jacobs Village Schoolhouse Theatre Shop & Dine Train Station HWY 85	or Trailhead				Weber St. N @ King St. N	South	New		K
DR	36	← ← ↑ ↑ ↑		Farmers Market Hotels & Playhouse St. Jacobs Village Schoolhouse Theatre Train Station					King St. N @ Weber St. N	East	New		L
DN	37	→ →		Farmers Market St. Jacobs Village	Note: can only turn RIGHT at this sign				Highway 85 Exit @ King St. N	North	New	Yes	P
DR	38	→ → → → ↑		Farmers Market Parking Hotels & Playhouse St. Jacobs Country Playhouse St. Jacobs Village	Consider added support sign for St. Jacobs Village on overpass with existing MTO sign to Elmira				King St. N @ Farmers Market Rd.	West	New	Yes	J
DR	39	← ← ↑		St. Jacobs Village Trailhead HWY 85					Farmers Market Rd. @ King St. N	South	New	Yes	M
DR	40	← ← ← ↑		Farmers Market Hotels St. Jacobs Country Playhouse St. Jacobs Village					King St. N @ Farmers Market Rd.	East	New	Yes	L

D: Directional **DR, DH, DN**: Directional Rural, Directional Highway, Directional Neighbourhood **DFG**: Directional Farm Gate

## The Stockyards (2 of 3)

Sign Type	Sign Information						Site Information				Circuit		
	Ref ID	Direction	km	Primary Messaging	Notes / Alternative Message	Modular Banner Panel	Symbol	District ID Banner	Approximate Location	Sign Facing Direction		Pole Option	MTO Permit
DR	41	← ← ← ←		Farmers Market Parking Hotels St. Jacobs Country Playhouse					Weber St. N @ Farmers Market Rd.	North	New		J
DU	42	← → →		Waterloo Farmers Market St. Jacobs Village					Farmers Market Rd. @ Weber St. N	East	New		M
DU	43	↑ → → → ↑		Farmers Market Hotels St. Jacobs Country Playhouse St. Jacobs Village					Weber St. N @ Farmers Market Rd.	South	New		K
DU	44	← ← ← ↑ ↑		Hotels St. Jacobs Country Playhouse Trail Farmers Market Parking					Farmers Market Rd. @ Benjamin Rd.	East	New		L
DU	45	← ← → → →		Farmers Market St. Jacobs Village HWY 85 Trail Train? (no parking)					Benjamin Rd. @ Farmers Market Rd.	South	New		M
DU	46	← ← ← →		Farmers Market St. Jacobs Village St. Jacobs Country Playhouse Waterloo					Apple Grove Rd. @ Weber St. N	West	New		N
DR	47	← ←		Hotels St. Jacobs Country Playhouse					Township Rd. 39 @ Weber St. N	West	New		O

D: Directional **DR, DH, DN**: Directional Rural, Directional Highway, Directional Neighbourhood **DFG**: Directional Farm Gate

### The Stockyards (3 of 3)

Sign Type	Sign Information							Site Information				Circuit	
	Ref ID	Direction	km	Primary Messaging	Notes / Alternative Message	Modular Banner Panel	Symbol	District ID Banner	Approximate Location	Sign Facing Direction	Pole Option		MTO Permit
DR	48	→ → ↑ ↑		St. Jacobs Country Playhouse Hotels Farmers Market St. Jacobs Village					Weber St. N @ Township Rd. 39	South	New		K
DR	49	← ↑ ↑		St. Jacobs Village Farmers Market	Consider adding St. Jacobs to existing MTO sign with Elmira				King St. N @ Martin Grove Rd./Hwy 85 on ramp	East	New	Yes	L
Gate Way Combo	50	← ←		Welcome to St. Jacobs Country Farmers Market St. Jacobs Village	Combination Gateway and Directional				Highway 85 Exit @ King St. N	South	New	Yes	L
DH	51	↑ → ↑ ↑		Farmers Market Hotels St. Jacobs Country Playhouse							New	Yes	J
DU	52	→ → ↑ ↑		Hotels St. Jacobs Country Playhouse Farmers Market Parking							New		K
DR	53	↑ ↑ ↑		Farmers Market Hotels St. Jacobs Country Playhouse					King St. N @ Lobsinger Line	North	New		J
DR	54	← ← ← → →		St. Jacobs Village Train Station Schoolhouse Theatre Farmers Market Hotels & Playhouse	or Shop & Dine				Lobsinger Line @ King St. N	West	New		Q
DFG	It is recommended that 2 directional Farm Gate signs be included at the nearest road intersection for each Farm Gate establishment noted on the Township website. At the time of publication, 1 Farm Gate establishment in the Stockyard settlement area were found on the Township of Woolwich website. (2 signs in total)												

D: Directional **DR, DH, DN**: Directional Rural, Directional Highway, Directional Neighbourhood **DFG**: Directional Farm Gate

## Kiosks

Kiosks				
Ref ID	Sign Information		Site Information	Phase
	Sign	Location	Approximate Location	
K1	Primary	Stockyards	Corner of Farmers Market Rd and Benjamin Rd.	TBD
K2	Primary	Stockyards	Train Station	TBD
K3	Secondary	Stockyards	Trail Head	TBD
K4	Primary	St. Jacobs	Issabella St. and Cedar St.	TBD
K5	Secondary	St. Jacobs	King St and Hatchbom St.	TBD
K6	Secondary	St. Jacobs	Library Park	TBD
K7	Secondary	St. Jacobs	Front St @ parking lot	TBD
K8	Secondary	St. Jacobs	King St @ pedestrian walkway	TBD
K9	Secondary	St. Jacobs	King St. @ 1440 King St.	TBD
K10	Secondary	St. Jacobs	on Conestogo River	TBD
K11	Primary	St. Jacobs	corner of Albert St. E. and Water St.	TBD

K: Kiosk

## Gateways

Gateway Signs							
Sign Information				Site Information			Phase
Ref ID	Primary Messaging	Sign	Location	Approximate Location	MTO Permit	Sign Facing Direction	
G1	St. Jacobs Country	Rural Road	St. Jacobs	Sawmill Rd, west of Twp. #30		East	TBD
G2	St. Jacobs Country	Rural Road	St. Jacobs	Arthur St. S., south of Scotch Line Rd		North	TBD
G3	St. Jacobs Country	Rural Road	St. Jacobs	Hawksville, east of Twp. #21		West	TBD
G4	St. Jacobs Country	River	St. Jacobs	TBD			TBD
G5	St. Jacobs Country	Trail	St. Jacobs	TBD			TBD
G6	St. Jacobs Country	Rural Road	Stockyards	Lobsinger Line, south of Kressler Rd.		West	TBD
G7	St. Jacobs Country	Urban Road	Stockyards	Weber St. south of Benjamin South		South	TBD
G8	St. Jacobs Country	Trail / Rail	Stockyards	TBD	Yes		TBD
G9	St. Jacobs Country	HWY 85 (MTO sign)	Stockyards	Hwy 85, south of King St. N	Yes	South	TBD
G10	St. Jacobs Country	Urban Road	Stockyards	King St. Noth, north of Bridge St. W	Yes	South	TBD

G: Gateway

Other:

Ref ID	Primary Messaging	Direction	Location	Approximate Location	MTO Permit	Sign Facing Direction	Phase
GD1	To St. Jacobs Country	→	Conestogo (St. Jacobs)	Northfield Dr. East @ Sawmill NW corner		North	TBD
GD2	To St. Jacobs Country	←	Conestogo (St. Jacobs)	Northfield Dr. East @ Sawmill SE corner		South	TBD
GD3	To St. Jacobs Country	↑	Conestogo (St. Jacobs)	Sawmill Rd. @ Northfield Dr. E NE corner		East	TBD
GD4	To St. Jacobs Country	←		Ament Line @ Hawksville Rd		North	TBD
GD5	To St. Jacobs Country	→		Kressler Rd @ Hawksville Rd.		South	TBD
GD6	To St. Jacobs Country	←	Heidelberg (Stockyard)	Kressler Rd. @ Lobsinger Line		North	TBD
GD7	To St. Jacobs Country	→	Heidelberg (Stockyard)	Kressler Rd. @ Lobsinger Line		South	TBD

GD: Gateway Directional

Note: Refer to Sign Location Plans and Sign Placement Guidelines for additional information.

# Style Guide

## General

A general theme of modern meets traditional, and natural to suit the quaint, rural community has been established and incorporated into the overall signage design. The general design of signs include:

- Elements of wood and/or aluminum and colour to promote continuity on the signs;
- The St. Jacobs Country logo and/or branding elements are incorporated within the signs to establish a cohesive and distinctive family of signs.
- Character and a unique design to the signage program that distinguishes St. Jacobs Country from neighbouring communities;
- A hierarchy of signs;
- The use of logo, colour and typography work in harmony and comply with the St. Jacobs Country Brand Guidelines to provide a comprehensive wayfinding sign strategy for Woolwich Township.

## Logo

The St Jacobs Country logo is used throughout each family of signs. The logo features an icon and wordmark. The logo is used as a whole or with the icon alone. The icon and quilt patterns are used as a watermark or subtle background to add interest and unify the family of signs.

### Correct Use

The primary logo feature a stacked icon and wordmark. Other variations include a horizontal orientation, the just the icon, and just the wordmark. The logo may be used in a variety of the brand colours (see [page 73](#)), provided there is adequate contrast from the background.



*See Appendix E for more information about St. Jacobs Country Branding.*



## Colours

St. Jacobs Country brand colours have been chosen in response to market research, community feedback, and colour theory. The hues compliment the natural environment of St. Jacobs Country and are aligned with the brand's target demographic.

The St. Jacobs Country colour palette features three primary colours, three secondary colours, and two tertiary colours. These colours are not to be altered for any use. White and black can also be used.



## Typography

Sizes of font will vary depending on road speed, with smaller fonts used on lower speed roadways and enlarged fonts as speed increases.

### Oakes Grotesk

Oakes Grotesk Medium is a sans-serif font with high legibility. It is the primary font for the St. Jacobs Country brand and is suitable for headlines and body text. When Oakes Grotesk is unavailable, suitable substitutions are Helvetica Neue Regular and Arial Regular

**Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm  
Nn Oo Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz  
1 2 3 4 5 6 7 8 9 0**

### Manier

Manier is a serif display font used as an accent font for the St. Jacobs Country brand. It may be used sparingly throughout the signage program within the logo or large titles. It is not suitable for a large amount of text at a small size.

**Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm  
Nn Oo Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz  
1 2 3 4 5 6 7 8 9 0**

## Materials

Materials recommended for the signage program are representative of the St. Jacobs Country brand and theme. Materials are natural, commonly used in a rural setting and reminiscent of the rich agricultural history. Generally, materials for signs will include the following:

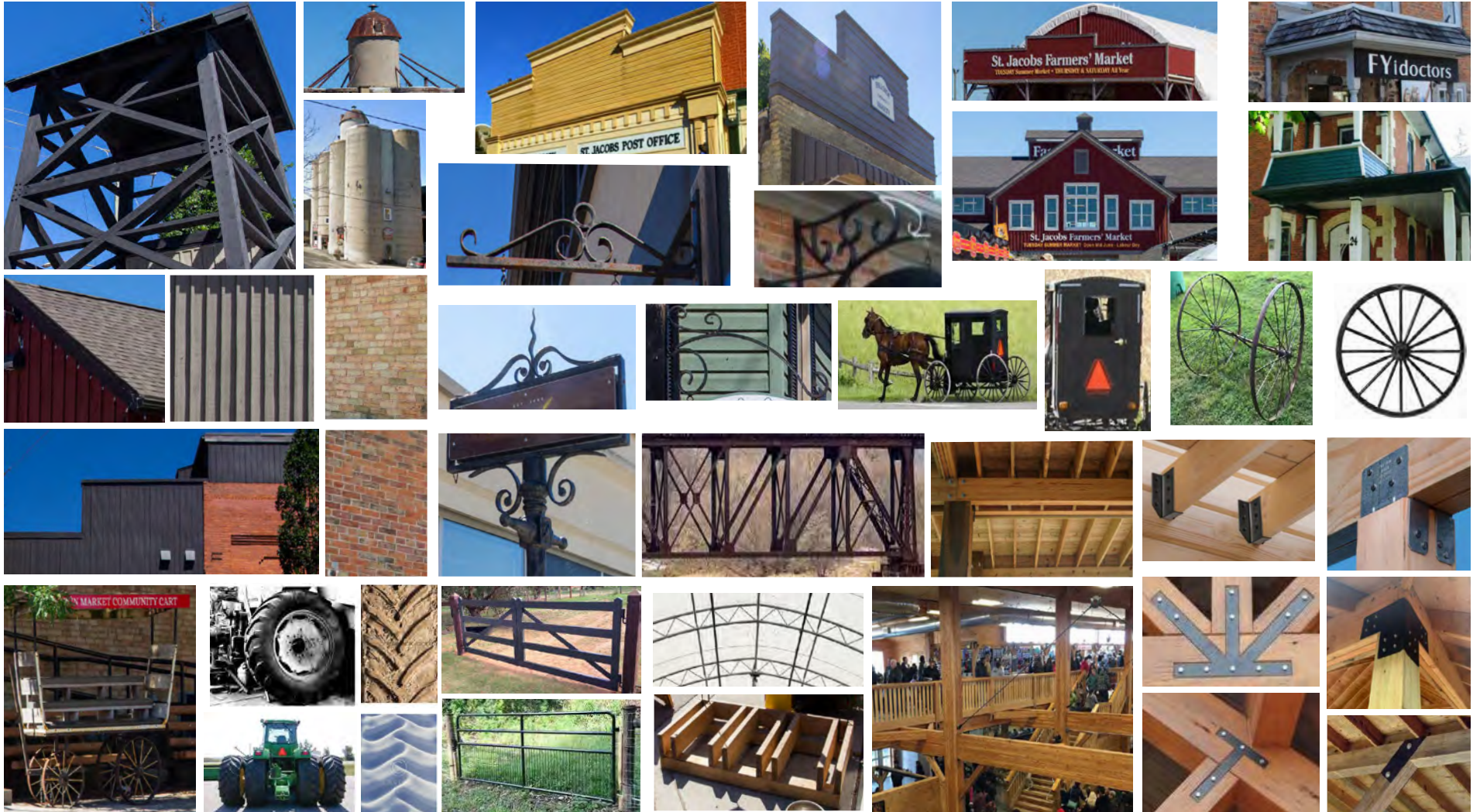
- Wood is used in sign panels or posts;
- Steel is used for accessory details and to help mount signs;
- Aluminum is used for signs panels with wood or aluminum posts;
- Sun and ultra violet resistance should be considered to maintain original colour;
- ‘Off the shelf’ products should be considered as a preferred alternative to custom work (ie. banner arms/brackets, etc.)
- Materials should be of high quality to limit maintenance requirements;
- All materials will be new and free from defects.

## Architectural Cues

Architectural cues have been noted through background research to inspire materials, colours, shapes and other details within the sign concept designs. Noteworthy cues include:

- Quaint village appearance
- Mennonite culture
- Waterloo Central Railway Bridge
- Agriculture
- Farmers Market
- Barns and Silos
- Gates
- Traditional farming equipment
- Wrought iron decor
- Beams, gables and braces.

## Architectural Cues



# Sign Concepts

## An Overview

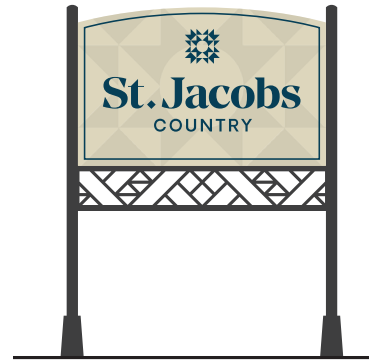
A full family of signs for each sign concept can be found in the [Appendices](#).



### Concept 1: Timber

- The symmetry of the panel is traditional and the silhouette shape is reflective of some architecture in the area, such as barns and silos.
- The timber and metal hardware embellishments reinforce a quality of strength and are reminiscent of materials used in the area.
- Branding is incorporated with a subtle background pattern and the blue colour is natural yet stands out in a rural landscape.

Concept 1 was chosen as the preferred concept and has been further developed in the following section: [Sign Design Intent](#).



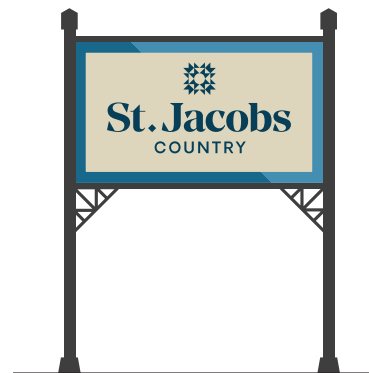
### Concept 3 A/B: Iron Quilt

- The decorative metal band reflects the updated St. Jacobs Country branding, using the quilt pattern for a modern twist on a traditional design.
- The curved edge contrasts the straight lines in the quilt to add a softness that is welcoming and friendly.
- The posts and decorative details are metal for a traditional feel.
- The quilt pattern is also incorporated as a subtle background on the panel.



### Concept 2: Gate

- Inspired by the surrounding farms and countryside.
- The wide timber posts and wood details are reminiscent of rural architecture.
- Opportunity for a pop of colour adds playfulness.
- Simple rectangular panels with a dark blue band create a modern look and allows each sign to be recognized within the family.

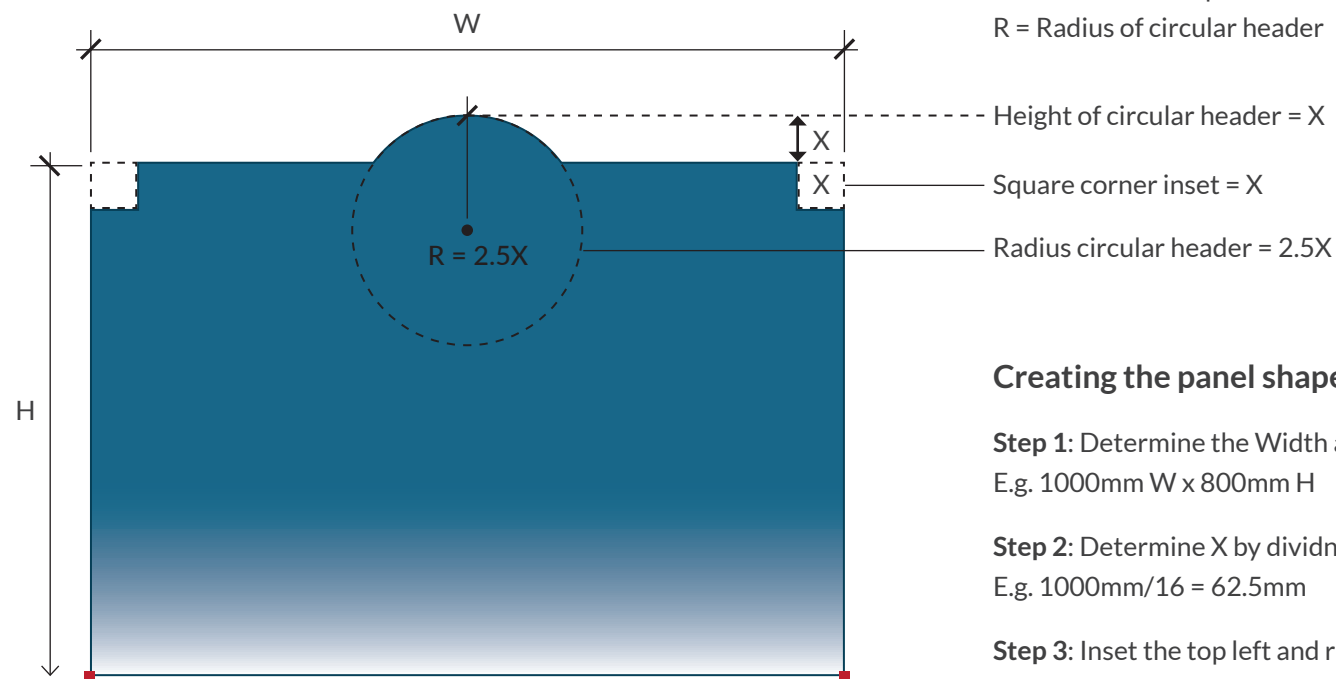


### Concept 4: Iron Triangle

- The triangle is a subtle architectural feature that reinforces branding with the quilt pattern.
- The straight lines and triangles reinforce the updated St. Jacobs Country branding.
- The border/band is consistent throughout and allows for interest through use of colour.

# Sign Design Intent

## Panel Shape Details



Note: Once this vector shape is established, simply adjust the bottom left and right anchor points to establish the desired height of the panel.

### Creating the panel shape details:

**Step 1:** Determine the Width and Height of the panel  
 E.g. 1000mm W x 800mm H

**Step 2:** Determine X by dividing W by 16  
 E.g. 1000mm/16 = 62.5mm

**Step 3:** Inset the top left and right corners by X

**Step 4:** Create a circle with a radius of 2.5X  
 E.g. 62.5mm x 2.5 = 156.25mm

**Step 5:** Place the circle Xmm beyond the top edge of the panel  
 E.g. In this case, 62.5mm beyond the top edge

Note: The header design proportions are relevant to the width of the panel. The height of the panel is independent and can be established/adjusted after the top shape details have been created.

## Panel Graphics



- 2-Stroke Border:**  
Outer Dark Blue stroke is approx. 1/4 size of X  
Inner Cream border is approx. 1/2 thickness of Dark Blue stroke
- Main Background Colour:**  
Dark Blue
- Background Pattern (logo icon):**  
Light Blue; Opacity 30% (ensures subtle contrast ratio of 1.2:1)
- Background Position:**  
Centre the icon pattern on a vertical axis  
The edges of the icon should touch the edge of the panel stroke.





- Header Icon:**  
Cream colour  
Centre aligned  
Height aligned with panel strokes as demonstrated
- Sign Message:**  
White text creates contrast ratio of 5.4:1. (Ensure min. contrast ratio of 4.5:1)

### St. Jacobs Brand Colour Palette

-  Light Blue  
Pantone 7696C  
CMYK 73 33 17 0
-  Dark Blue  
Pantone 7705C  
CMYK 92 53 30 8
-  Cream  
Pantone 7527C  
CMYK 8 7 17 0

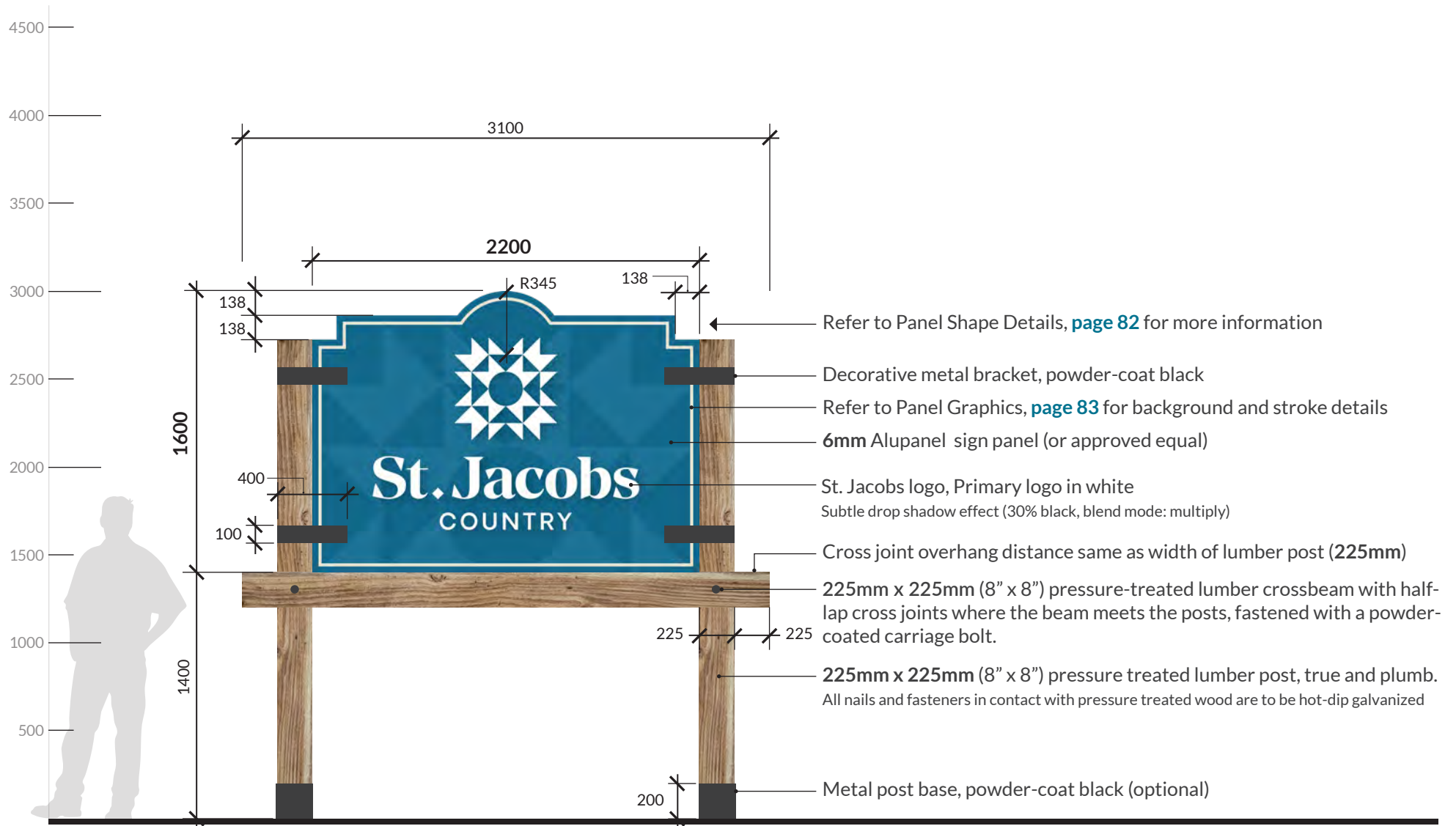
### Additional Signage Colours

-  Dark Blue-Black Accent  
CMYK 94 69 53 53
-  Green Accent  
CMYK 57 35 98 16

Note: Additional Signage Colours are based on St. Jacobs brand colours, but have been adjusted slightly to ensure minimum contrast ratios in sign designs. For additional information about the St. Jacobs Country brand colour palette, refer to St. Jacobs Country Brand Guidelines.

## G - Gateway (Primary)

Dimensions in milimetres, unless otherwise noted.



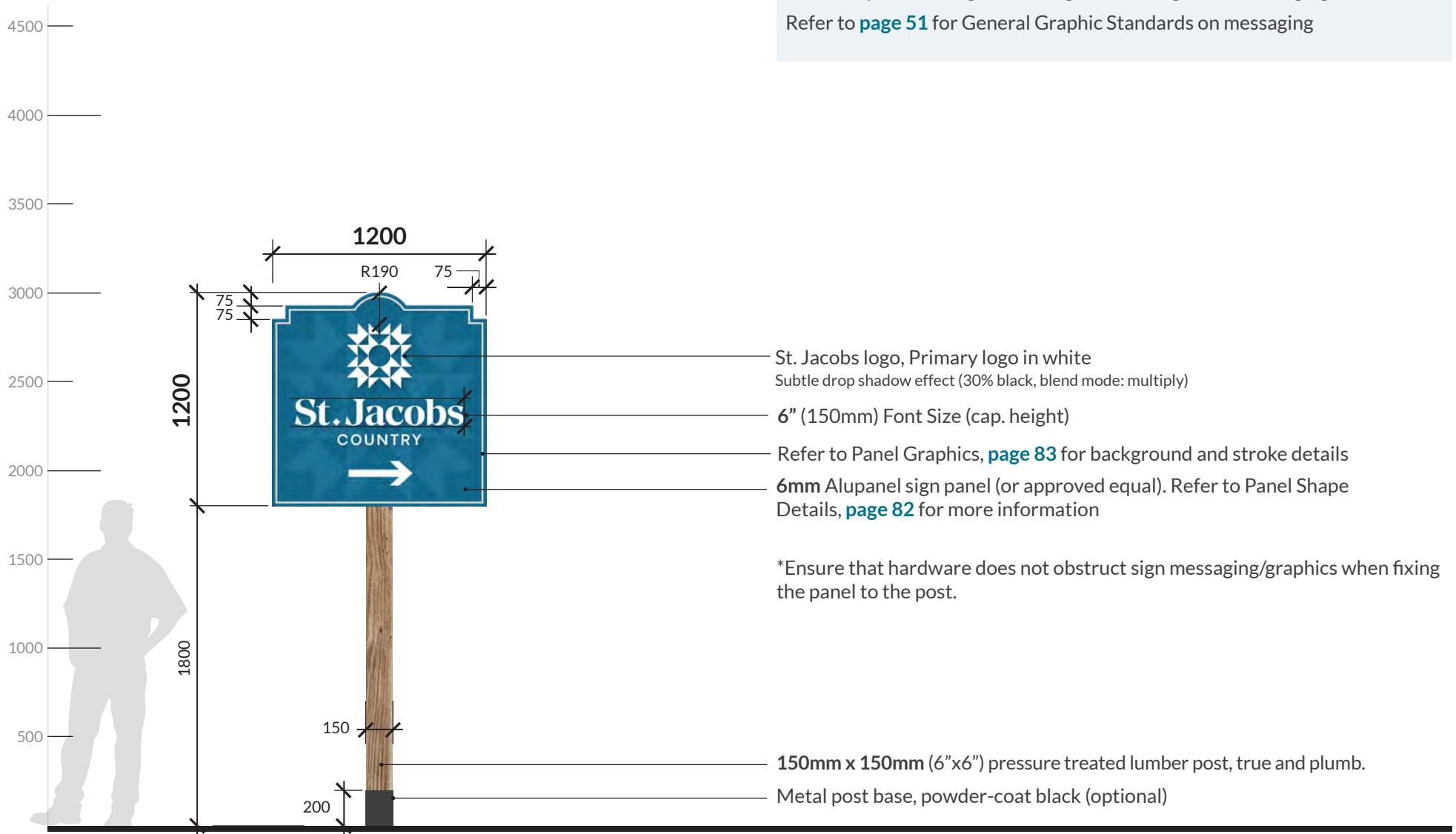
**NOTE:**  
Drawings illustrate sign and graphic design intent only. Fabricator to supply Township with graphic proofs prior to fabrication. Shop drawings (to include panel(s), structural/footing components, and fastening techniques) to be supplied by fabricator, and must be stamped by a certified structural engineer.

All nails and fasteners in contact with pressure treated wood are to be hot-dip galvanized

## GD - Gateway Directional

up to 70-80 km/h

Dimensions in millimetres, unless otherwise noted.



**NOTE:**  
Drawings illustrate sign and graphic design intent only. Fabricator to supply Township with graphic proofs prior to fabrication. Shop drawings (to include panel(s), structural/footing components, and fastening techniques) to be supplied by fabricator, and must be stamped by a certified structural engineer.

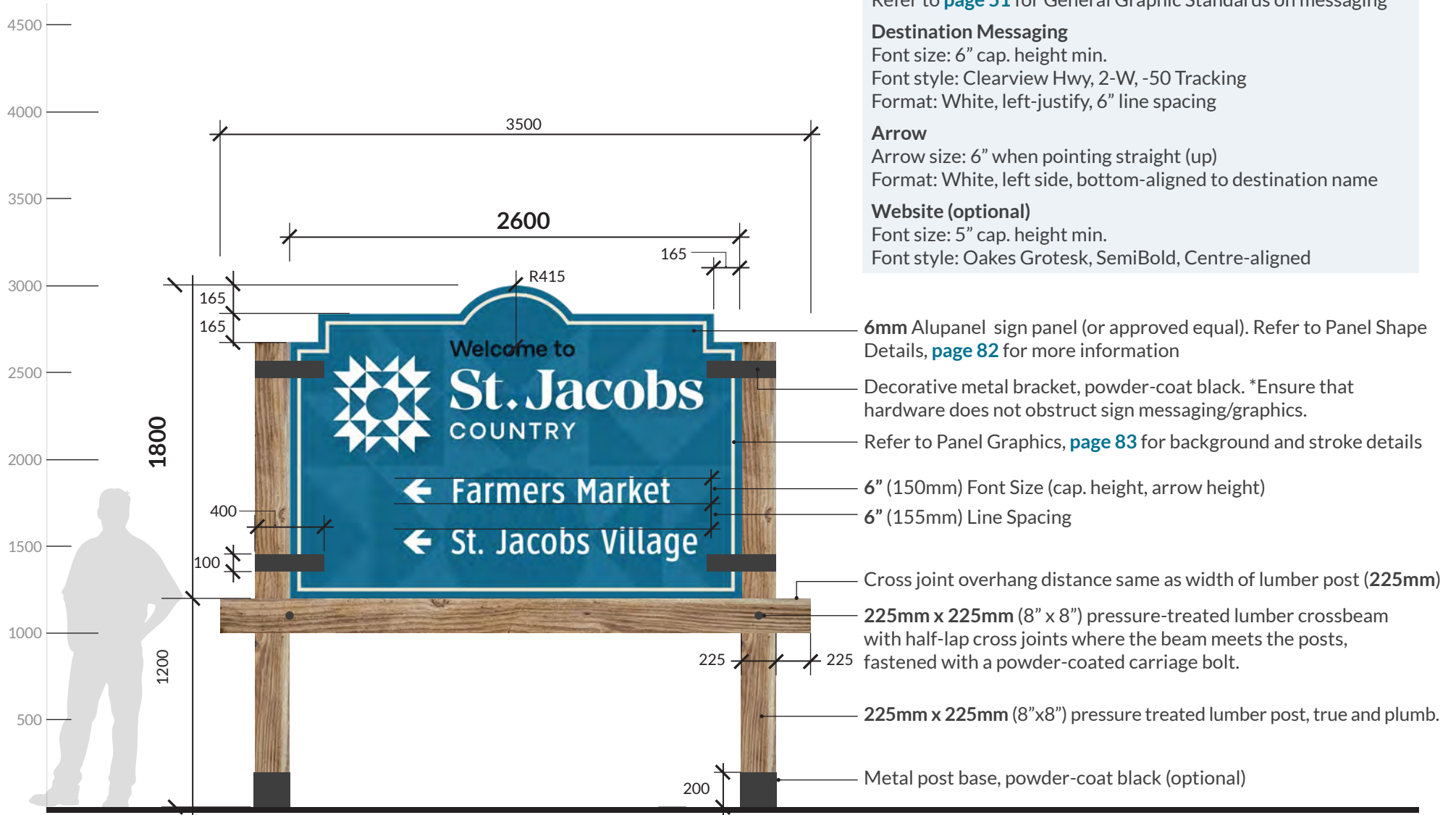
All nails and fasteners in contact with pressure treated wood are to be hot-dip galvanized



# GWC - Gateway Combo

70-80 km/h

Dimensions in millimetres, unless otherwise noted.



**NOTES:**  
 Example uses message from Ref ID GWC50. Final messaging to be confirmed prior to fabrication.  
 2 destinations max.  
 16 characters max. per line  
 Refer to [page 51](#) for General Graphic Standards on messaging  
**Destination Messaging**  
 Font size: 6" cap. height min.  
 Font style: Clearview Hwy, 2-W, -50 Tracking  
 Format: White, left-justify, 6" line spacing  
**Arrow**  
 Arrow size: 6" when pointing straight (up)  
 Format: White, left side, bottom-aligned to destination name  
**Website (optional)**  
 Font size: 5" cap. height min.  
 Font style: Oakes Grotesk, SemiBold, Centre-aligned

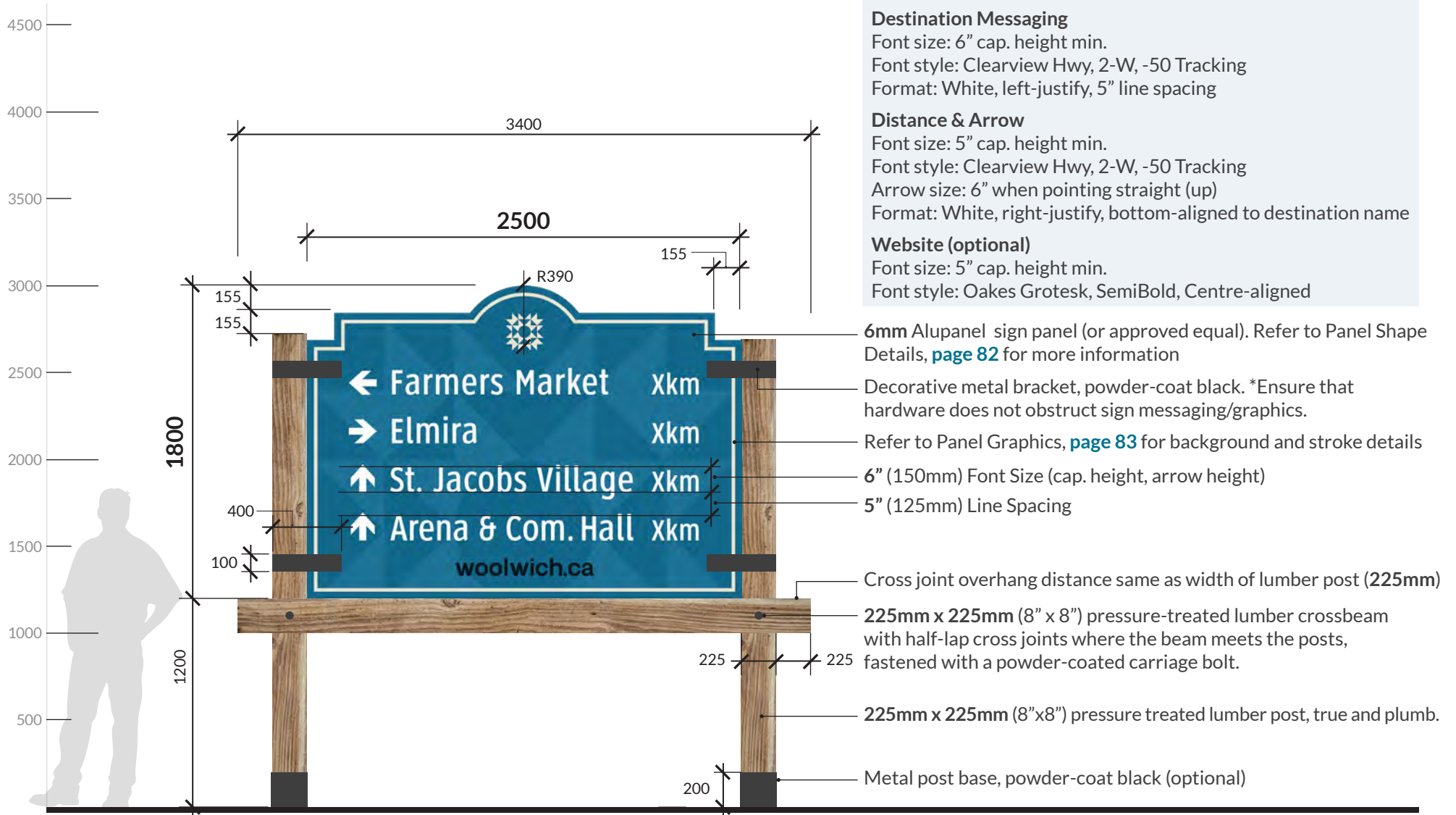
**NOTE:**  
 Drawings illustrate sign and graphic design intent only. Fabricator to supply Township with graphic proofs prior to fabrication. Shop drawings (to include panel(s), structural/footing components, and fastening techniques) to be supplied by fabricator, and must be stamped by a certified structural engineer.

All nails and fasteners in contact with pressure treated wood are to be hot-dip galvanized

## DR - Directional Rural

70-80 km/h

Dimensions in millimetres, unless otherwise noted.



**NOTES:**

Example uses message from Ref ID DR1. Final messaging and distances to be confirmed prior to fabrication.

4 destinations maximum

16 characters max. per line

Refer to [page 51](#) for General Graphic Standards on messaging

**Destination Messaging**

Font size: 6" cap. height min.

Font style: Clearview Hwy, 2-W, -50 Tracking

Format: White, left-justify, 5" line spacing

**Distance & Arrow**

Font size: 5" cap. height min.

Font style: Clearview Hwy, 2-W, -50 Tracking

Arrow size: 6" when pointing straight (up)

Format: White, right-justify, bottom-aligned to destination name

**Website (optional)**

Font size: 5" cap. height min.

Font style: Oakes Grotesk, SemiBold, Centre-aligned

**NOTE:**

Drawings illustrate sign and graphic design intent only. Fabricator to supply Township with graphic proofs prior to fabrication. Shop drawings (to include panel(s), structural/footing components, and fastening techniques) to be supplied by fabricator, and must be stamped by a certified structural engineer.

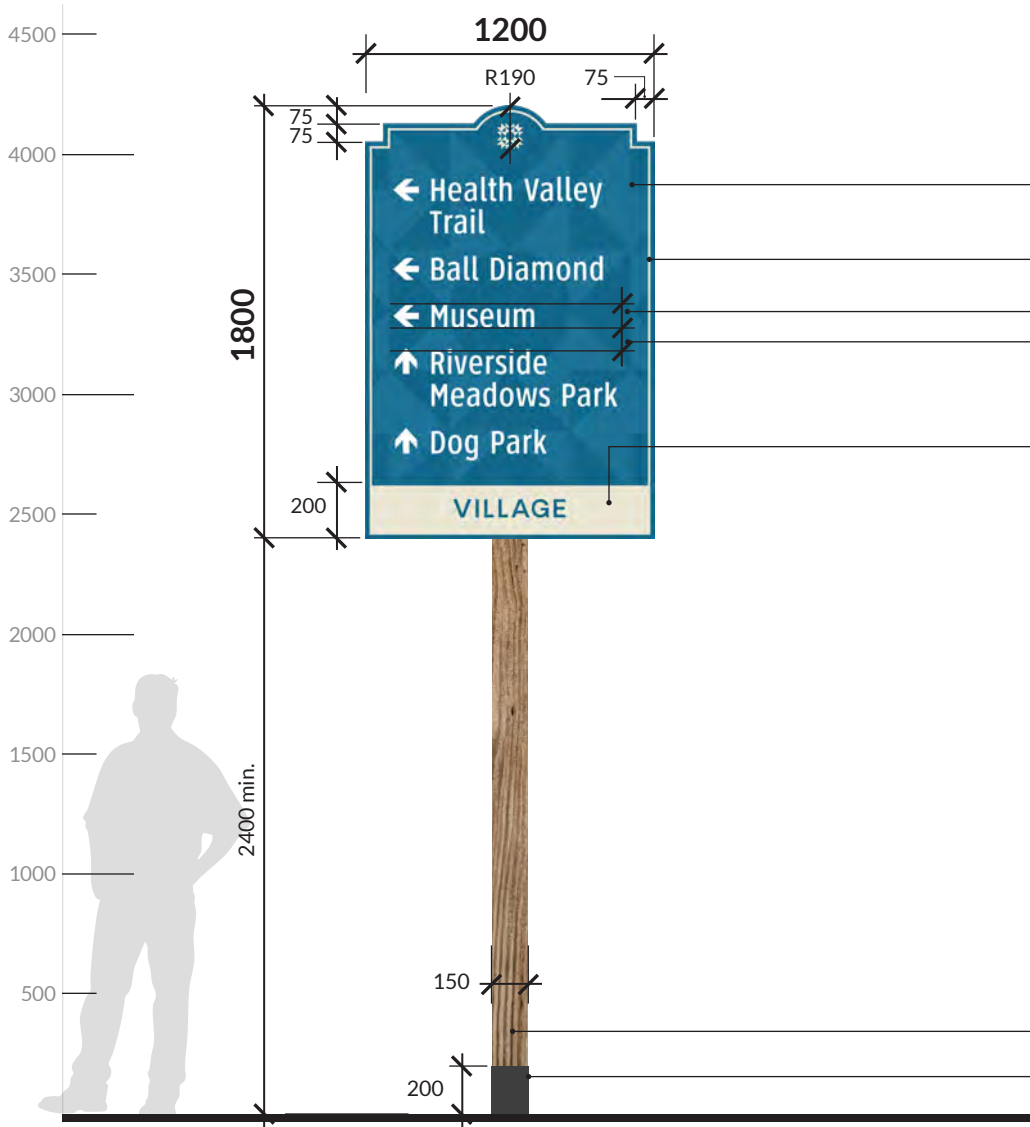
All nails and fasteners in contact with pressure treated wood are to be hot-dip galvanized



# DU - Directional (Urban)

50-60 km/h

Dimensions in millimetres, unless otherwise noted.



### NOTES:

Example uses message from Ref ID DU24. Final messaging and distances to be confirmed prior to fabrication.

5 destinations maximum  
13 characters max. per line

Refer to [page 51](#) for General Graphic Standards on messaging

\*Ensure that hardware does not obstruct sign messaging/graphics when fixing the panel to the post.

6mm Alupanel sign panel (or approved equal). Refer to Panel Shape Details, [page 82](#) for more information

Refer to Panel Graphics, [page 83](#) for background and stroke details

4" (100mm) Font Size (cap. height, arrow height)

4" (100mm) Line Spacing

#### 'District' (optional)

Font size: 3" cap. height min.

Font style: Oakes Grotesk, SemiBold, Tracking 100, Centre-aligned

#### Destination Messaging

Font size: 4" cap. height min.

Font style: Clearview Hwy, 2-W, -50 Tracking

Format: White, left-justify, 4" line spacing

#### Arrow

Arrow size: 4" when pointing straight (up)

Format: White, left side, bottom-aligned to destination name

150mm x 150mm (6"x6") pressure treated lumber post, true and plumb.

Metal post base, powder-coat black (optional)

All nails and fasteners in contact with pressure treated wood are to be hot-dip galvanized

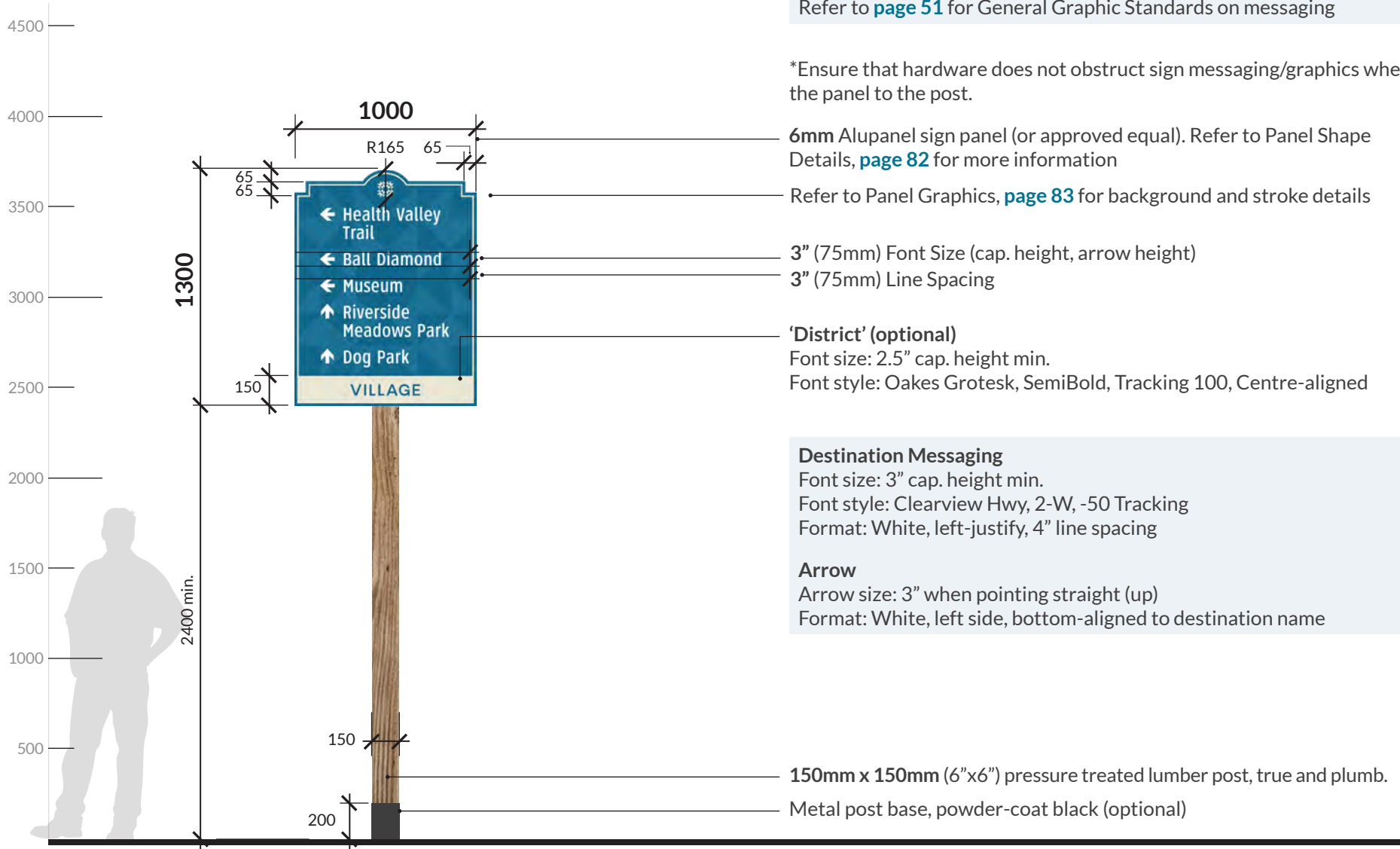
### NOTE:

Drawings illustrate sign and graphic design intent only. Fabricator to supply Township with graphic proofs prior to fabrication. Shop drawings (to include panel(s), structural/footing components, and fastening techniques) to be supplied by fabricator, and must be stamped by a certified structural engineer.

## DUC - Directional (Urban Core)

30-40 km/h

Dimensions in millimetres, unless otherwise noted.



**NOTES:**

Example uses message from Ref ID **DU24**. Final messaging and distances to be confirmed prior to fabrication.

5 destinations maximum

13 characters max. per line

Refer to [page 51](#) for General Graphic Standards on messaging

\*Ensure that hardware does not obstruct sign messaging/graphics when fixing the panel to the post.

6mm Alupanel sign panel (or approved equal). Refer to Panel Shape Details, [page 82](#) for more information

Refer to Panel Graphics, [page 83](#) for background and stroke details

3" (75mm) Font Size (cap. height, arrow height)

3" (75mm) Line Spacing

'District' (optional)

Font size: 2.5" cap. height min.

Font style: Oakes Grotesk, SemiBold, Tracking 100, Centre-aligned

**Destination Messaging**

Font size: 3" cap. height min.

Font style: Clearview Hwy, 2-W, -50 Tracking

Format: White, left-justify, 4" line spacing

**Arrow**

Arrow size: 3" when pointing straight (up)

Format: White, left side, bottom-aligned to destination name

150mm x 150mm (6"x6") pressure treated lumber post, true and plumb.

Metal post base, powder-coat black (optional)

All nails and fasteners in contact with pressure treated wood are to be hot-dip galvanized

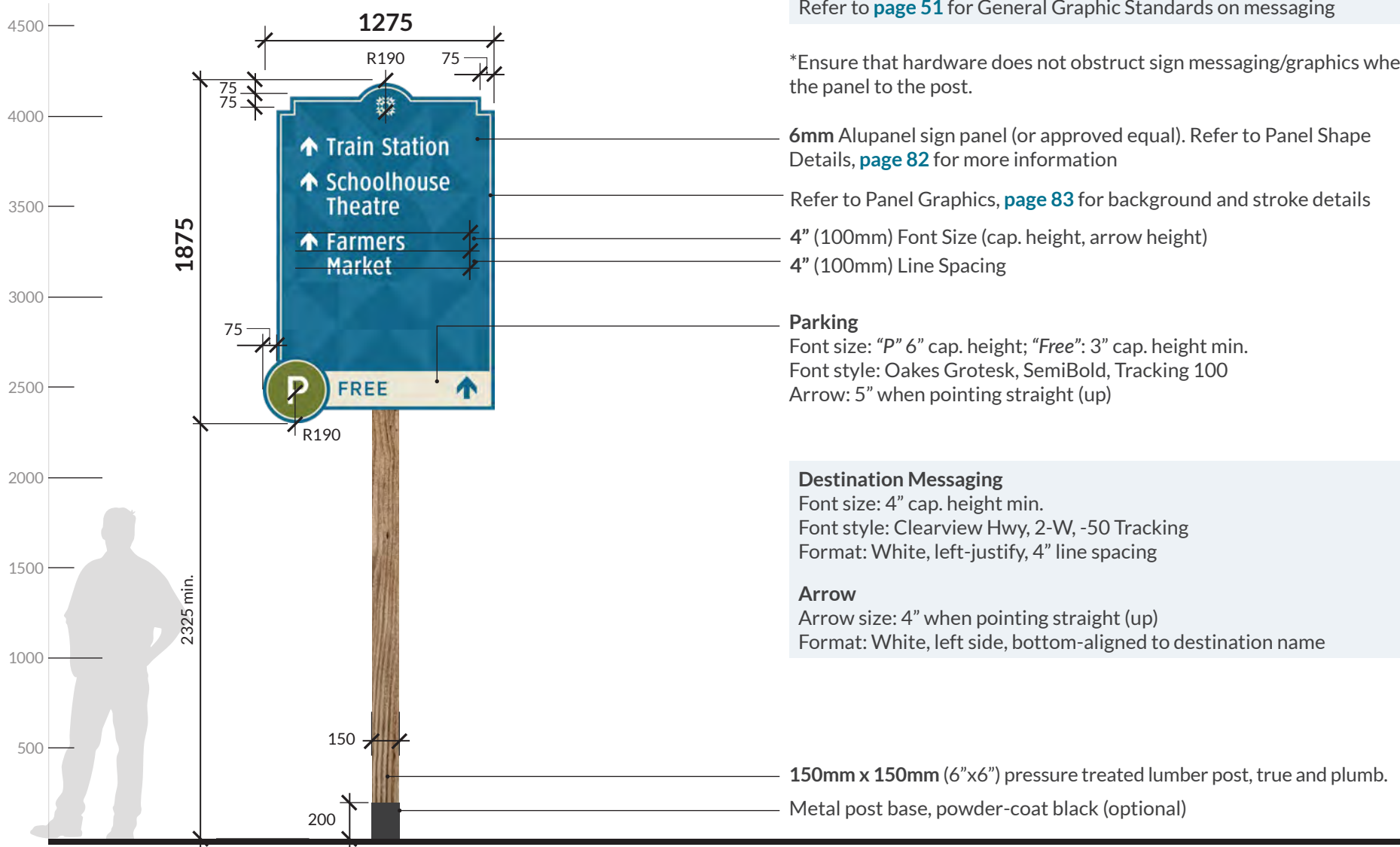
**NOTE:**

Drawings illustrate sign and graphic design intent only. Fabricator to supply Township with graphic proofs prior to fabrication. Shop drawings (to include panel(s), structural/footing components, and fastening techniques) to be supplied by fabricator, and must be stamped by a certified structural engineer.

## DP - Directional with Parking

50-60 km/h

Dimensions in millimetres, unless otherwise noted.



**NOTES:**

Example uses message from Ref ID **D17**. Final messaging and distances to be confirmed prior to fabrication.

5 destinations maximum

13 characters max. per line

Refer to [page 51](#) for General Graphic Standards on messaging

\*Ensure that hardware does not obstruct sign messaging/graphics when fixing the panel to the post.

**6mm** Alupanel sign panel (or approved equal). Refer to Panel Shape Details, [page 82](#) for more information

Refer to Panel Graphics, [page 83](#) for background and stroke details

**4"** (100mm) Font Size (cap. height, arrow height)

**4"** (100mm) Line Spacing

**Parking**

Font size: "P" **6"** cap. height; "Free": **3"** cap. height min.

Font style: Oakes Grotesk, SemiBold, Tracking 100

Arrow: **5"** when pointing straight (up)

**Destination Messaging**

Font size: **4"** cap. height min.

Font style: Clearview Hwy, 2-W, -50 Tracking

Format: White, left-justify, **4"** line spacing

**Arrow**

Arrow size: **4"** when pointing straight (up)

Format: White, left side, bottom-aligned to destination name

**150mm x 150mm (6"x6")** pressure treated lumber post, true and plumb.

Metal post base, powder-coat black (optional)

All nails and fasteners in contact with pressure treated wood are to be hot-dip galvanized

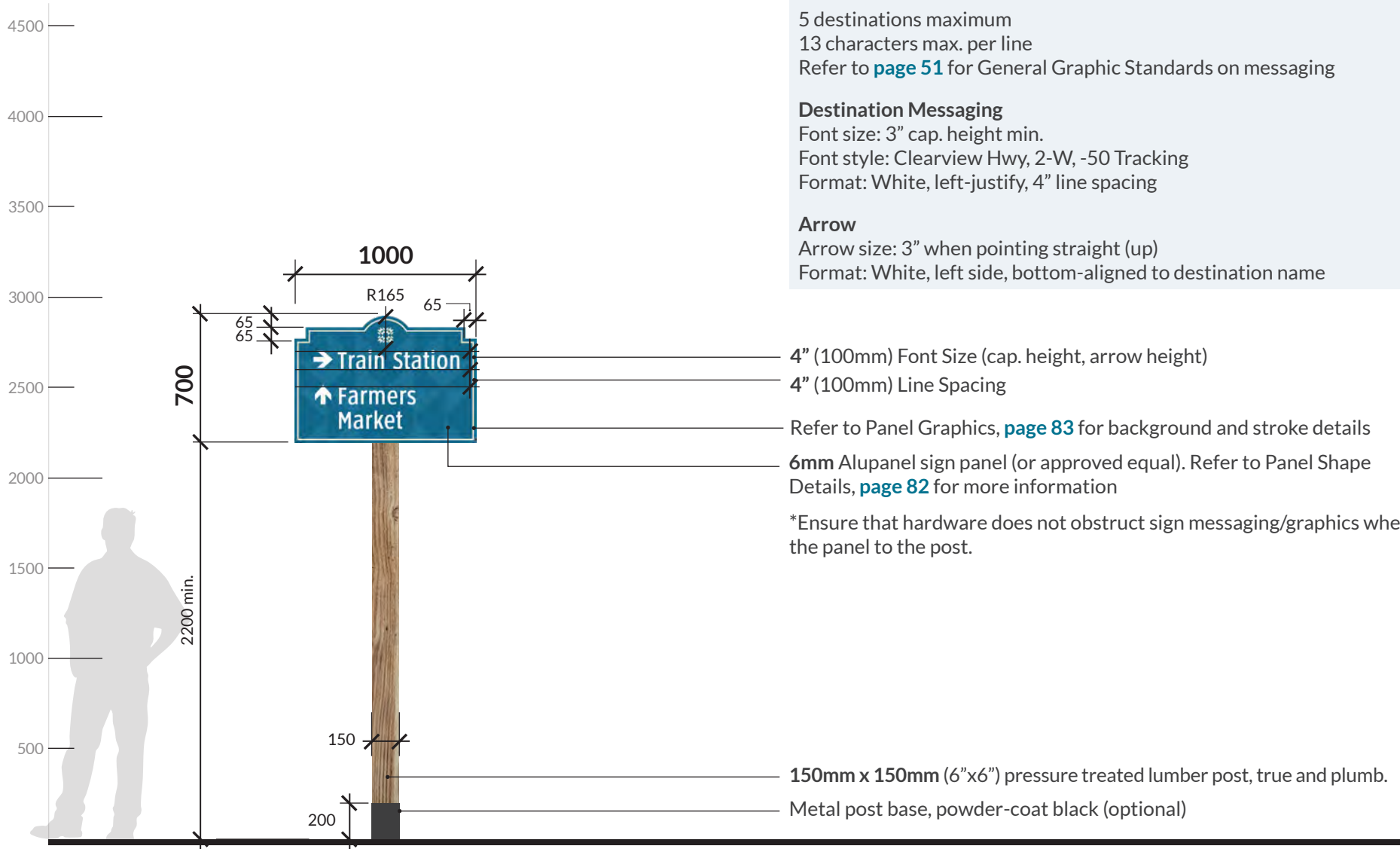
**NOTE:**

Drawings illustrate sign and graphic design intent only. Fabricator to supply Township with graphic proofs prior to fabrication. Shop drawings (to include panel(s), structural/footing components, and fastening techniques) to be supplied by fabricator, and must be stamped by a certified structural engineer.

## DNa - Directional Neighbourhood (4")

50-60 km/h

Dimensions in millimetres, unless otherwise noted.



### NOTES:

Example uses message from Ref ID **DN19b**. Final messaging and distances to be confirmed prior to fabrication.

5 destinations maximum

13 characters max. per line

Refer to [page 51](#) for General Graphic Standards on messaging

### Destination Messaging

Font size: 3" cap. height min.

Font style: Clearview Hwy, 2-W, -50 Tracking

Format: White, left-justify, 4" line spacing

### Arrow

Arrow size: 3" when pointing straight (up)

Format: White, left side, bottom-aligned to destination name

4" (100mm) Font Size (cap. height, arrow height)

4" (100mm) Line Spacing

Refer to Panel Graphics, [page 83](#) for background and stroke details

6mm Alupanel sign panel (or approved equal). Refer to Panel Shape Details, [page 82](#) for more information

\*Ensure that hardware does not obstruct sign messaging/graphics when fixing the panel to the post.

150mm x 150mm (6"x6") pressure treated lumber post, true and plumb.

Metal post base, powder-coat black (optional)

All nails and fasteners in contact with pressure treated wood are to be hot-dip galvanized

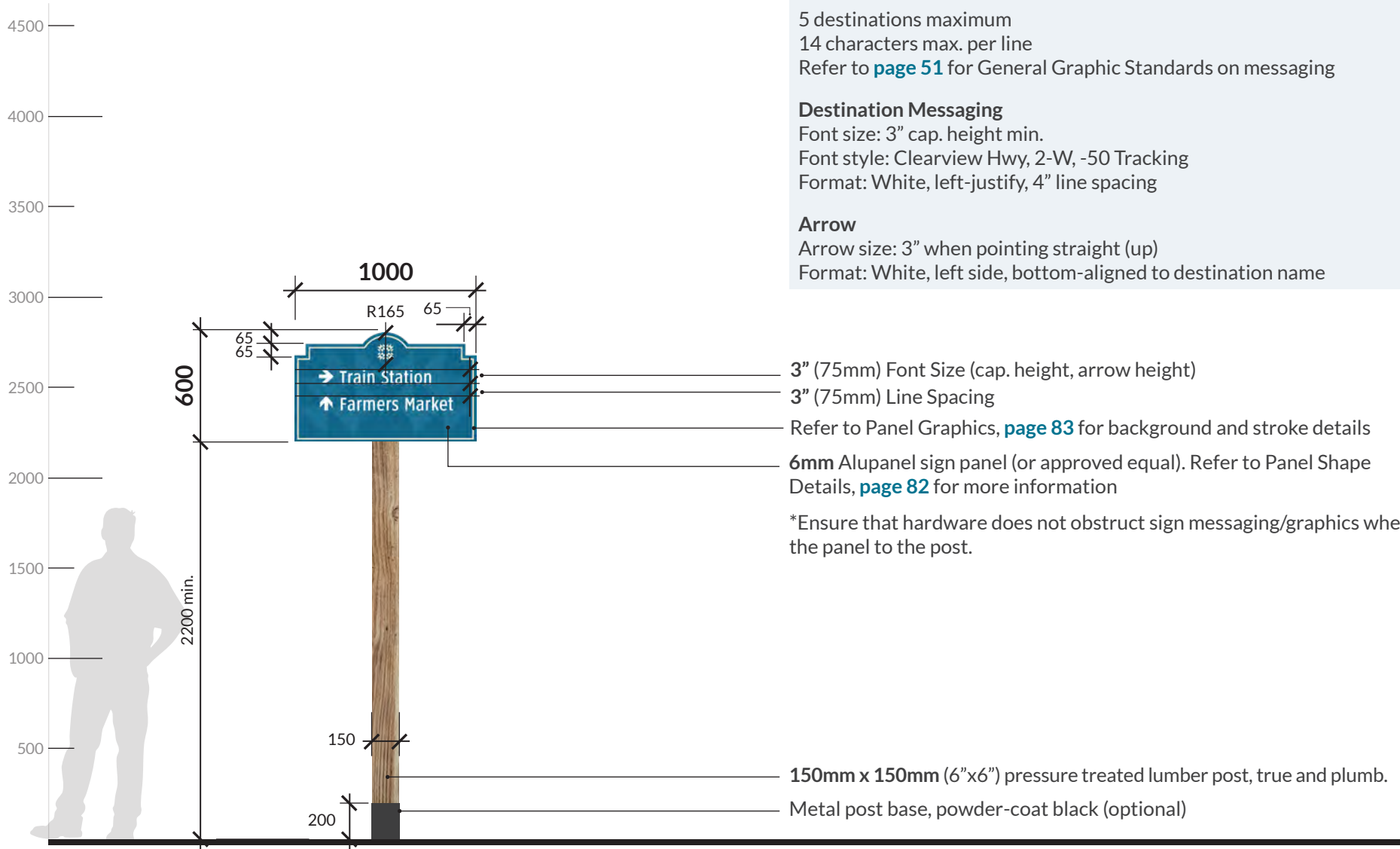
### NOTE:

Drawings illustrate sign and graphic design intent only. Fabricator to supply Township with graphic proofs prior to fabrication. Shop drawings (to include panel(s), structural/footing components, and fastening techniques) to be supplied by fabricator, and must be stamped by a certified structural engineer.

## DNb - Directional Neighbourhood (3")

30-40 km/h

Dimensions in millimetres, unless otherwise noted.



### NOTES:

Example uses message from Ref ID **DN19b**. Final messaging and distances to be confirmed prior to fabrication.

5 destinations maximum

14 characters max. per line

Refer to **page 51** for General Graphic Standards on messaging

### Destination Messaging

Font size: 3" cap. height min.

Font style: Clearview Hwy, 2-W, -50 Tracking

Format: White, left-justify, 4" line spacing

### Arrow

Arrow size: 3" when pointing straight (up)

Format: White, left side, bottom-aligned to destination name

### NOTE:

Drawings illustrate sign and graphic design intent only. Fabricator to supply Township with graphic proofs prior to fabrication. Shop drawings (to include panel(s), structural/footing components, and fastening techniques) to be supplied by fabricator, and must be stamped by a certified structural engineer.

All nails and fasteners in contact with pressure treated wood are to be hot-dip galvanized

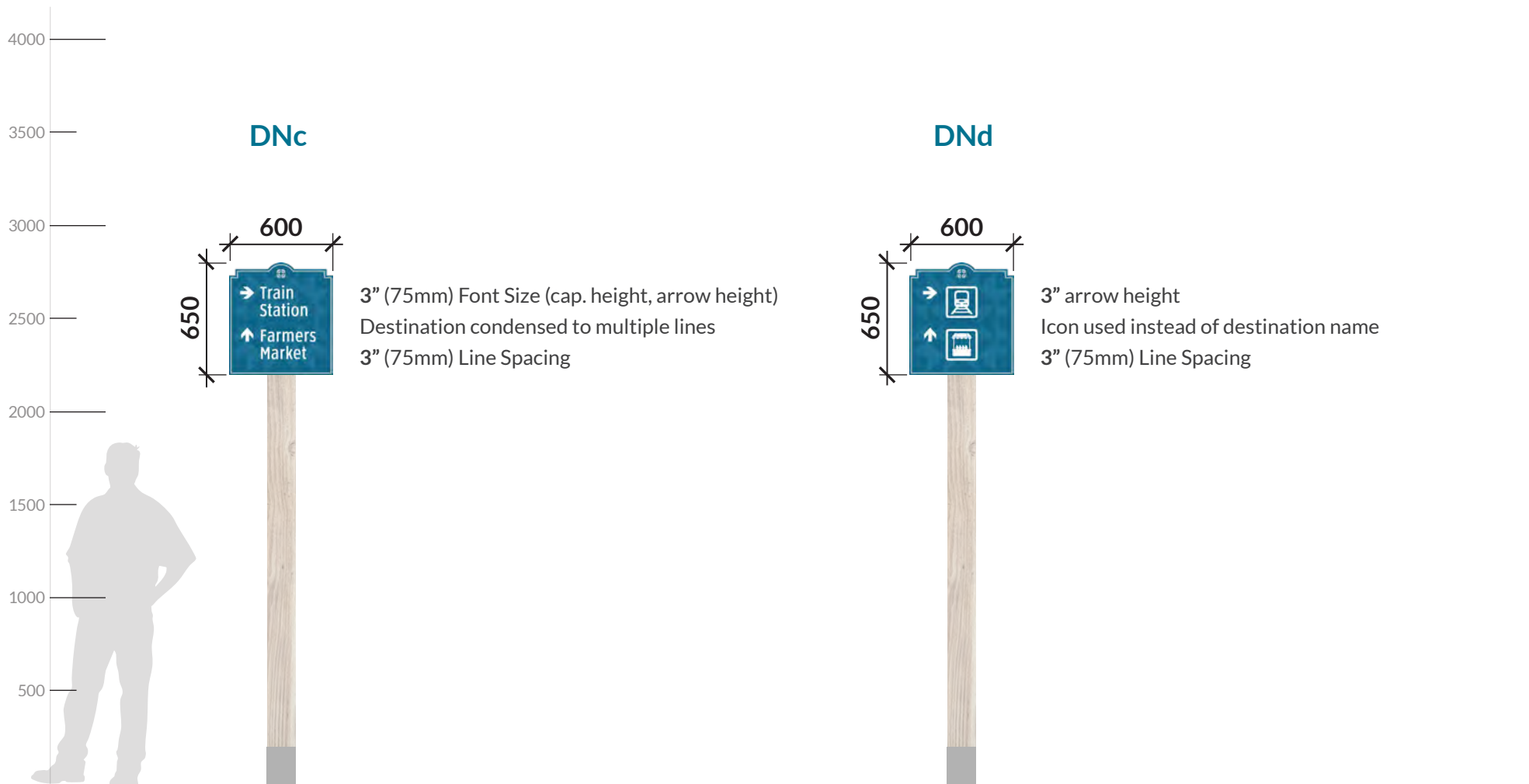


## DNb - Directional Neighbourhood (3") - Alternatives

### Alternative panel sizes and message layouts

Dimensions in millimetres, unless otherwise noted.

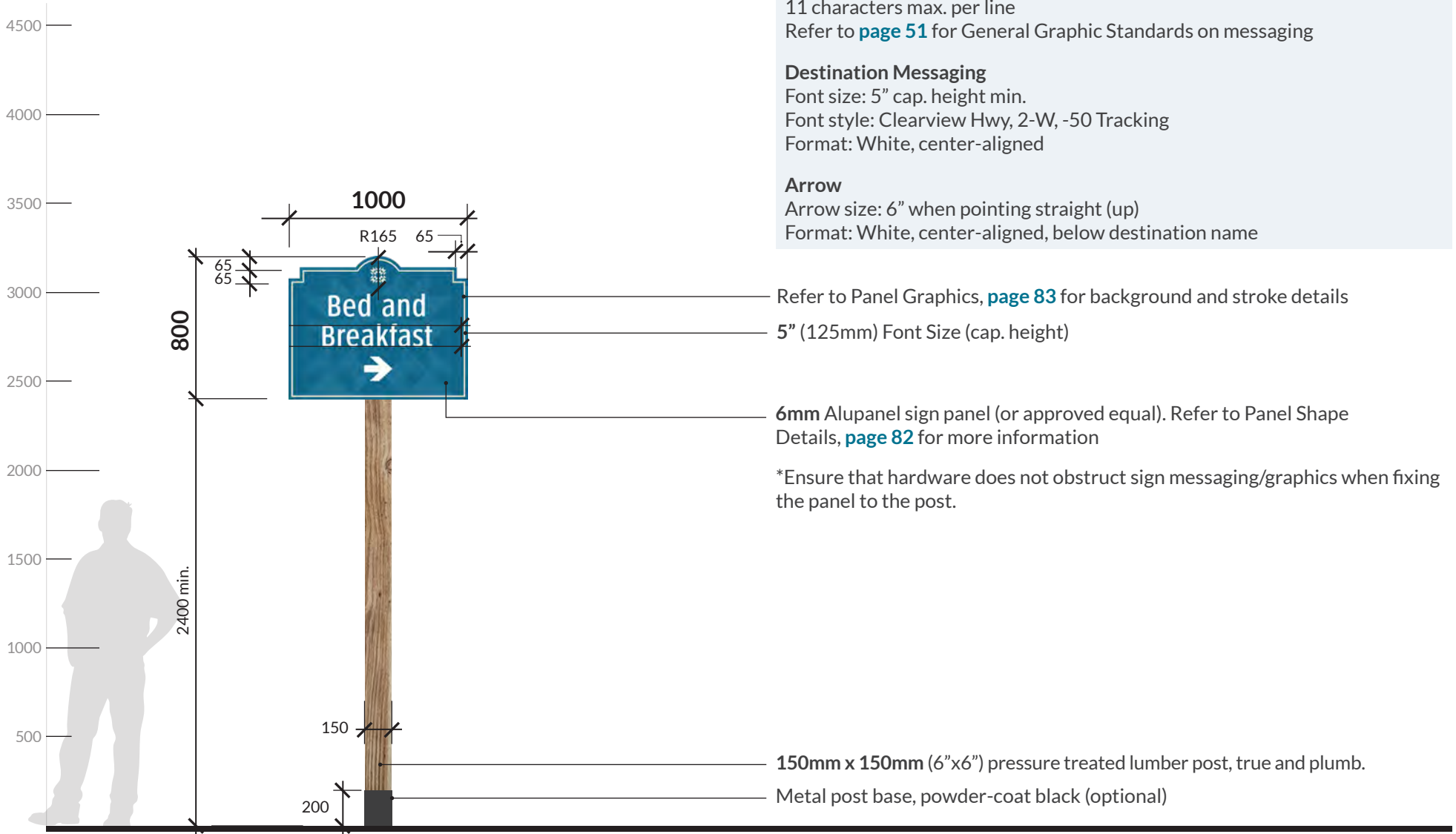
Refer to [page 93](#) for additional sign materials and detailing.



## DFG - Directional Farm Gate

up to 70-80 km/h

Dimensions in millimetres, unless otherwise noted.

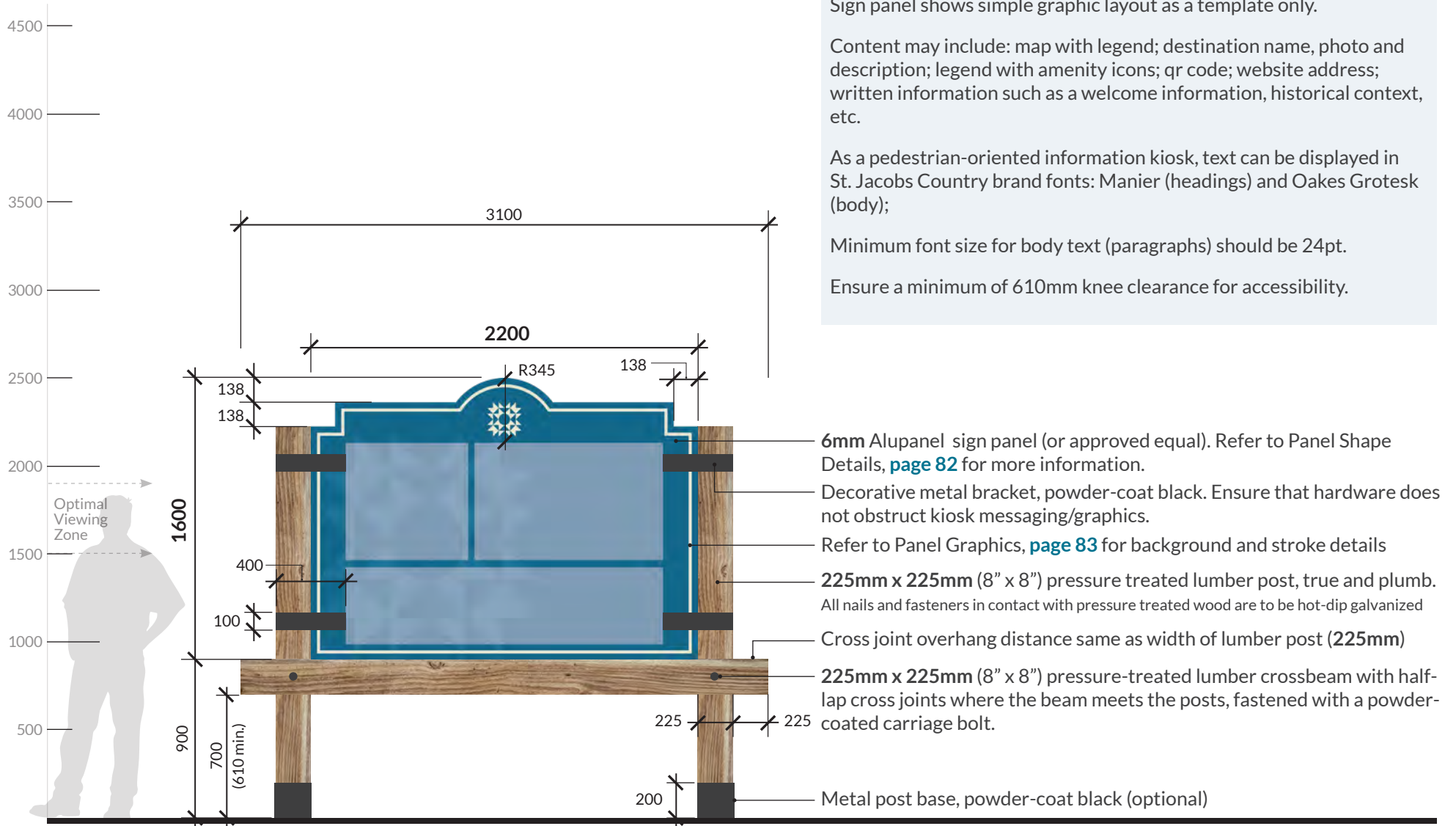


**NOTE:** Drawings illustrate sign and graphic design intent only. Fabricator to supply Township with graphic proofs prior to fabrication. Shop drawings (to include panel(s), structural/footing components, and fastening techniques) to be supplied by fabricator, and must be stamped by a certified structural engineer.

All nails and fasteners in contact with pressure treated wood are to be hot-dip galvanized

## Ka - Information Kiosk (Primary)

Dimensions in millimetres, unless otherwise noted.



### NOTES:

Optimal Viewing Zone is between 1500mm-1900mm above ground.

Sign panel shows simple graphic layout as a template only.

Content may include: map with legend; destination name, photo and description; legend with amenity icons; qr code; website address; written information such as a welcome information, historical context, etc.

As a pedestrian-oriented information kiosk, text can be displayed in St. Jacobs Country brand fonts: Manier (headings) and Oakes Grotesk (body);

Minimum font size for body text (paragraphs) should be 24pt.

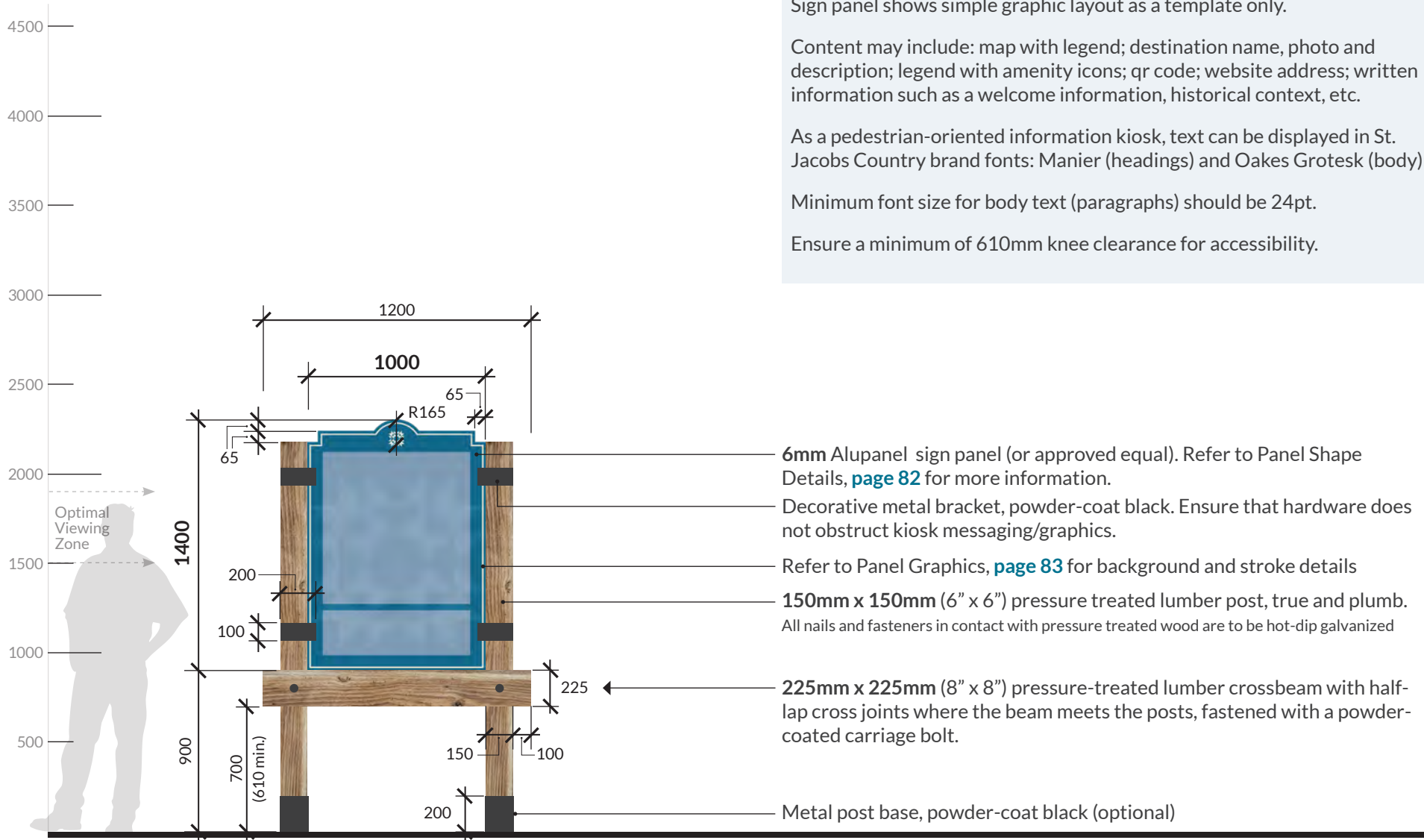
Ensure a minimum of 610mm knee clearance for accessibility.

### NOTE:

Drawings illustrate sign and graphic design intent only. Fabricator to supply Township with graphic proofs prior to fabrication. Shop drawings (to include panel(s), structural/footing components, and fastening techniques) to be supplied by fabricator, and must be stamped by a certified structural engineer.

All nails and fasteners in contact with pressure treated wood are to be hot-dip galvanized

## Kb - Information Kiosk (Secondary)



**NOTES:**

Optimal Viewing Zone is between 1500mm-1900mm above ground.

Sign panel shows simple graphic layout as a template only.

Content may include: map with legend; destination name, photo and description; legend with amenity icons; qr code; website address; written information such as a welcome information, historical context, etc.

As a pedestrian-oriented information kiosk, text can be displayed in St. Jacobs Country brand fonts: Manier (headings) and Oakes Grotesk (body);

Minimum font size for body text (paragraphs) should be 24pt.

Ensure a minimum of 610mm knee clearance for accessibility.

**NOTE:**  
Drawings illustrate sign and graphic design intent only. Fabricator to supply Township with graphic proofs prior to fabrication. Shop drawings (to include panel(s), structural/footing components, and fastening techniques) to be supplied by fabricator, and must be stamped by a certified structural engineer.

All nails and fasteners in contact with pressure treated wood are to be hot-dip galvanized

# ***IMPLEMENTATION***



## *Introduction*

This guide has been developed to assist the Township of Woolwich in coordinating the implementation of the St. Jacobs Wayfinding Sign Strategy. There are many variables that may change throughout the implementation stage, such as available budgets, new developments or needs, manufacturing advancements and more. This guide is flexible to accommodate these potential changes and encourages on-going review to ensure overall success.

Implementation is not to commence until final sign designs have been developed.

The guide has been divided into 4 areas of coordination:

Management, Phasing and Budgets, Installation, and Maintenance

# Management

A wayfinding system is not complete without a management team. Appointed by the township, the management team is to execute the wayfinding strategy, oversee the implementation, and continually monitor the overall success of the system.

## The management team should consist of:

- **Manager:** a specific point person responsible for the project and coordinating with the review committee and necessary township departments.
- **Review Committee:** a team of individuals (i.e. staff members, stakeholder representatives, etc.) responsible for reviewing materials as directed throughout the wayfinding strategy.
- **Designated Department Head:** a designated department head (i.e. Public Works/ Economic Development) responsible for co-ordination with Council.

## Tasks & Responsibilities

The tasks and responsibilities of the management team may include, but are not limited to, the following:

Review the St. Jacobs Wayfinding Sign Strategy and become familiar with its contents.

Consult various township departments, stakeholder groups, and operating committees to introduce the strategy, review recommended destinations, routes, sign locations and placement, and confirm and adjust accordingly.

- Review and consult additional planning documents as they become available to ensure continued compliance.
- Identify available grants and/or partnership opportunities applicable to the wayfinding strategy.
- Initiate and manage the tender process for the fabrication and installation of wayfinding infrastructure.
- Review and approve sign locations to limit physical and visual obstructions (i.e. trees, hydro poles, regulatory signage, etc.).
- Review and approve messaging information (i.e. confirm destination names, etc.) and sign locations to ensure accuracy, relevancy, and messaging continuity.
- Select a contractor for sign fabrication and/or installation and manage annual installation contracts.
- Review and approve signage prototypes/design proof to confirm accuracy and effectiveness, prior to further fabrication.

**IMPLEMENTATION:** Management

- Review and acquire required permits from the Township, Region, MTO, and/or other permit regulatory agencies.
- Coordinate the identification of sub grade utilities (the responsibility of the Township).
- Coordinate the removal of existing signage where applicable.
- Review and prepare phased annual plans and budgets. Present materials to council to secure funding.
- Consult with various agencies that may have insight as to the effectiveness of installed signage (e.g. BIA committee, visitor information staff, public works team, etc.).
- Establish a method(s) to monitor the success of the wayfinding system (e.g. questionnaires, record of complaints, feedback from user groups, etc.).
- Design a method to record annual installations as well as adjustments required for ongoing success of the strategy.
- Maintain a database of installed signage and relevant information (i.e. year of installation).
- Coordinate with appropriate department heads to ensure supportive wayfinding systems (i.e. Township website, Google Maps, etc.) align with physical wayfinding infrastructure.



# Phasing & Budget

Considerations for phasing vary for different communities, and will change from year to year based on available budgets, goals for the wayfinding system, existing signage, new developments and so on. Rarely does a complete system happen in one year.

Part of the strategy for the wayfinding system for St. Jacobs Country is to provide flexible options for incremental or phased installation. The complete system needs to be phased logically to ensure that each phase will be successful in its own right. Supported by budget estimates, the system can be phased over a number of years to suit yearly budget allocations.

## Sign Circuits & Groups

Given the nature of wayfinding and goals of the St. Jacobs Wayfinding Sign strategy, “progressive disclosure” is a fundamental requirement to ensure that the user is guided to their final destination without interruption. As individual signs will include multiple destinations, often situated in different locations, it is imperative that when one sign is installed, the sign sequencing to reach each destination is complete. As one progresses to the next sign in a sequence, new destinations may be included, and therefore a new route and group of signs will need to be included to complete the circuit, or the grouping of signs.

With careful messaging and routing selection, different circuits act independently to one another and could be installed without affecting the success of the system at any one time. Circuits could be further subdivided with ‘end-circuits’ that are located closer to the final destination. These end-circuits would act similarly to the main circuit, but if installed initially, would still function without causing misdirection. Circuits can include different sign types.

The wayfinding system for St. Jacobs Country has been organized into 18 distinct ‘circuits’ (A-Q, plus one more for Gateways, Kiosks and Farm Gates) and 2 groups that could be installed independently of each other, providing flexibility for yearly phasing. Additionally, there are independent signs (Gateways and Information Kiosks) that could be installed individually as needed, or as a complete group if budgets allow. The circuits are provided as a means to support flexible budget allocations.

## Priorities

Phasing will respond directly to available and approved budgets based on a priority system. Several priorities may be in effect concurrently. Those priorities not achieved in its intended year should be included in the following phase. Priorities should be identified to assist with understanding what may logically happen in each phase. The following recommendations ought to be considered to assist with selecting priorities for installation.

- Organize management of the strategy.
- Problem Areas: Identify an area that may incite the most confusion in regards to user satisfaction re. navigation. Eg. Connectivity between St. Jacobs Village and the Farmers Market District.
- Parking areas in St. Jacobs Village.
- Economic Impact: Prioritize an area that would benefit mostly in terms of increased visitation and associated economic return such as the downtown core.
- Sign Prototype Trial: Using an area or system with only one or two recommended signs is a good opportunity to 'test drive' a sign design. (i.e. an 'end circuit' or local directional sign with one or two destinations that is not dependent on other directional signs)
- Gateways: Establishing the boundaries and gateways for St. Jacobs Country will introduce and highlight the new branding initiative.
- One needs to know that they have arrived. Ensuring that destination identification signs are existing, in good repair, are placed without visual obstruction, and are effective, should be considered prior to sending visitors to the destination.

- Civic Pride: Destinations should be ready to receive visitors. Ensure that the destinations are visually pleasing, safe, and 'open for business!'
- Civic Pride: New or recently renovated destinations should include signage as part of construction activities to complete the celebration of the new amenity.
- Ensure future construction or development of Township projects (Trail heads, parking lot improvements, park sites, recreational facilities etc) incorporate appropriate signage.
- Available and approved yearly budgets.

## Phasing & Budget Chart

The following chart includes a listing of sign types, with a budget allocation (high and low) for each. The circuits and groups are identified along the top of the chart, with the quantity of each sign type noted within each circuit or group. A budget is then determined for each circuit or group of signs, with a total for the complete system identified at the end. Information for each sign can be found on the messaging charts, and associated sign layout plans.

As an example, phasing is suggested to follow a four year 'build out' plan. Appropriate circuits should be chosen for each year to reflect identified priorities and proposed budgets.

## Budget Estimates

### St. Jacobs Settlement Area

Sign Type	Budget		Circuits									Gateways, Kiosks Farm Gates
	Low	High	A	B	C	D	E	F	G	H	I	
Directional Rural	\$ 7,100.00	\$ 8,520.00	4						1	1		
Directional Highway	\$ 4,800.00	\$ 5,760.00										
Directional	\$ 3,600.00	\$ 6,920.00	5	3	5	1				3	5	
Directional Neighborhood	\$ 2,750.00	\$ 4,500.00	5				2			1		
Directional Farm Gate	\$ 500.00	\$ 800.00										4
Kiosk - Primary	\$ 6,900.00	\$ 14,200.00										2
Kiosk - Secondary	\$ 4,500.00	\$ 5,400.00										6
Gateway Directional	\$ 1,000.00	\$ 1,000.00										5
Gateway - Rural/Urban	\$ 5,500.00	\$ 13,000.00										3
Gateway - Combo	\$ 6,800.00	\$ 8,160.00										
Gateway - MTO	\$ 4,800.00	\$ 5,760.00										
Gateway - Trail	\$ 1,500.00	\$ 1,800.00										1
Gateway - River	\$ 2,000.00	\$ 2,400.00										1
Gateway - Rail/Trail	\$ 2,000.00	\$ 2,400.00										1
		Sub-total, Low	\$ 60,150.00	\$ 10,800.00	\$ 18,000.00	\$ 3,600.00	\$ 5,500.00	\$ 7,100.00	\$ 7,100.00	\$ 13,550.00	\$ 18,000.00	\$ 69,800.00
		Sub-total, High	\$ 91,180.00	\$ 20,760.00	\$ 34,600.00	\$ 6,920.00	\$ 9,000.00	\$ 8,520.00	\$ 8,520.00	\$ 25,260.00	\$ 34,600.00	\$ 114,600.00

### Stockyard Settlement Area

Sign Type	Budget		Circuit								Gateways, Kiosks Farm Gates	
	Low	High	J	K	L	M	N	O	P	Q		
Directional Rural	\$ 7,100.00	\$ 8,520.00	4	3	3				1		1	
Directional Highway	\$ 4,800.00	\$ 5,760.00	1									
Directional	\$ 3,600.00	\$ 6,920.00		2	2	2	1					
Directional Neighborhood	\$ 2,750.00	\$ 4,500.00							1			
Directional Farm Gate	\$ 500.00	\$ 800.00										2
Kiosk - Primary	\$ 6,900.00	\$ 14,200.00										2
Kiosk - Secondary	\$ 4,500.00	\$ 5,400.00										1
Gateway Directional	\$ 500.00	\$ 800.00										2
Gateway - Rural/Urban	\$ 5,500.00	\$ 13,000.00										3
Gateway - Combo	\$ 6,800.00	\$ 8,160.00			1	1						
Gateway - MTO	\$ 4,800.00	\$ 5,760.00										1
Gateway - Trail	\$ 1,500.00	\$ 1,800.00										
Gateway - River	\$ 2,000.00	\$ 2,400.00										
Gateway - Rail/Trail	\$ 2,000.00	\$ 2,400.00										1
		Sub-total, Low	\$ 33,200.00	\$ 28,500.00	\$ 35,300.00	\$ 14,000.00	\$ 3,600.00	\$ 7,100.00	\$ 2,750.00	\$ 7,100.00	\$ 43,600.00	
		Sub-total, High	\$ 39,840.00	\$ 39,400.00	\$ 47,560.00	\$ 22,000.00	\$ 6,920.00	\$ 8,520.00	\$ 4,500.00	\$ 8,520.00	\$ 84,160.00	

### Overall Budget:

	Low	High
St. Jacobs	\$ 213,600.00	\$ 353,960.00
Stockyard	\$ 175,150.00	\$ 261,420.00
Sub-total:	\$ 388,750.00	\$ 615,380.00
10% contingency	\$ 38,875.00	\$ 61,538.00
5% consulting	\$ 19,437.50	\$ 30,769.00
<b>Total:</b>	<b>\$ 447,062.50</b>	<b>\$ 707,687.00</b>
<i>4 year phase</i>	<i>\$ 111,765.63</i>	<i>\$ 176,921.75</i>

### Notes:

1. Preliminary budget estimates based on best practices and current industry standards, subject to final sign design, material availability, detailing etc.
2. Consulting fees for kiosk map design, structural engineering
3. Contingency to cover incidentals such as permitting, inflation, delivery, traffic control, utility locates etc.
4. Read budget charts in conjunction with Sign Location Plans, Messaging Charts, and Implementation guide.

# Installation

As an ongoing, phased project, the selection of a responsible and experienced signage contractor is integral to the success of the wayfinding system. The following considerations should be made in all Township requests related to sign installation and/or fabrication:

## General

It is recommended that the selected contractor be retained with a renewable annual agreement at the discretion of the Township. This will ensure consistency in standards, maintain quality control, and allow for monitoring of success.

The initial year of sign fabrication and installation should include a 'prototype' model development. This will allow for any issues related to sizing, colouring, fabrication methods, etc. to be resolved. It will also provide opportunity for public feedback. An annual review with the contractor to monitor revisions, cost adjustments, etc. should be completed, prior to the fabrication/installation of signage scheduled for the following year.

Updated 'as-built' drawings, reflective of changes made throughout implementation, should be made available to the Township on an annual basis, or as required.

## Bidding Process

A Request for Quotation (RFQ) will initiate the bidding process and selection of a sign contractor. The Township will have standard procurement procedures that should be followed for each RFQ. The following items should be included in bid packages, as defined by industry standard processes, with considerations relevant to this wayfinding strategy:

**IMPLEMENTATION:** Installation

- Relevant information from the St. Jacobs Wayfinding Sign Strategy (i.e. sign locations, sign standards and details, etc.).
- Required destination names, distances, and logos for each sign.
- Standard Township contract information and procurement process:
  1. Unit price schedule, with separate installation and warranty costs. Unit pricing for prototype sign development.
  2. Provision for permit, insurance, bonding, WSIB etc.
  3. Request for shop drawings (see below). Optional provisional unit cost to accommodate alternative materials and manufacturing techniques.

## Shop & 'As-Built' Drawings

The sign designs and details found throughout this document are to illustrate general design intent and are for reference purposes only. Detailed shop drawings are to be provided to the management team, as defined in Section 6.2 Management, for approval. The selected contractor will be responsible for preparing and submitting detailed shop drawings to the Township.

The contractor should provide detailed shop drawings to accurately reflect the general design intent illustrated throughout this document. Additionally, the contractor is to capture detailed design intent as developed by the Township and/or consultants. Prior to fabrication, the contractor and/or sign fabricator are to provide physical samples of all materials and finishes for approval by the Management Team. All approved detailed shop drawings should be stamped by a certified structural engineer. Upon completion of the installation, the contractor is to supply 'as-built' drawings to capture any adjustments, notable for future fabrication.

## Prototype Development

The intent of the inaugural year prototype installation is to establish an approved base design reflective of the design intent. Further, it will provide a unit cost(s) for future sign production. All signage scheduled for installation within the first year are to be treated as prototype installations. Any adjustments to fabrication will be made according to prototype sign performance, following a specified period of time (minimum one year). Once accepted, the Township will 'sign off' on the approved sign fabrication drawings. All detailed shop drawings and 'as-built' drawings will become property of the Township.

Upon completion of sign installation, the contractor will provide a manual of maintenance guidelines, specific to each sign type, to the Township. It is recommended that these manuals be followed to ensure signage is properly maintained and kept from disrepair.

## Provisional Pricing

As a provisional item, the contractor may provide alternative pricing of construction materials and/or manufacturing techniques other than those specified in the Wayfinding Sign Strategy. The contractor should also provide an explanation of differences in pricing, performance, and quality associated with the alternative materials and/or techniques.

## Workmanship

All workmanship is to be completed with a high degree of precision and fabricated finish.

It is the responsibility of the contractor and/or sign fabricator to inspect all materials, prior to fabrication, to ensure there are no defects. Any defects found in materials, fabrication or finishing will be the responsibility of the contractor and/or sign manufacturer to assume. All work is to be inspected prior to transportation to the site and again upon installation.

The contractor and/or sign fabricator is fully responsible for the following:

- Acquire the necessary permits as required by the Township, Region, MTO, and/or other permit regulatory agencies.
- Adhere to all applicable Township, Region, and Provincial by-laws.
- Ensure all signage meets the General Graphic Standards as defined on [pages 51-52](#).

## Site Requirements

The contractor and/or sign fabricator is to make every effort to ensure each work site is kept free from debris and unsightly conditions, while ensuring all necessary safety requirements are met. All discarded materials are to be removed by the contractor and disposed of at their own expense. Landscaping and/or hardscaping disturbed on site is to be repaired to its original condition by the contractor upon installation completion.

The Township is responsible for securing the intended sign location and deeming it 'ready' for sign installation (i.e. locating sub grade utilities, ensuring the site is free from visual obstructions, etc.).

# Sign Placement Standards

The review of the standards have identified guidelines for the St. Jacobs signage system. The following section lists a number of signage standards that are followed along local, regional and provincial roadways in the Village of St. Jacobs as well as in the Stockyards Settlement Area.

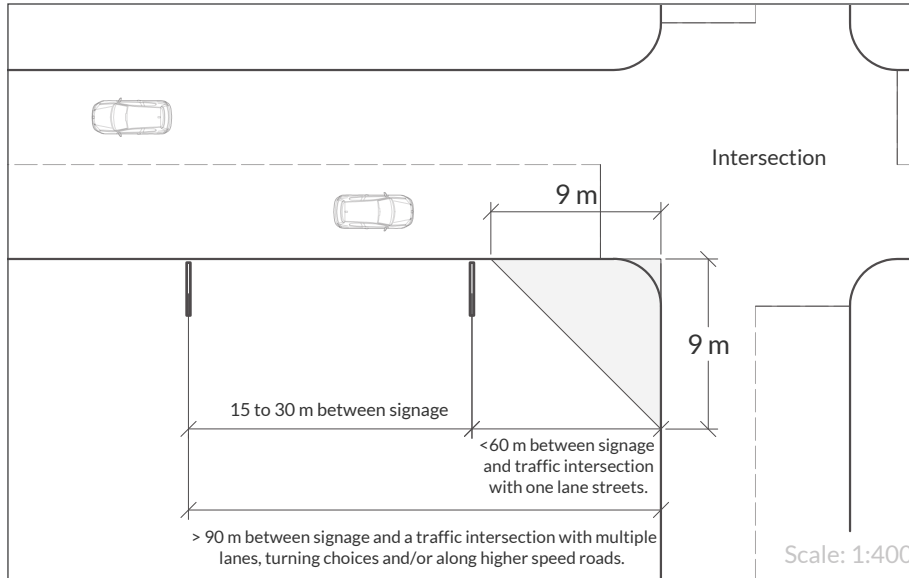
## General Standards

- Do not install signage within 15m of a traffic safety sign if present;
- Signs should be located on passenger side of the road unless forced by site conditions;
- Placement of signs should avoid visual obstructions to existing elements ie. trees, signs and banners;
- Signs should not be located within 9m of an intersection site triangle;
- Signs should be limited to no more than four to five destinations to allow for users to process information;
- Ensure sign elements do not impose on pedestrian travel routes or create unsafe situations for pedestrians and/or those with disabilities;
- Overhanging objects over pathways, trails or exterior walks should not be lower than 2.4m; and
- If signage is mounted on a wall it may act as a protruding hazard. Protruding objects should not protrude more than 100mm unless detectable at or below 680mm above ground surface.

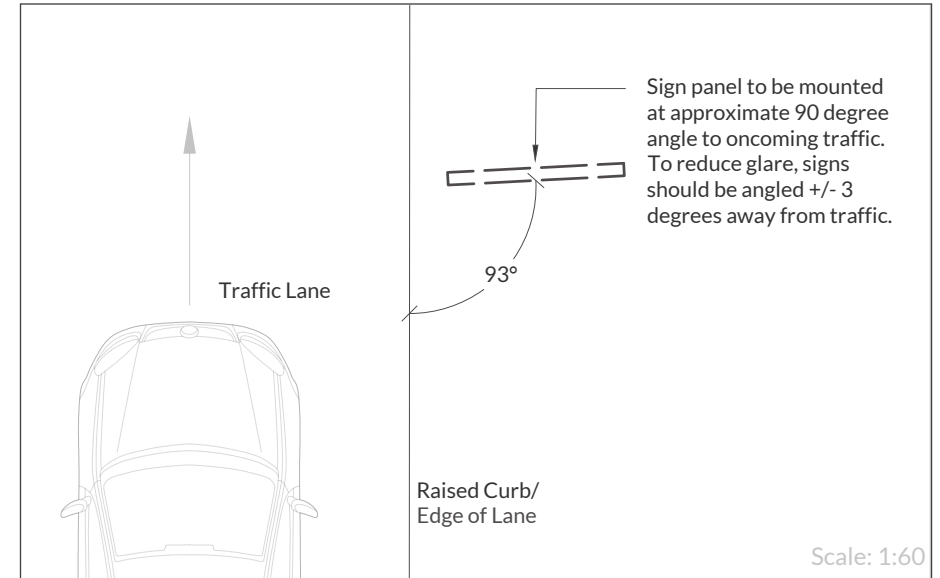
## Directional Sign Placement

The placement of directional signage is key and should provide the driver enough time before a turnoff or intersection. In low volume traffic, a distance equivalent to 8.0 seconds at assumed operating speed is required. In high volume traffic, time should be increased to 9.8 seconds. If advance signs are used, this increases the distance between the available information and decision point (ie. turning lanes).

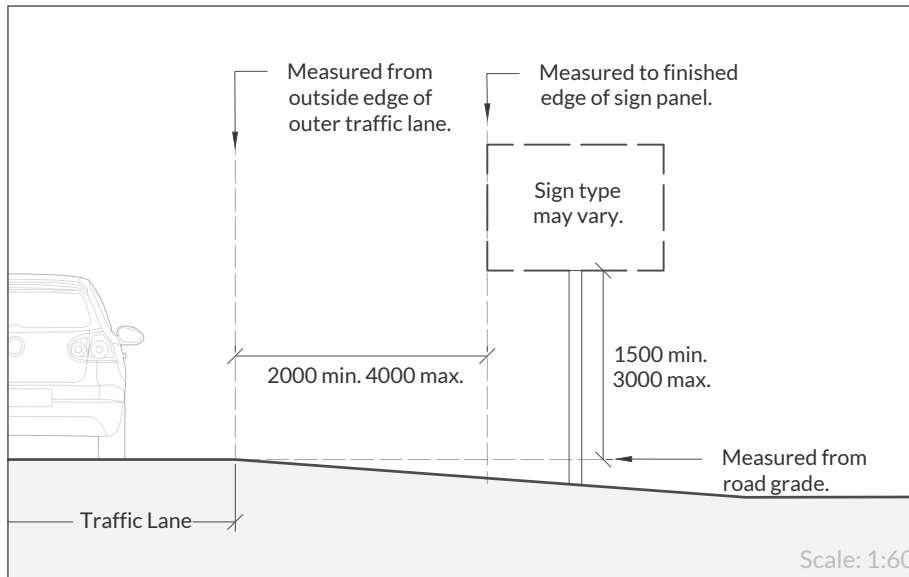
## Directional Sign Placement



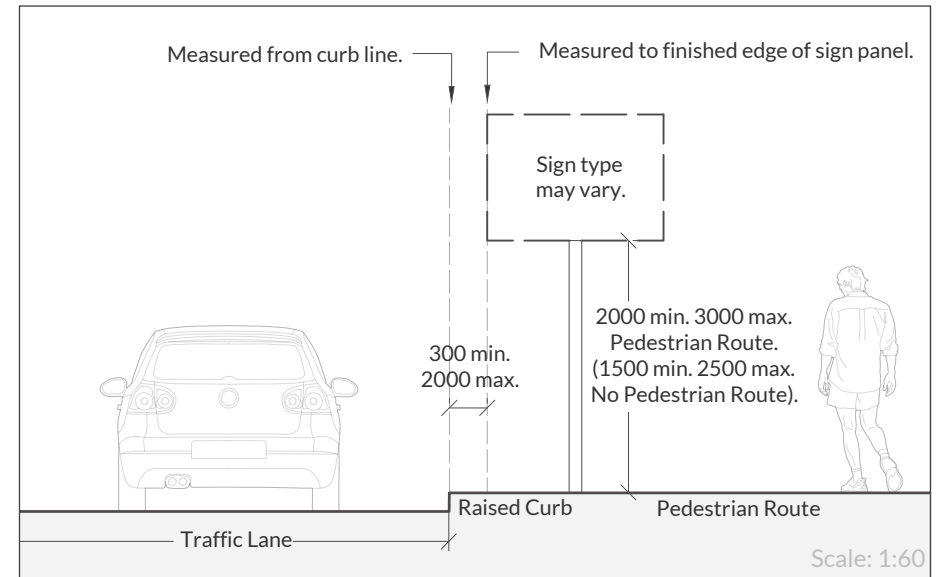
## Sign Rotation



## Sign Placement on Vehicular Pathway



## Sign Placement on Pedestrian Pathway





# Removal of Existing Signs

One objective of a successful wayfinding system is to consolidate signs to limit visual sign clutter. As such, removal of old or damaged signs, signs using previous or incongruous branding, or those with competing messaging is strongly recommended.

Correspondence with the appropriate governing agency (BIA, Township, St. Jacobs Farmers Market) or specific owner should be done as part of the phasing plan to ensure that appropriate removal happens in tandem with new sign installation.

It is strongly recommended that the proposed wayfinding system be followed without inclusion of additional signs to maintain the integrity of the system.

## A Few Existing Signs Of Note

### St. Jacobs Country signs

St. Jacobs Country signs located in and around the Farmers Market District. These signs include destinations (specific hotels, Outlets and Antiques) that are not part of the wayfinding strategy and should be discontinued.

### Tourism Oriented Directional Signs (TODS)

There are two TODS on/near the HWY 85 ramp and King St. North, directing people to 'St. Jacobs Country'. These signs should be replaced with more appropriate messaging (St. Jacobs Farmers Market or the Market District – both private businesses) or alternatively, be removed altogether. It is unknown who is responsible for these signs.

### Stand alone directional signs

There are many single destination signs located in and around St. Jacobs that will no longer be needed once the new system is in place. These signs should be removed as the new signs are installed.

### Rural Directional Signs for multiple businesses

These are typically located on private land with agreements between business and land owner. It is recommended that these signs become the inaugural stage of a possible 'Pay to Play' system. A similar arrangement/ partnership could be made with the landowner. A branded 'Pay to play' sign maintained by the Township would support the Townships Wayfinding Strategy initiative, promote St. Jacobs Country, and continue to provide advertising opportunity for the existing businesses.

# Maintenance

The wayfinding system will require organizational and physical maintenance, to ensure continued success. Organization maintenance will monitor annual signage installation, whereas physical maintenance captures physical upkeep required for each sign. Maintenance is a responsibility shared between the Township and the contractor

## Township Responsibilities

- The Township is responsible for the following:
- Signs should be reviewed following their installation, to ensure completion and quality (i.e. painted finishes, hardware, adherence to contractual obligations by contractor, etc.).
- Signs should be continually monitored to ensure they are safe, free of visual obstruction, free from debris and/or vandalism, and that fasteners and hardware are in good, working order.
- Repairs of any damage outside of the contractor's obligations.
- Notification of any deficiencies or revisions required for the enhancement of future sign production in terms of sign design.

## Contractor Responsibilities

- The contractor is responsible for the following:
- Signs are to be maintained as per specifications outlined in the contract provided by the contractor.
- Correction of any deficiencies.
- Notification to the Township of any deficiencies or revisions required for the enhancement of future sign production in terms of sign fabrication.

# APPENDICES

- A. Woolwich Official Plan ..... 97
- B. The Woolwich Township Strategic Action Plan ..... 100
- C. Tourism Recovery Strategy and Action Plan ..... 101
- D. Accessibility for the Wayfinding Sign Strategy for St. Jacobs ..... 102
- E. St. Jacobs Country Branding ..... 105
- F. Sign Concepts ..... 124

# A. Woolwich Official Plan

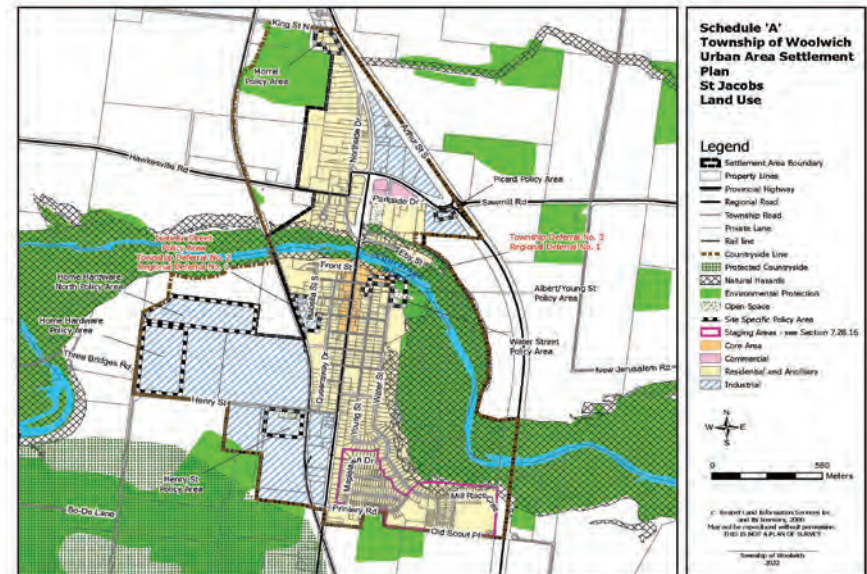
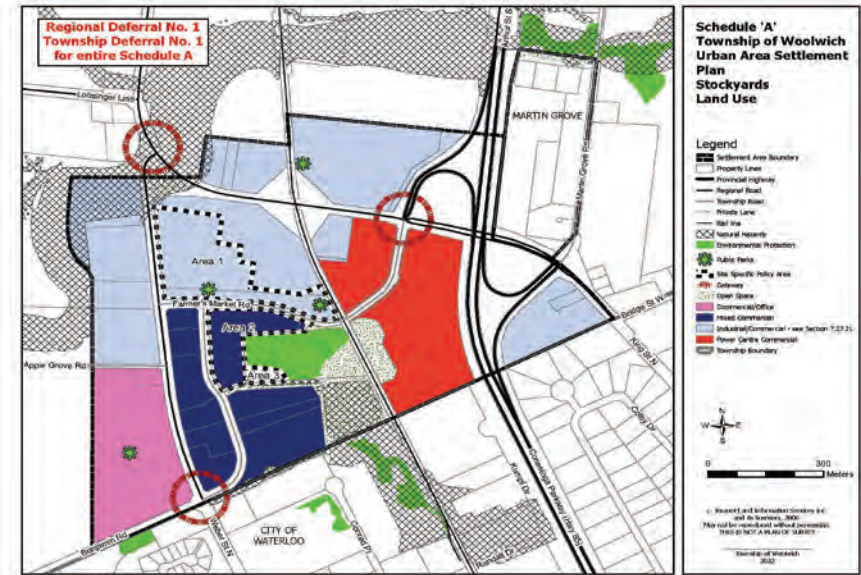
## Background

The Village of St. Jacobs, the St. Jacobs Farmers Market and the area surrounding these centres, historically known as ‘St. Jacobs Country’ are the focus of the St. Jacobs Wayfinding Strategy. Also specific to the Wayfinding Sign Strategy is the commercial area identified as the Market District. To better understand these specific areas and their boundaries, we looked to the Township of Woolwich Official Plan for accurate boundary information.

In Chapter 5, Planned Urban Structure, the Plan outlines 5 different types of land structure found in the Township. The Plan ‘supports the development of a Planned Township Structure consisting of five distinct areas as outlined in the Regional Official Plan. These areas include: 1) Urban Areas; 2) Township Urban Areas; 3) Rural Settlement Areas; 4) Rural Employment Areas; and 5) Countryside.’

Additionally, the Plan notes the following:

- **Urban Areas:** The Breslau and Stockyards Urban Areas border the Cities of Kitchener and Waterloo respectively and form part of the primary Urban Area designation shown in the Regional Official Plan. Lands within the Urban Area are intended to accommodate the majority of the Region’s population and employment growth to 2031, with a focus on re-urbanization and where permitted, mixed-use development, in a more compact built form.
- **Township Urban Areas:** The Elmira and St. Jacobs Township Urban Areas will be planned to accommodate a broad range and mix of land uses and, together with the Urban Areas, will serve as the focus for population and employment growth in the Township to 2031.



The Stockyard Urban Area is further described in the Official Plan (Chapter 7, section 7.27.1.1) as follows:

‘a unique commercial /industrial centre that has evolved around the ongoing Ontario Livestock Exchange and Farmer’s Market functions. The Stockyards Urban Area includes an eclectic mixture of retail and complementary commercial uses and light industrial uses of a variety of scales and functions.’

A Statement of Planned Function for the Stockyards was prepared in consultation with Council, staff and a number of local landowners and business operators.

The following objectives are from the Vision Statement (7.27.1.2) pertaining to the ‘Economic Development and Market’ was prepared to ensure that the Stockyards Urban Area will:

- Be a unique hub and destination for the provision of goods and services primarily for the community within the broader region, but will also attract visitors from beyond because of its tourist appeal and employment opportunities;
- Retain an authentic rural character and expression through its built form and historical uses;
- Build upon existing assets and brand recognition;
- Expand its retail and complementary commercial uses;
- Foster new office-related and compatible light industrial uses; and
- Develop a stronger internal pedestrian realm through its built form and increased retail flexibility to create a ‘Main Street’ streetscape and to improve it overall pedestrian and cycling network connections to surrounding areas.

Specifically designed to guide decisions surrounding the Stockyard Urban Area, are a series of ‘Guiding Principles.’ They are described in section 7.27.1.3 of the Official Plan as follows:

- a) The Guiding Principles formed the foundation of the policies contained in this Section and act as a test for ongoing decision-making. Any modifications or Amendments to the policies of this Section shall be consistent with the Guiding Principles.
- b) Building upon the Vision Statement, the following Guiding Principles are established to support the ongoing evolution of the Stockyards Urban Area:
  - Recognize and support the Ontario Livestock Exchange as a key anchor and major economic driver for the Township.
  - Brand the Stockyards Urban Area in a consistent and comprehensive way as a distinct destination. Build upon its existing widespread brand recognition as a unique and authentic experience. This includes a marketing strategy and public realm elements.
  - Promote a variety of employment opportunities including office uses, professional services, and higher order personal services, in addition to the current uses. Build on the proximity of St. Jacobs and Elmira and on the adjacent employment mix of the City of Waterloo.
  - Promote complementary uses to enhance the Farmer’s Market such as food services. Avoid competition with St. Jacobs.
  - Consider additional hotel/convention uses and support them with complementary uses such as restaurants.
  - Actively explore a flexible approach, recognizing the existing potential to provide additional retail and complementary commercial opportunities.

By 2031, the Stockyards Urban Area is expected to grow from an estimated 88,875 square metres of Gross Leasable Floor Area to over 185,000 square metres of Gross Leasable Floor Area, to accommodate a range of land uses that support the vision for this area as a unique hub and destination within the broader region. The Stockyards Urban Area is expected, and has the potential, to grow substantially larger than that projection in the longer term, beyond 2031.

On June 22, 2022 a revised Township Official Plan, adopted by By-law 55-2021, was approved with modifications and deferrals by the Regional Municipality of Waterloo.

Of significance for the Stockyard Urban Area are highlighted gateways (noted on the following plan) that are intended to become identifiable entrances to the Stockyards Urban Area. Although not specifically requiring gateway 'signage' the Plan suggests the following treatment for these gateway areas:

- i) Landmark buildings and/or structures that reinforce the importance of the gateway location. This includes the use of high-quality building materials, windows and entrances facing the streets and unified and consistent architectural detailing; and/or
- ii) Special landscape treatments, appropriate signage, and high quality streetscaping.

*To facilitate the construction of an identified Gateway, partnerships among the Township, the Region, developers and/or service clubs shall be encouraged.*

## Signage By-Laws

### Section 5 – General Regulation

Signs within:

- 5.0 metres of any electrical or transmission lines shall require approval of Waterloo North Hydro and/or Hydro One; and,
- 3.0 metres of any fire alarm, telephone, or other transmission line shall require the approval of the authority having jurisdiction over the same.
- Signs in the controlled area of the Ministry of Transportation shall require the approval of the Ministry of Transportation of Ontario. Signs within a Region of Waterloo road allowance require the approval of the Region of Waterloo.

### Section 9 – Directional Signs

- Directional signs shall be permitted in all zones to direct and regulate traffic and parking on a lot.
- 1 directional sign shall be permitted at each point of entrance or exit on a parking lot and, in addition, other directional signs as required to direct traffic may be permitted.
- The maximum sign height shall be 2.4 metres.
- The maximum sign area shall be 0.75 square metres in total and may bear the name of the business which owns and operates the parking lot.

## ***B. The Woolwich Township Strategic Action Plan***

### **Strategic Action Plan**

This plan identifies many directions that are relevant for the Brand Audit and Wayfinding Sign Strategy for St. Jacobs. These should be considered to ensure alignment with the strategy:

- Balance the small town feel, maintenance of rural values and lifestyle with provision of urban amenities and infrastructure.
  - Be 'ahead of the curve' in planning for future growth and ensure infrastructure capacity is available before development proceeds.
  - Preserve, protect and grow what makes Woolwich unique, and support growth that will better the community.
  - Develop marketing strategies that take advantage of proximity to the Cities, the GTA and the Regional Airport.
  - Ensure flexibility with regard to signage for businesses, while not detracting from quality of life.
  - Explore opportunities to promote the Township's extensive trails network, historic features, unique communities, and local arts and culture.
  - Preserve and protect the unique nature of the 'community of communities' but address the challenge geography and distance creates and come up with solutions that focus on 'the ties that bind the community fabric'.
  - Manage and maintain all municipal infrastructure with an emphasis on continuous improvement and greater efficiencies.
  - Ensure high financial performance standards are in place for planning and implementation of capital infrastructure and development projects.
- Establish a modern, progressive and creative image for the municipality.
  - Develop a long-term plan to improve municipal signage.
  - Celebrate the cultural richness of Woolwich, which includes the Old Order Mennonite population.
  - Lead with our iconic strengths when it comes to promoting Woolwich to tourists.
  - Explore opportunities to bring the tourism sector together and develop municipality-wide tourism experiences and packages

# C. Tourism Recovery Strategy and Action Plan



The Tourism Recovery Strategy & Action Plan is a two-year work plan designed to help address and create solutions for tourism-related businesses within the township. The goal of the strategy is to identify action items and develop solutions to address industry concerns, and diversify tourism in Woolwich using the 6 pillars:

1. Arts & Culture
2. Culinary and Agri-tourism
3. Year-round Tourism
4. Tourism Infrastructure
5. Marketing & Brand Development
6. Business Support



## D. Accessibility for the Wayfinding Sign Strategy for St. Jacobs

### Grand River Accessibility Advisory Committee (GRAAC)

The Township is a member of the Grand River Accessibility Advisory Committee (GRAAC). GRAAC is an advisory committee that provides advice and recommendations to the Township on the identification and removal of barriers in Township policies, programs, services and facilities.

### The Ontarians with Disabilities Act, 2001 (ODA)

The Ontarians with Disabilities Act helps the government improve opportunities for people with disabilities. Under the ODA, all municipalities must:

- Prepare an accessibility plan each year and make it available to the public.
- Include people with disabilities in their planning processes, such as the members of the accessibility advisory committee; and
- Remove barriers over time (the act gives municipalities the flexibility to set their own priorities and timelines).

### Accessibility for Ontarians with Disabilities Act, 2005 (AODA)

The AODA sets out a road map for an accessible Ontario by 2025 with mandatory and enforceable standards including:

- Customer Service Standards
- Information and Communications Standards
- Employment Standard
- Transportation Standards and
- Design of Public Spaces Standards

### Woolwich Township Multi-Year Accessibility Plan and Policy 2020 – 2023

The Accessibility Plan provides a broad framework for the Township to follow Provincial Legislation – Accessibility for Ontarians with Disabilities Act, 2005 and Integrated Accessibility Standards. In terms of wayfinding signage, there is no specific reference on how the Township should provide accessible signage. Indirectly, it does commit to following accessible standards for the design of public spaces and the built environment, and providing accessible communications and access to information, under which public directional and information signage falls.

Reference to the Ontario Building Code applies to new construction and renovation of buildings. The design of public spaces addresses outdoor public spaces such as accessible parking, paths of travel, playground equipment and picnic areas.

Accessible Information and Communications addresses face to face services as well as print format, websites and alternative means to meet the needs of various individuals requiring alternative forms of communications.

## The Design of Public Spaces Standard, 2017 (Greg Thomson, 2019)

Public spaces are everywhere. We enter public space the moment we step out of our front doors to go anywhere, whether it is down the sidewalk to visit a neighbour, to the beach for a day of fun with friends, to the parking lot of the grocery store, or to the playground with our children. The Design of Public Spaces Standard brings us closer to a province where every person can take all these journeys.

The Design of Public Spaces Standard describes ways to make communal spaces more accessible. Most of the spaces it covers are outdoors. For instance, there are requirements for accessible:

- Recreational trails and beach access routes
- Outdoor public eating areas like rest stops or picnic areas
- Outdoor play spaces, like playgrounds in provincial parks and local communities
- Accessible parking (on and off street)
- Outdoor paths of travel, like sidewalks, ramps, stairs, curb ramps, rest areas and accessible pedestrian signals

In contrast, the Ontario Building Code covers rules for the accessibility of most indoor spaces. However, the Design of Public Spaces Standard includes guidelines for service-related elements like service counters, fixed queuing lines, and waiting areas with fixed seating. Finally, the Standard also covers the maintenance and restoration of public spaces.

## A Guide to the Integrated Accessibility Standards Regulation, April 2014

Excerpt: “In 2005, the Ontario Government passed the Accessibility for Ontarians with Disabilities Act to make Ontario accessible by 2025. Accessibility standards have been created as part of the Accessibility for Ontarians with Disabilities Act. These standards are rules that businesses and organizations in Ontario need to follow to identify, remove and prevent barriers so that people with disabilities have more opportunities to participate in everyday life. The Accessibility Standard for Customer Service was the first standard to become law. Four standards – Information and Communications, Employment, Transportation and Design of Public Spaces – have been combined under one regulation, the Integrated Accessibility Standards Regulation. This regulation is now law and the requirements currently in regulation are being phased in between 2011 and 2021.”

### Additional Resources:

- Accessible Signage Guidelines - Braille Literacy Canada
- Access Ability: A Practical Handbook on Accessible Graphic Design – The Association of Registered Graphic Designers of Ontario (RGD)
- SignAids: Free Accessibility Guide - SignAids & the Province of Ontario

## Considerations for Accessible Linear Wayfinding Signage

- Accessible signage design must consider materials, placement, viewing distance and technological enhancements.
- Visual Messaging: Accessible typography and graphic design including finish, pictograms, letterform width, font size and type, colour, tone and contrast, cognitive load, etc.
- Tactile Messaging – raised text and braille.
- Accessible Spaces: Pedestrian oriented signage and kiosks – the spaces in which these features are placed require consideration for visual and physical accessibility. Vertical placement, forward, side and vertical reach should be considered for facility placement.

## Considerations for Accessible Linear Wayfinding Signage

Inclusive wayfinding falls under the umbrella term ‘accessibility’ as the system at large must be accessible to all those who are using it. Acknowledgement of local languages can celebrate ‘place’ and assist with branding and identity, and on the opposite side, acknowledgement of non-english speaking tourists can aid in providing more inclusive and welcoming first impressions. With limited space on a directional sign, universal symbols can be used to support place identification messages (eg. A symbol of picnic table indicates park facilities; a dog symbol indicates a dog park etc.) The MTO Standard books provide a collection of symbols that would speak to a multi-lingual audience that should be considered in the design of directional signs for St. Jacobs.

## E. St. Jacobs Country Branding

### The Brand Name: St. Jacobs or St. Jacobs Country?

The focus of The Brand Audit and Wayfinding Sign Strategy for St. Jacobs is to facilitate an unbiased approach to develop a cohesive sense of place and directional signage for the area. The brand 'audit' will examine the current brands that influence tourism in and around St. Jacobs and provide direction on a brand re-refresh to provide a platform for energy and growth to meet current and future market expectations. The new brand will link the Farmers Market district (Stockyards) to the Village of St. Jacobs, resulting in a common brand for 'St. Jacobs', sign designs and placement strategy. Of particular interest is the brand of St. Jacobs Country, currently a brand that has not been used intentionally or effectively in the past.

Recommendations will enhance visibility of both St. Jacobs Village and the Farmers Market District through a common 'umbrella' brand and improve connectivity and navigation between the Village and the Market areas. The concept of an 'Umbrella' brand is to provide a primary or principal brand under which the current tourism industry brands work (i.e., St. Jacobs Village, Farmers' Market, St. Jacobs Country Playhouse, The Mennonite Story, Farm Gate Stands, Trails, Fruit Farms, etc.). This third umbrella brand is not intended to replace these brands but provide a means of connection to further enhance the visual, physical and virtual relationship between visitor/ tourist assets.

The name of the umbrella brand will of course be the initial grabber that people will associate with. The following 'drivers' will help to direct future umbrella branding, and support a specific brand name.

1. Existing Branding: With successful branding in place for both the Village of St. Jacobs and the Market District, it is imperative that a new 'Umbrella' brand speaks to and accommodates both the Village and Market District branding.  
**Take away: Coordinate updated branding with existing branding to provide a familiar and cohesive look for the 'Umbrella' brand.**
2. St. Jacobs Country Brand: Though not an 'official' place, St. Jacobs Country is a 'familiar' brand with historical roots. The St. Jacobs Country brand, although present as a marker in the landscape (small directional signs, TODS signs, identification signs around the Market District) has no specific 'champion' or home base. Survey and workshop results indicated that the concept of using St. Jacobs Country as a new brand was favourable, but the current logo was dated.  
**Take away: The St. Jacobs Country brand has merit for consideration as the go forward umbrella brand, but as a brand, it would need to be 'refreshed'.**
3. Woolwich Official Plan Boundaries and Place Identification: Both settlement areas of St. Jacobs and the Stockyards have distinct settlement boundaries and identification names as noted in the Official Plan. There is no acknowledgement of the place St. Jacobs Country.  
**Take Away: Using the name St. Jacobs as an umbrella brand to include destinations in the Stockyard settlement area would be confusing for visitors and may not align with future branding plans for the Stockyard Settlement area. It also conflicts with local Township and Region signs (i.e. St. Jacobs sign near Picard's Peanuts).**

4. Existing Gateway Signs: There are existing gateway signs for St. Jacobs located at major portals into the St. Jacobs settlement area that are part of the Township of Woolwich signage program. These signs use the Townships branding.

**Take away: Incorporation of new branding for a possible umbrella brand of St. Jacobs would pose challenges in terms of gateways and boundaries.**

5. Digital Analytics: It was revealed that 2/3 of digital users are reaching the St. Jacobs Market through an organic search. People recognize both the Market and the Village through association with the town of St. Jacobs. The key is the name 'St. Jacobs'.

**Take Away: With the popularity of the name 'St. Jacobs', including 'St. Jacobs' in the new umbrella brand will be important for the new brand to succeed in the broader marketplace.**

6. Stakeholder Opinion: Primary stakeholders have indicated a divided preference for each of the terms St. Jacobs and St. Jacobs Country. Some stakeholders (and their guests) have an association with the term 'Country' as it is used in their current branding or name. Others feel the term 'Country' may not align with the character of St. Jacobs, or how St. Jacobs should be marketed to the broader community. For example, the word 'Country' has reference to 'Western' 'Countryside', or a larger regional place.

**Take Away: Updated branding will need to respect the needs of all stakeholders while achieving the goals and objectives of the project.**

## St. Jacobs as a Brand Name:

### Pros:

- Simple name already recognized by the public.
- In terms of digital searches, the name St. Jacobs is highly sought after.
- As a new brand, it would be completely fresh and independent of any branding preconceptions and respond to both current market expectations and new marketing strategies.
- It opens up the potential for the development of other areas (i.e. the Stockyards) to have their own brand. (This could also be a 'con' in this context of this specific project)

### Cons:

- St. Jacobs itself is an independent settlement area defined in the Official Plan and does not include the area that the project is trying to connect to – the market, which is in another settlement area identified as the Stockyards in the Official Plan.
- St. Jacobs has gateway signs at the entrance portals to St. Jacobs. These would not be appropriate (as per the Official Plan) elsewhere should the project encompass destinations outside of St. Jacobs boundaries.
- The St. Jacobs Village branding is embedded in St. Jacobs, so the projected association leads to the assumption that they are one in the same. Expanding the reach of a new St. Jacobs umbrella brand will be confusing as it is not inclusive of other areas.

## St. Jacobs Country as a Brand Name:

### Pros:

- Historical roots and current customer recognition give the name credibility.
- Introduces the idea of getting away to the 'country' re. marketing to the GTA and other urban areas.
- Incorporates the popularity of Farm to Table – and more currently Farm to Fork....
- The word 'country' offers a preview of the experience i.e. a trip to the 'country' – away from the 'city'....
- Including 'Country' with St. Jacobs invites one to the greater attraction of 'Mennonite Country' which is best appreciated outside of St. Jacobs proper.
- Expands on promoting more than itself making it unique against other 'singular' places (Elora, Creemore, Grand Bend)
- The name 'Country' allows the boundary of St. Jacobs to be expanded – therefor more inclusive of additional territory.
- With no defined boundary, a new boundary makes room to include destinations and attractions beyond St. Jacobs within Woolwich (i.e. Kissing Bridge, West Montrose), which is a Township priority.
- St. Jacobs Country already has a 'tab' (currently unpopulated) on the Township of Woolwich website.
- As an umbrella brand, St. Jacobs Country will not be confused with other St. Jacobs attractions – e.g. the Village and the Farmers Market.
- Opportunity for additional investment/ promotion with new partners beyond St. Jacobs – expanded economic impact.
- A brand 'refresh' will provide an opportunity for St. Jacobs Country to present a fresh up-to-date look that respects the past but anticipates and welcomes the future.

### Cons:

- The St. Jacobs Country logo has a tired look that is no longer appealing in today's market.
- Maintaining the brand in its current state with little to no change doesn't address current branding issues (lack of definition, misuse of the brand, lack of identity etc.)
- The terms 'Country' may not align with all stakeholders, or their vision of what St. Jacobs is all about.
- As an independent and largely 'fictional' place, it is unclear how the Township of Woolwich will embrace or accept the brand 'St. Jacobs Country'.

### Recommendation:

The overriding goal of the project is to provide both physical connectivity and visual cohesion between the St. Jacobs Village and the Farmers Market District and greater area attractions, such as fruit farms, trails, theatre, countryside lifestyle, etc. Many visitors know about one and not the other (market vs Village). The challenge is to have a brand that is inclusive of all tourism assets while supporting individual identities.

With the overriding association of St. Jacobs and St. Jacobs Village being one and the same place, using St. Jacobs as an umbrella brand name does not embrace other areas or places. As a strategy to enhance tourism and connectivity in an area beyond St. Jacobs, proceeding with the brand 'St. Jacobs Country' provides a more inclusive approach to achieving the required goal. It offers flexibility, it has roots in the community, and has potential to embrace both urban and rural communities, in and around St. Jacobs.

## A note on the word ‘Country’:

Definitions for the word ‘Country’ (Oxford Dictionary)

- Any area outside towns and cities, with fields, woods, farms, etc.
- An area of land, especially with particular physical features, suitable for a particular purpose or connected with a particular person or people.
- An area of land that has or used to have its own government and laws.

## Stakeholder Feedback

These pros and cons are a result of the first stakeholder workshop [held on September 28th, 2022]. Stakeholders responded with their thoughts regarding the name “St. Jacobs Country” in the following summarized comments:

### Pros

- The data that was collected indicated people thought “St. Jacobs Country” worked, or partially worked, as the brand identifier. It would seem uninformed at best, and foolish at worst, to change course based on 1 meeting. Moreover, the consultant’s recommendation is to retain “Country”. Some credence must be placed on this expertise.
- There is 40+ years of brand equity built into St. Jacobs Country. There is a distinction that must be made between what St. Jacobs was, is now, and will be in the future. The St. Jacobs Country experience will continue to change and evolve, but that does not necessarily mean that the identifier must as well.
- This same brand equity has been built on sharing and celebrating – and neither appropriating nor exploiting – Mennonite culture. The Shantz Family was a direct link to the Mennonite way of life, and tourism was a by-product of public fascination with this culture. Whether tourists have

conducted themselves in a way that is respectful of this culture is another discussion. But the point is many tourists descend into the village of St. Jacobs expressly looking to see Mennonites. And, the reality is that the best opportunity to view and/or interact with Mennonites is outside of the village ... in the country roads in and around Woolwich Township, and the charming villages and hamlets therein.

- As someone who sat in monthly marketing meetings with the Shantz Family for 15+ years, I can confirm that “St. Jacobs Country” as a brand was predicated on two purposes:
  - Marketing was directed to the GTA, Ottawa, Quebec, and bordering US states – specifically, urban metropolitan areas where the idea of a country getaway, or exploring the country, would hold appeal as something comparatively exotic from the hustle and bustle of city life. Hence why marketing campaigns focused on a quiet, tranquil place where things moved at a much slower, relaxed pace.
  - The addition of “Country” was a way to tap into, and include, tourism opportunities occurring outside of the physical precinct of St. Jacobs, such as the West Montrose Covered Bridge and Elmira Maple Syrup Festival. In more recent years, it was modernized to reflect consumer trends, including public interest in Farm to Table (visiting local farms for tours and/or the opportunity to select the freshest foods available) and ever-growing popularity in cycling tours.
- The boundaries / definition of what St. Jacobs is, in terms of physical precinct, has always been a conundrum. There is a village and a market – two distinct areas ... one of which has attractions that border on, or are actually located in, another municipality (Waterloo). Limiting an area to just “St. Jacobs” may very well alienate those attractions outside of the village, to the point they create their own marketing consortium. This could create unnecessary competition when the end goal is one cohesive, inclusive, and encompassing brand.

- If we look at comparable attractions in Ontario – whether Elora, Goderich, or Grand Bend, they all refer to themselves by town/village name only. They have failed to capture/convey what makes their locales unique. For better or worse, “St. Jacobs Country” conveys a message – one that everyone agrees can / should / will continue to change and evolve. If it is not “St. Jacobs Country”, it certainly needs to be “something”, as the name on its own loses part of what is unique, and makes the brand special. “Country” is an asset – not a liability – one that can be harnessed in a new way as St. Jacobs Country continues to redefine and reinvent what the tourism experience is.
- On a final note, the practical consideration of funding must be taken into account. It takes money to market and build a brand – significantly more money than what the BIA will be able to raise and contribute on its own. Any funding body – whether provincial, regional, or municipal – will look favourably on being able to support programs and initiatives that are going to have a positive economic impact beyond St. Jacobs proper.
- I prefer the country to stay in for the following reasons:
  - 1 there is tremendous value in any brand which has customer recognition. StJacobsCountry is well known, and has no negative baggage among clientele that I have heard
  - 2 while the primary destinations are the village and market, the assets which make this destination uniquely different, are all in the “countryside”. Part of the allure is the drive/ride by fields, churches, buggies, etc either by car for GTA visitors, or by Bus Tours. We are constantly asked where to drive to see Mennonites, farms, etc
  - 3 restarting a new brand is difficult and can be very expensive. I do not support doing so at this point, especially with no pressing reason to warrant doing so.
  - 4 keeping “country” allows us to define boundaries and inclusion as to which assets, attractions and amenities are “at” StJacobs Country.

This allows investment and promotion opportunities and partnership flexibility around the Township and Region.

- I like “Country” because it is inclusive of the greater St. Jacobs area. It allows for farms, food, farm gate stands, flower stands, horse and buggy, and beyond. The Country leaves room for “Country Getaways”. It also separates the brand from the Village of St. Jacobs and the settlement area. There are already signs that say “St. Jacobs” when you enter the settlement boundary. To have more signs that say “St. Jacobs” farther out of the town of St. Jacobs would be confusing.

## Cons

- The all inclusive BRAND which covers the various geographic areas and a multitude of central as well as marginal assets previously known as St Jacobs Country is no longer recommendable
  - To keep the brand send a loud and clear message that we cannot do any better than what the Mercedes Corporation came up with
  - It sends a secondary message that we spent money to prove that we can do no better,
    - I find this to be very limiting in getting people to believe and uphold any efforts to change or improve
    - And I am not stating that we change, just for the sake of change
  - Many things have passed since the original creation, and its important for our public to understand that we see the world differently
- I object profusely to use the word “Country” as part of the new brand
  - Being from a different Country than this one, it creates confusion in the identity of place, particularly for immigrants who either chose or were forced to leave their Country of birth. I do understand that as definitions go, it can be used to describe small districts or settlements outside larger towns or cities but why do we not consider this as the misleading word it can be in other’s perspective of place?



- Why clutter a brand with nuance of exclusivity or inclusion when other avenues can be used?
- I am not against a new word to substitute “Country” if a more specific designation is required, such as District, Region, Area or Sector (as is the case of Waterloo & Waterloo Region)
- I don’t believe what makes the existing brand is the word “Country”, as even your analysis team tends to use it when saying keep it, but drops the “Country” when actually describing the brand?
- If the answer is simply drop Country and use the path of least resistance, than I can support it, but it is disappointing that acceptance is the way forward and not one of Discovery and Development of who we are, what we have become and where we want to be in the future.
- I lean towards going with just St. Jacobs. I think putting ‘Village of St. Jacobs’ on any signs for village could work. Would need to think about how village is referred to on township website, etc.
- I agree with Joanna about missing some aspect of food in tagline. How about ‘Countryside Community flowing with Heritage and Hospitality?’ Does ‘hospitality’ imply food? Sort of, but not really farm stands, farmers market.
- If the ‘market district’ is already looking at how to rebrand their area with addition of other areas within stockyards, this could be good timing, but will be important to get Joanna’s stakeholders bought in to avoid everyone going off in their own directions again...
- That said, I think getting the village to change logos, etc. will be a challenge after the board just spent years investing in what we have in terms of the sign, etc.....not sure how to handle that if the recommendation is a different direction. Colour might be a place to compromise. We already do the logo in different colours depending on the event. Or maybe colour is how we help distinguish areas in St. Jacobs.
- I don’t love the use of the word ‘district’ to refer to each area. Feels to urban.
- And just to summarize our after meeting conversation, getting business input into where signage on a micro level (level 4?) would help direct visitors to all areas of the village downtown core (or at least make businesses feel included).
- I suggest a clear rule about who goes on signs in terms of businesses (in the Level 2 section). Profit vs. non-profit? What if you have both a for and non profit arm?

# Sign Concepts

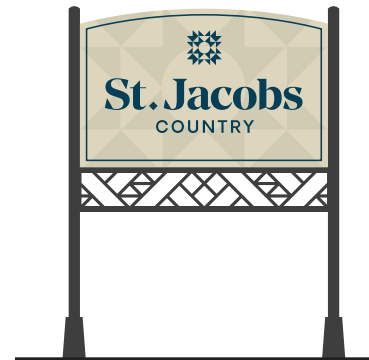
## An Overview

### Concept 1: Timber



- The symmetry of the panel is traditional and the silhouette shape is reflective of some architecture in the area, such as barns and silos.
- The timber and metal hardware embellishments reinforce a quality of strength and are reminiscent of materials used in the area.
- Branding is incorporated with a subtle background pattern and the blue colour is natural yet stands out in a rural landscape.

### Concept 3 A/B: Iron Quilt



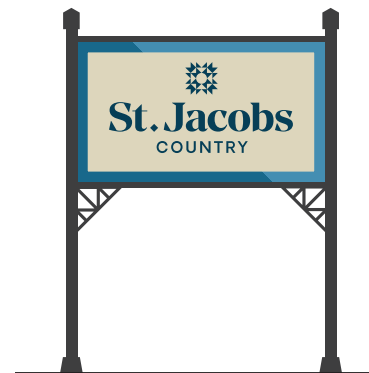
- The decorative metal band reflects the updated St. Jacobs Country branding, using the quilt pattern for a modern twist on a traditional design.
- The curved edge contrasts the straight lines in the quilt to add a softness that is welcoming and friendly.
- The posts and decorative details are metal for a traditional feel.
- The quilt pattern is also incorporated as a subtle background on the panel.

### Concept 2: Gate



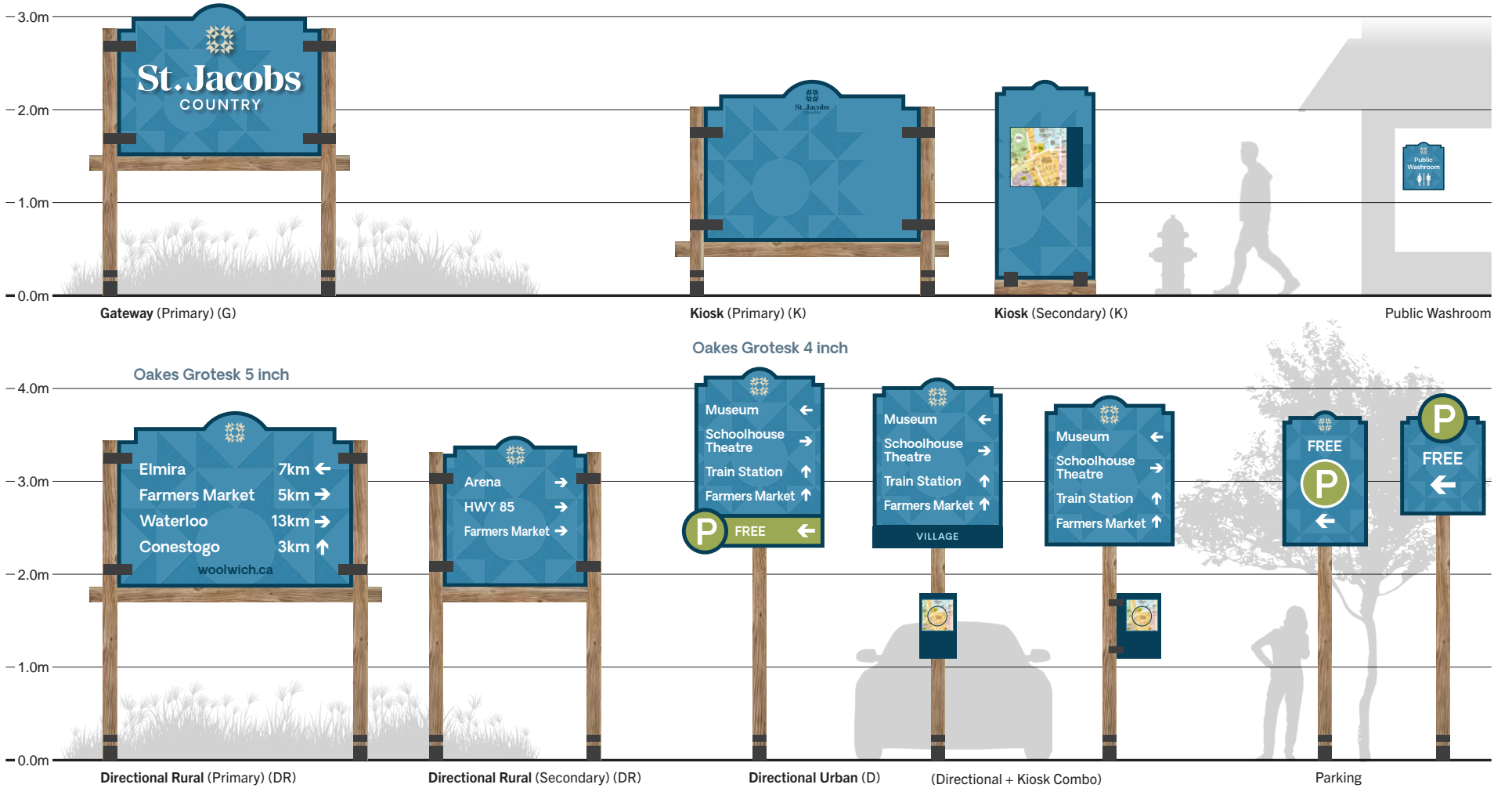
- Inspired by the surrounding farms and countryside.
- The wide timber posts and wood details are reminiscent of rural architecture.
- Opportunity for a pop of colour adds playfulness.
- Simple rectangular panels with a dark blue band create a modern look and allows each sign to be recognized within the family.

### Concept 4: Iron Triangle

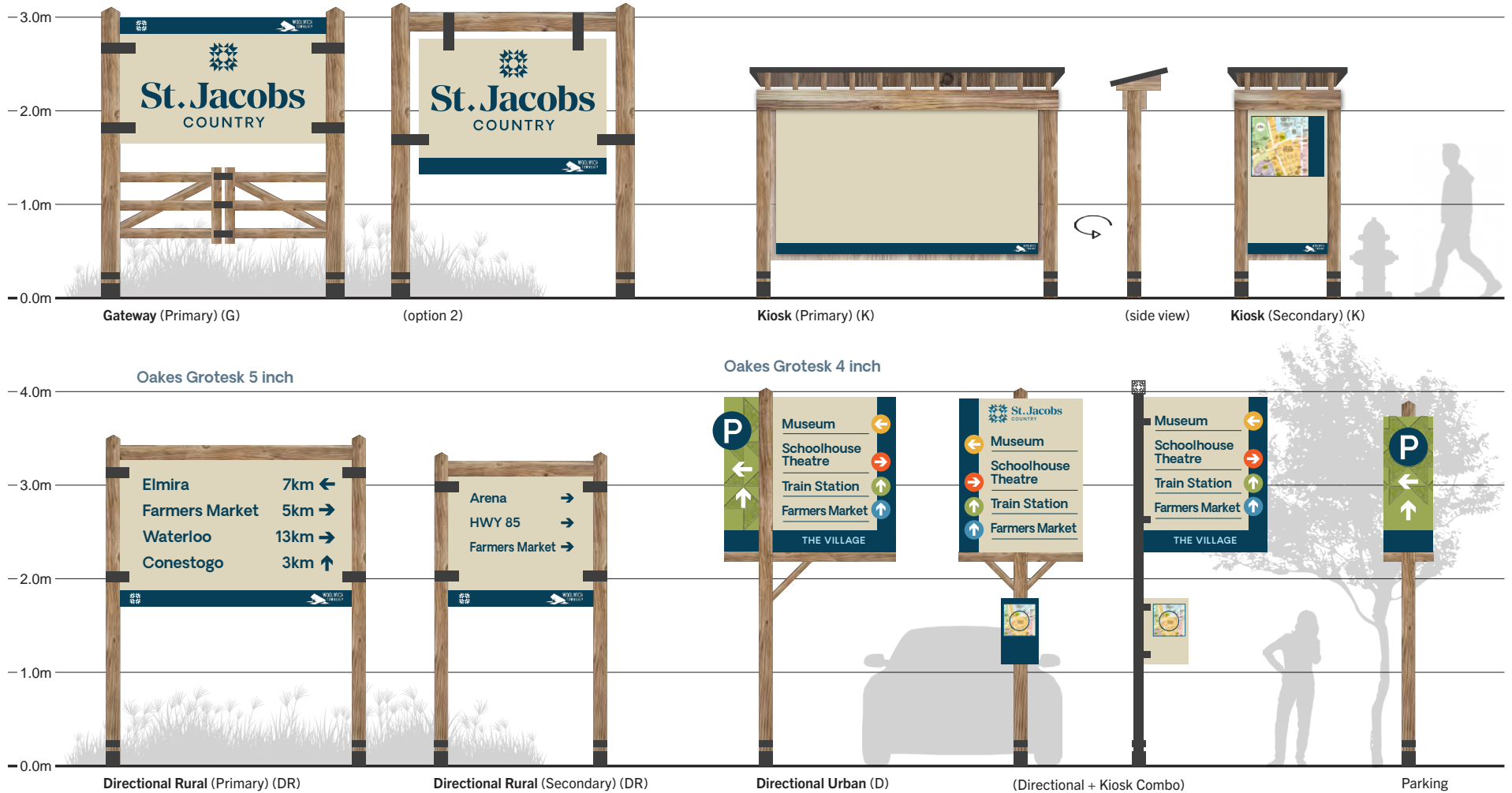


- The triangle is a subtle architectural feature that reinforces branding with the quilt pattern.
- The straight lines and triangles reinforce the updated St. Jacobs Country branding.
- The border/band is consistent throughout and allows for interest through use of colour.

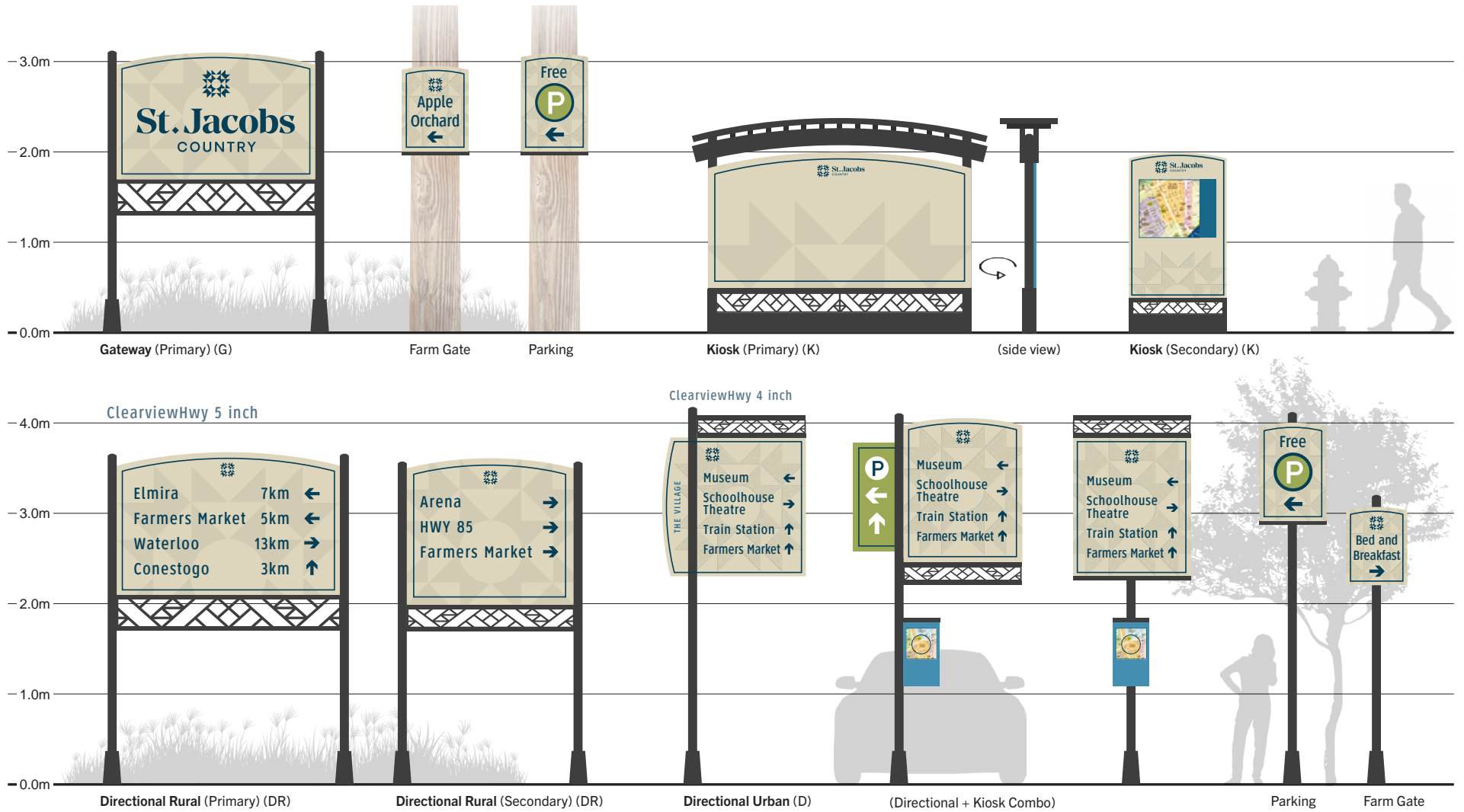
## Concept 1: Timber



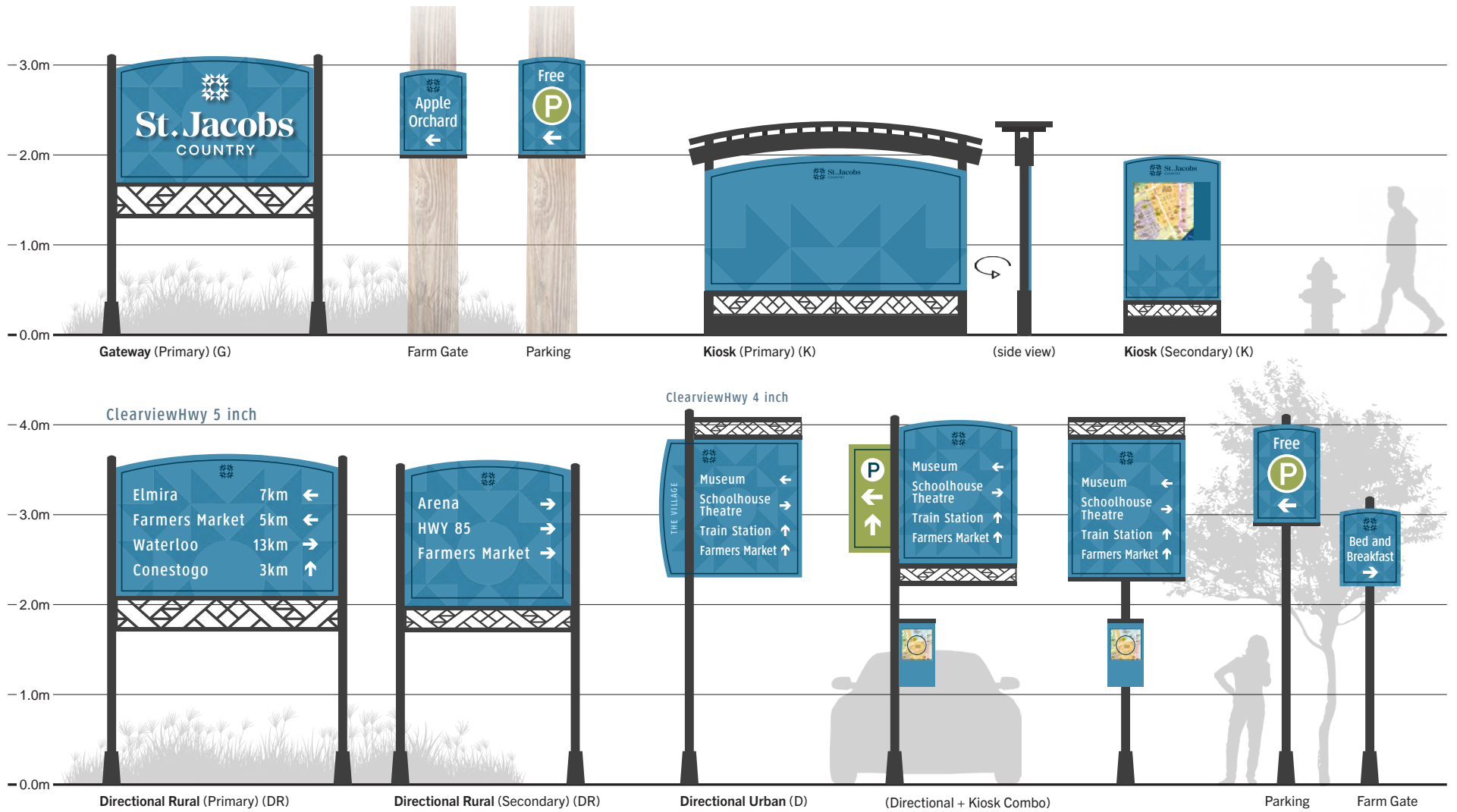
## Concept 2: Gate



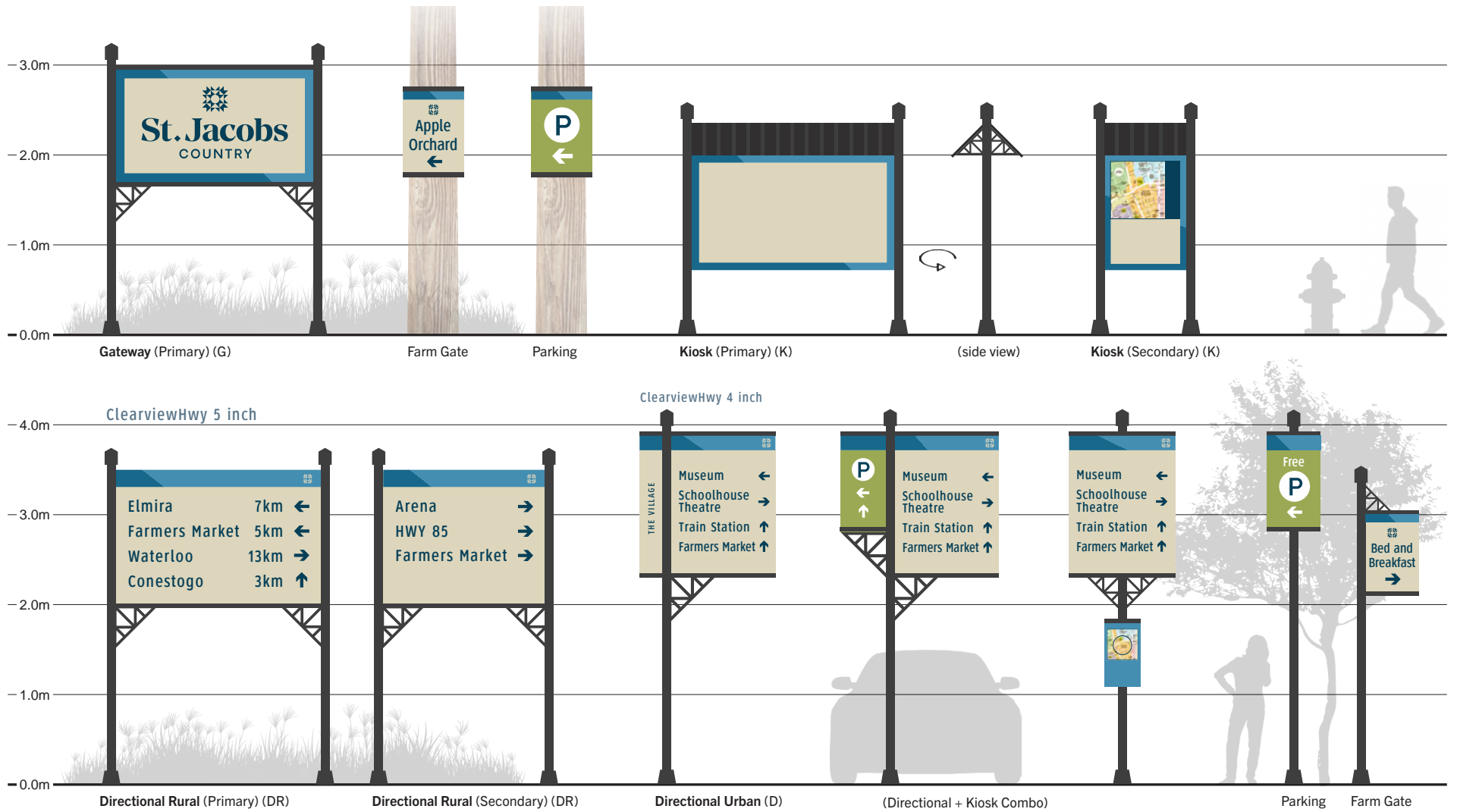
### Concept 3A: Iron Quilt



### Concept 3B: Iron Quilt



## Concept 4: Iron Triangle





## Clerks Services Staff Report

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Report Number: C21-2024  
 Report Title: Appointment By-law  
 Author: Alex Smyth, Deputy Clerk  
 Meeting Type: Committee of the Whole Meeting  
 Meeting Date: December 3, 2024  
 eDocs or File ID: DM# 127886  
 Consent Item: No  
 Final Version: Yes  
 Reviewed By: Jeff Smith, Director of Corporate Services/Clerk  
 Final Review: Chief Administrative Officer

### Recommendation:

That the Council of the Township of Woolwich, considering Report C21-2024 respecting an Appointment By-law:

1. Approve the Appointment By-law as attached to this report; and
2. Approve the Amending and Repealing By-law to delegate authority of issuing lottery licences and repeal previous staff appointments as attached to this report.

### Background:

There are more than 30 individual appointment by-laws that the Clerk's office manages. As the Township grows, it has become increasingly difficult to maintain a consistent and efficient way of creating, tracking and repealing appointment by-laws. As such, staff have drafted an Appointment By-law to combine all appointments into one by-law to streamline the appointment process and to ensure effective administration.

### Comments:

#### Improved Appointment Process

The current process for appointing officers of the Township is not ideal because it is not consistent, organized, error free, transparent or efficient. The current process of appointing an officer is time consuming, and with limited resources at the Township, this can often lead to errors. The most common error made in appointment by-laws is forgetting to include any by-laws to be repealed which results in inaccurate records and can even further increase the staff time needed to correct the errors.



Because of these challenges, staff looked for a different way to better manage appointments consistently and efficiently and decided on drafting an Appointment By-law. By combining all appointments into one by-law, staff will be able to better organize the appointments because they will all be in one by-law, rather than multiple by-laws. Also because of this change, staff will be able to and plan on publishing the Appointment By-law on the Townships website. This increases transparency as anyone can easily access the appointments.

Furthermore, staff will be able to better review all appointments more consistently which is more efficient than the current process and will ensure there are fewer errors made when a change to the by-law is needed. This is because one change can initiate a review of all other appointments and staff can assess if any other appointment or portion of the by-law needs to be amended, added or removed. Staff anticipate that fewer errors will be made with the implementation of an Appointment By-law, and it will improve organization, record keeping, and staff time.

### **Licensing Delegated Authority Housekeeping**

While drafting the Appointment By-law, it came to staff's attention that Council has not formally delegated its authority to staff to issue lottery licences, even though Council has appointed Licensing Officers for several years. With this report, Council is also being asked to approve a second by-law that amends the Delegation of Authority By-law and gives authority to the Clerk or designate to issue lottery licences. That by-law will also repeal the multiple appointment by-laws that become ineffective with the enactment of the Appointment By-law.

It is important to note that within the draft Appointment By-law, no additional staff appointments are included for Council's consideration and existing appointment limits are not changing. Staff are simply combining all existing appointments into one.

### **Interdepartmental Impacts:**

None.

### **Financial Impacts:**

None.

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

This report relates to the "Provide effective and open leadership: We will guide with transparency and empathy, fostering a culture of trust and collaboration" Community Strategic Plan impact as the intent of the report is to revolutionize and simplify an internal process that has been ineffective and inefficient. By passing the Appointment By-law, internal processes will improve and create efficiencies for staff, and consistencies for all.

Combining all appointments into one by-law allows staff to publish the by-law on the Township's website which increases transparency.

**Conclusion:**

Staff recommend that Council approve the attached Appointment By-law and Delegation of Authority Amending By-law that also repeals various appointment by-laws to improve internal processes which will result in efficiencies and consistencies, and improve the Township's transparency with the public.

**Attachments:**

1. Draft Appointment By-law
2. Draft By-law to Amend the Delegation of Authority By-law and Repeal Various Appointment By-laws



By-law No. XX-2024

Appointment By-law

**Consolidated Version** *Revised and Verified* \_\_\_\_, 2024

Revision History:	Passed On:
XX-2024 (Original)	[Date Passed]

**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.

## Table of Contents

<b>Part I. Short Title, Purpose and Scope.....</b>	<b>2</b>
Short Title .....	2
Purpose.....	2
<b>Part II. Interpretation.....</b>	<b>2</b>
Headings .....	2
References to Applicable Law .....	2
Definitions .....	2
<b>Part III. Appointment .....</b>	<b>3</b>
General Provisions .....	3
<b>Part IV. Officers .....</b>	<b>3</b>
Clerk .....	3
Treasurer .....	3
Fire Chief.....	4
Chief Building Official and Inspectors .....	4
Municipal Law Enforcement Officers .....	4
Livestock and Poultry Valuers .....	4
Licensing Officers.....	4
<b>Part V. Conflict and Transition.....</b>	<b>4</b>
Conflict .....	4
Terms Severable.....	5
Enactment .....	5
<b>Schedule A - Appointed Officers.....</b>	<b>2</b>
<b>Schedule B - Appointed Municipal Law Enforcement Officers.....</b>	<b>4</b>
<b>Schedule C - Appointed Licensing Officers .....</b>	<b>7</b>
<b>Schedule D - Appointed Acting Clerk Pro Tempore.....</b>	<b>8</b>
<b>Schedule E - Appointed Livestock and Poultry Valuers.....</b>	<b>9</b>

## The Corporation of the Township of Woolwich

## By-law No.XX-2024

A By-law to Appoint Officers of the Corporation of the Township  
of Woolwich

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WHEREAS section 227 of the *Municipal Act* provides that Council may by by-law appoint such officers and employees as may be necessary for the purposes of the corporation, or for carrying into effect the provisions of any Act of the Legislature or by By-law of Council; and

WHEREAS section 228 of the *Municipal Act* provides that a municipality shall appoint a clerk and provides for certain duties of the clerk and may appoint deputy clerks who have all the powers and duties of the clerk; and

WHEREAS section 286 of the *Municipal Act* provides that a municipality shall appoint a treasurer who is responsible for handling all of the financial affairs of the municipality on behalf of and in the manner directed by the council and may appoint deputy treasurers who have all the powers and duties of the treasurer; and

WHEREAS section 6 of the *Fire Protection and Prevention Act, 1997 S.O. 1997, c. 4* (the *Fire Protection and Prevention Act*) provides that where a fire department is established, the council of the municipality shall appoint a fire chief for the fire department; and

WHEREAS Order-in-Council 1413-08 provides for the issuance of Lottery Licences by Municipal Councils; and

WHEREAS Township of Woolwich By-law 41-2022 provides that Council has delegated their authority to issue lottery licences to staff; and

WHEREAS section 3 of the *Building Code Act, 1992, S.O. 1992, c. 23*, (the "*Building Code Act*") requires the Council of a Municipality to appoint such officials and inspectors as is necessary for the effective administration and enforcement of the Building Code Act and Ontario Building Code; and

WHEREAS section 15 of the *Police Services Act, R.S.O. 1990, c P.15*, (the "*Police Services Act*") provides that a municipal council may appoint persons to be peace officers to enforce the by-laws of the municipality; and

WHEREAS section 11 of the *Municipal Act* provides that a Council who has passed an Animal Control By-law may appoint an Animal Control Officer to carry out the provisions of the By-law; and

WHEREAS section 15.1(3) of the *Building Code Act* that a Council who has passed a Property Standards By-law shall appoint a Property Standards Officer to carry out the provisions of the by-law; and

WHEREAS sections 100 and 100.1 of the *Municipal Act* authorize municipalities to regulate or prohibit parking or leaving motor vehicles without the owner's consent on land not owned or occupied by the municipality; and

WHEREAS section 4 (1) of the *Protection of Livestock and Poultry from Dogs Act* provides that every local municipality shall appoint one or more persons as valuers of livestock and poultry; and

WHEREAS the Council of the Corporation of the Township of Woolwich (the "Council") deems it expedient to appoint various Officers for the Township of Woolwich;

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 "Appointment By-law".

### **Purpose**

2. This by-law has been enacted to appoint officers of the Township of Woolwich.

## **Part II. Interpretation**

### **Headings**

3. 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**

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

### **Definitions**

5. For the purposes of this by-law:
  - "*Building Code Act*" means the *Building Code Act, 1992, S.O. 1992, c. 23*,
  - "Corporation" means the Corporation of the Township of Woolwich;
  - "Council" means the Council of the Township of Woolwich;

"*Fire Protection and Prevention Act*" means the *Fire Protection and Prevention Act, 1997 S.O. 1997, c. 4*;

"*Municipal Act*" means the *Municipal Act, 2001, SO 2001, c. 25*;

"*Police Services Act*" means the *Police Services Act, RSO 1990, c. P.15*;

"*Protection of Livestock and Poultry from Dogs Act*" means the *Protection of Livestock and Poultry from Dogs Act, R.S.O. 1990, Chapter L.24*,

"Township" means the Township of Woolwich and a reference to the Township is a reference to the Corporation or the municipal area as the context requires.

### **Part III. Appointment**

#### **General Provisions**

6. Council appoints the individuals as Officers of the Township as set out in Schedules A through E of this by-law.
7. Council may, at their discretion, appoint any individual as an acting Officer to act in place of that Officer until a permanent appointment is made or any other time Council deems appropriate.

### **Part IV. Officers**

#### **Clerk**

8. The powers and duties of the Township Clerk shall be those set out in the *Municipal Act* and any other applicable Federal or Provincial act or regulation.
9. Council may appoint a deputy clerk who:
  - a. has all the powers and duties of the Clerk; or
  - b. has certain powers and duties of the Clerk for specific purposes as set out in this by-law.
10. Council may appoint a Clerk Pro Tempore who has all the powers and duties of the Clerk or Deputy Clerk on each and every occasion when both the Clerk and Deputy Clerk are absent, ill or otherwise unable to carry out their duties under any statute or by-law.

#### **Treasurer**

11. The powers and duties of the Treasurer shall be those set out in the *Municipal Act* and any other applicable Federal or Provincial act or regulation.
12. Council may appoint Deputy Treasurers who have all the power and duties of the treasurer.

**Fire Chief**

13. The powers and duties of the Fire Chief shall be those assigned to them under the *Fire Protection and Prevention Act* within the territorial limits of the Township and within any other area in which the Township has agreed to provide fire protection services, subject to any conditions specified in the agreement.
14. Council may appoint a Deputy Fire Chief who:
  - a. has all the powers and duties of the Fire Chief; or
  - b. has certain powers and duties of the Fire Chief for specific purposes as set out in this by-law.
15. The Fire Chief may delegate such powers and duties as outlined in the Township's Fire Department Regulating By-law.

**Chief Building Official and Inspectors**

16. The duties of the individual appointed as Chief Building Official or their deputy and inspectors shall be those set out in the *Building Code Act* and any other applicable Federal or Provincial act or regulation.

**Municipal Law Enforcement Officers**

17. Council may appoint Municipal Law Enforcement Officers under various job titles to enforce select by-laws of the Township as set out in Schedule B to this by-law.
18. Municipal Law Enforcement Officers are peace officers for the purpose of enforcing by-laws of the Township.

**Livestock and Poultry Valuers**

19. Council may appoint livestock and poultry valuers to assist in the valuing of livestock damage when livestock is killed or injured by wildlife.

**Licensing Officers**

20. Council may appoint licensing officers for the purposes of administering and issuing lottery licences, as well as other vendor licences.

**Part V. Conflict and Transition****Conflict**

21. 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.



- 22. In the event that the provisions of this by-law respecting an appointed officer are inconsistent with the provisions of any other Township by-law, the provisions of this by-law shall prevail.

**Terms Severable**

- 23. The terms and provisions of this by-law shall be severable and should any term or provision be found by a court of competent jurisdiction to be legally unenforceable, in operative or invalid, the remainder of the by-law shall continue to be in full force and effect.

**Enactment**

- 24. 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 17<sup>th</sup> day of December, 2024.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Clerk

## Schedule A - Appointed Officers

<b>Officer</b>	<b>Appointed</b>	<b>Notes or Limits</b>
Chief Administrative Officer	David Brenneman	None
Director of Financial Services/Treasurer	Colm Lynn	None
Deputy Treasurer	Richard Petherick	None
Director of Corporate Services/Municipal Clerk	Jeff Smith	None
Deputy Clerk	Alex Smyth	None
Fire Chief	Dennis Aldous	None
Deputy Fire Chief	Craig Eveson	None
Chief Building Official	Dan Sharina	None
Deputy Chief Building Official	Patty Wright	None
Building Official	Paul Hillenaar	None
Building Official	Alicia Kramer	None
Building Official	Janessa Martin	None
Building Official	Joel Stemmler	None

Building Official	Ray Stranz	None
Building Official	Rick Block (RSM Building Consultants)	None
Building Official	John Drahorat (RSM Building Consultants)	None
Building Official	Mike McKean (RSM Building Consultants)	None
Building Official	Gerald Moore (RSM Building Consultants)	None
Building Official	Grant Schwartzenruber (RSM Building Consultants)	None

## Schedule B - Appointed Municipal Law Enforcement Officers

<b>Officer</b>	<b>Appointed</b>	<b>Notes or Limits</b>
Municipal Law Enforcement Officer	Kristen Cufaro	Appointed to enforce all regulatory by-laws of the Township
Municipal Law Enforcement Officer	Vanessa Albanese	Appointed to enforce all regulatory by-laws of the Township
Municipal Law Enforcement Officer	Jeff Smith	Appointed to enforce all regulatory by-laws of the Township
Municipal Law Enforcement Officer	Carter Maguire	Appointed for the exclusive purpose of Overnight Parking Enforcement during the Winter Parking Ban
Municipal Law Enforcement Officer	Ed Pereira	Appointed for the exclusive purpose of Overnight Parking Enforcement during the Winter Parking Ban
Municipal Law Enforcement Officer	Scott Orton	Appointed for the exclusive purpose of Overnight Parking Enforcement during the Winter Parking Ban

Municipal Law Enforcement Officer	Coleman Meyer	Appointed to enforce all regulatory by-laws of the Township
Municipal Law Enforcement Officer	Colin Moran	Appointed to enforce all regulatory by-laws of the Township
Municipal Law Enforcement Officer	Ashley Frank	Appointed to enforce all regulatory by-laws of the Township
Municipal Law Enforcement Officer	Frank Heinrich	Appointed to enforce all regulatory by-laws of the Township
Municipal Law Enforcement Officer	Robert Hughes	Appointed to enforce all regulatory by-laws of the Township

Municipal Law Enforcement Officer	Devan Shaw	Appointed to enforce all regulatory by-laws of the Township
Municipal Law Enforcement Officer	Pratibha Sethi	Appointed to enforce all regulatory by-laws of the Township

## Schedule C - Appointed Licensing Officers

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<b>Officer</b>	<b>Appointed</b>	<b>Notes or Limits</b>
Licensing Officer	Tanya Bettridge	None
Licensing Officer	Alex Smyth	None
Licensing Officer	Rae Ann Bauman	None
Licensing Officer	Jeff Smith	None

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**Schedule D - Appointed Acting Clerk Pro Tempore**

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<b>Officer</b>	<b>Appointed</b>	<b>Notes or Limits</b>
Acting Clerk Pro Tempore	Tanya Bettridge	Only on such occasions when the Clerk or Deputy Clerk is absent.
Acting Clerk Pro Tempore	Stacey Bruce	Only on such occasions when the Clerk or Deputy Clerk is absent.



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**Schedule E - Appointed Livestock and Poultry Valuers**

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<b>Officer</b>	<b>Appointed</b>	<b>Notes or Limits</b>
Livestock and Poultry Valuer	Calvin Shantz	None
Livestock and Poultry Valuer	Claude Hergott	None

The Corporation of the Township of Woolwich

By-law No. XX-2024

A By-law to Amend By-law 41-2022 and Repeal Various By-laws for the Purpose of Enacting an Appointed Officers By-law

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WHEREAS the Council of the Corporation of the Township of Woolwich considers it desirable and necessary to amend the Township’s Delegation of Authority By-law and repeal various appointment by-laws in order to enact an Appointed Officers by-law; and

WHEREAS on December 17, 2024, the Council of the Township of Woolwich passed the Appointed Officers By-law; requiring previous appointment by-laws to be repealed;

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

1. That schedule C of By-law 41-2022 is amended as follows:

<b>Delegated Authority</b>	<b>Delegate</b>	<b>Delegation &amp; Legislative Limits</b>
Issue Lottery Licences	Licensing Officers	For bingo events with prize boards of up to \$5,500  For non-electronic raffles with prizes up to \$50,000  For break open tickets that are not conducted in conjunction with another licensed gaming events and where the tickets are sold within the municipality

2. That the following by-laws be repealed:

- 74-2023
- 62-2024
- 37-2024
- 19-2024
- 73-2023
- 43-2024
- 31-2024
- 16-2024
- 63-2024
- 42-2024
- 20-2024
- 11-2024

- 05-2024
- 86-2023
- 75-2023
- 74-2023
- 62-2023
- 61-2023
- 31-2023
- 19-2023
- 18-2023
- 14-2023
- 06-2023
- 72-2022
- 56-2022
- 52-2022
- 02-2022
- 01-2022
- 66-2021
- 138-1989
- 30-1983
- 04-1982
- 58-2021
- 57-2021
- 35-2021
- 01-2021
- 89-2020
- 46-2020
- 45-2020
- 24-2020
- 23-2020
- 19-2020
- 06-2020
- 89-2019
- 88-2019
- 77-2019
- 51-2019
- 20-2019
- 01-2019
- 03-1983
- 73-1981
- 19-1976
- 90-2018
- 72-2018
- 71-2018
- 74-2017
- 73-2017
- 55-2017
- 02-2017
- 94-2016
- 92-2016
- 70-2016
- 59-2016
- 40-2016
- 38-2016
- 26-2014
- 73-2013
- 67-2013
- 63-2013
- 08-1975
- 60-1974
- 34-1973
- 52-2013
- 51-2013
- 02-2013
- 54-2011
- 03-2011
- 52-2010
- 61-2007
- 22-2007
- 4-2007
- 59-2006
- 63-2005
- 49-2005
- 27-2001
- 99-1999
- 62-1997
- 20-1997
- 28-1995
- 10-1973
- 04-1973
- 03-1973

3. Any other Appointment By-laws of relevant officers not indicated in the schedules of this by-law and/or no longer employed with the Township are hereby repealed.

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

FINALLY PASSED AND ENACTED this 17<sup>th</sup> day of December, 2024

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Mayor

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Clerk



## Development Services Staff Report

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Report Number:	DS39-2024
Report Title:	Drainage By-law
Author:	Lori Fox – Manager of Development Services
Meeting Type:	Committee of the Whole Meeting
Meeting Date:	December 3, 2024
eDocs or File ID:	128512
Consent Item:	No
Final Version:	Yes
Reviewed By:	Deanne Friess – Director of Development Services
Final Review:	Senior Management Team

### Recommendation:

That the Council of the Township of Woolwich, considering Report DS39-2024 respecting Drainage By-law, direct staff to develop a Drainage By-law to be presented to Council for review and acceptance.

### Background:

Development Engineering and customer service staff receive several complaints per week regarding drainage on private property. Most drainage complaints involve changes to lot surfaces which affect neighbouring properties. To date staff recommend that property owners deal with these complaints through civil procedures, however changes in Township processes have caused the Township to have legal responsibility in ensuring drainage remains as it was accepted, specifically in new subdivision developments which include Lot and Block Agreements.

### Comments:

#### Lot and Block Agreements

Lot and Block Agreements are legally binding agreements registered on the title of all lots within new subdivision. These agreements include accepted grading, drainage and stormwater designs intended to ensure stormwater is managed in the way that it was intended for the life of the development. Under Lot and Block Agreements, property owners are not permitted to change their property surface treatment or grading and stormwater drainage without permission from the Township. This requirement is to

ensure drainage designs, Township standards and By-laws and stormwater management designs are considered with projects. In addition, consideration is given to ensuring neighbouring properties are protected from adverse impacts of increasing storm runoff.

Lots developed prior to the Township implementing Lot and Block Agreements are identified as Existing Lots of Record.

### **Existing Lots of Record**

Staff also receive requests for service involving grading on existing lots of record and subdivision properties that predate our Lot and Block Agreement process. These complaints are similar in nature to complaints within newer subdivisions. To date, staff recommend property owners deal with these matters through civil proceedings, however this response is often met with disapproval by the complainant.

### **Drainage By-law**

Many municipalities have opted to deal with drainage complaints through the implementation of a Drainage By-law which aims to provide direction to property owners on what can be done within the confines of the accepted drainage plans for their development and standard drainage design. The drainage by-law also considers existing drainage patterns of older areas to ensure Township infrastructure isn't overburdened by changes to private property. The By-law would provide minimum clearance setbacks for grading works to ensure existing drainage features such as swales and drains are protected.

Projects such as retaining walls, surface treatments to yards and driveway widenings would need to follow the requirements of the Drainage By-law along with other Township policies and documents such as the Zoning By-law, Site Alteration By-law and Property Standards By-law.

The Drainage By-law will clarify responsibilities of property owners to protect neighbouring properties and public areas when considering projects such as the installation of patios, walkways, driveway widenings, etc. The By-law will provide information on drainage and grading requirements related to other Township documents and encourage "good neighbour" drainage practices.

The By-law will include penalties enforceable through the AMPS program for property owners who contravene the By-law and refuse to remove the contravention. In some cases, revision works may be scheduled by the Township and the cost assessed to the property owner through their property taxes.

Any damage caused to a neighbouring property due to revisions to drainage will remain a civil matter to be decided through a court process. The Township has no involvement with civil damage proceedings.

**Community Engagement**

Development Engineering will notify the public and stakeholders of the intention of the Township to create this by-law and post a request for comments through Township social media resources and the EngageWR web page. Comments received through this engagement will assist staff in creating the draft document for presentation to Council by spring 2025.

**Interdepartmental Impacts:**

It is expected that the creation of this by-law will assist Infrastructure Services, Planning and By-law Enforcement staff in responding to grading and drainage complaints. Input from Township departments will be solicited through the engagement process.

**Financial Impacts:**

The implementation of a Drainage By-law is not expected to have an impact on department budgets. It is expected that the By-law will provide assistance to other departments which will provide efficiencies and clarification.

**Community Strategic Plan Impacts:**

The Drainage By-law will provide effective and open leadership by providing information and education to residents with consistent response from staff to drainage complaints and grading changes. This will help the Township be transparent and will help foster a culture of trust and collaboration with our community. The by-law will also meet the strategic plan intent of maintaining and innovative customer focus creating new innovative ways to serve the public.

**Conclusion:**

It is recommended that Council for the Township of Woolwich directs staff to develop a Drainage By-law.



## Financial Services Staff Report

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Report Number:	F16-2024
Report Title:	LTFF - 2024 Finance Policy Update
Author:	Colm Lynn, Director of Finance & Treasurer
Meeting Type:	Committee of the Whole Meeting
Meeting Date:	December 3, 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 F16-2024 respecting LTFF - 2024 Finance Policy Update approve:

1. the Reimbursement of Personal Vehicles (Mileage) Policy outlined in Attachment 1;
2. the Debt Management Policy outlined in Attachment 2; and
3. the updated Township Investment Policy outlined in Attachment 3.

### Background:

Financial policies form a key component in the overall financial management and sustainability of the Township. Following the development of the Long-Term Financial Framework presented in report F14-2024, significant gaps were identified in the overall financial policy framework for the municipality.

Many existing financial practices have not been formally documented while others have not been updated for many years. Best practices recommended financial policies are updated at each term of Council or every 4 years.

This report, and the attached policies, are the next step in the development of the Long-Term Financial Framework. It is anticipated that the existing financial policies outlined in attachment 5 will be updated over the next couple of years.

## Comments:

### Reimbursement of Personal Vehicles (mileage) Policy

The Township has no current policy in relation to the reimbursement of staff personal vehicles (mileage). Past practice involved reviews of the current mileage rates on an ad hoc basis as staff time permits. This approach has resulted in updates only twice in the past 10 years (in 2014 and in 2022). This resulted in unpredictable changes to the mileage rate and makes budgeting more difficult.

Current best practice involves setting a formula to automatically adjust the mileage rate. The most common method ties mileage increases to the CRA maximum reimbursement rate which is published annually. The proposed policy sets the mileage rate to the lower bound of the CRA guideline rate effective January 1<sup>st</sup> each year. To provide for more predictability and to reduce the financial impact, Staff recommend the rate be set one year in arrears. For clarity, this would mean that the 2025 Township rate would be based on the previous years (2024) CRA rate.

When the current mileage rate was set in 2022, the CRA rate was \$0.61/km for the first 5,000 kilometres driven, and \$0.55/km thereafter. The Township chose the lower bound (or the over 5,000 km rate) at \$0.55/km to set its mileage rate.

For 2024, the CRA has updated this rate at \$0.70/km for the first 5,000 kilometres driven, and \$0.64/km thereafter. Staff now recommend the lower bound of this rate to be used again to set the Township's rate to \$0.64 as of January 1, 2025.

Staff have also reviewed the mileage rates set at neighbouring municipalities, which currently have a reimbursement rate between \$0.50 and \$0.68. Most regional municipalities use a higher rate than the lower bound of the CRA maximum with the most common rate for 2024 set at \$0.68 per km in 2024. Woolwich's current rate of \$0.55 is among the lowest among our regional peers and there is no current process for adjusting the rate.

### Debt Management Policy

The Township does not have a formal Debt Management Policy and has taken an ad hoc approach to the use of debentures to fund capital works in the past. There have not been consistent criteria for the use of debt financing and minimal long-term forecasting of potential impacts of debt repayments on the capital program.

The proposed Debt Management Policy formalizes the criteria when debt should be used and lists several ratios to ensure that debt is used in a responsible manner. Finance staff are also working on developing long term debt schedules as part of the overall long-term financial model to track and forecast future debt impacts and cashflow needs.

The following ratios are recommended to track debt utilization. The hard limits are policy maximums that cannot be breached without impacting the financial health of the



Township. The soft limits are best practices and will be tracked and reported but would not prevent the issue of debt upon Council approval if the soft limits are breached.

## **Hard Limits**

### Debt to Own Source Revenue

This ratio is a measure of the principal and interest payable annually as a proportion own source revenue. It should not exceed a target of 10% of the total revenues in line 2610 of the FIR. The Township currently is well within this guideline of with current debt of approximately 2% of own source revenues.

### Debt to Own Source Revenue (Growth)

The ratio above includes several deductions to arrive at own source revenue including the exclusion of development charges. For debt that is being used to support growth only, development charge revenue can be used to support debt repayments. In this case total debt payments can be up to 15% of own source revenues, provided at least 25% of total debt payments are funded by external sources such as development charges.

## **Soft Limits**

### Total Debt to Operating Revenue

This measure identifies the percentage of annual operating revenues that would be required to retire the Township's net debt. A target rate of less than 55% should be maintained. The Township currently is within this guideline of with total debt of approximately 13% of total revenue.

### Debt Servicing to Discretionary Reserve Ratio

This ratio is used to determine how many years the Township could pay for debt servicing obligations in the absence of new revenue.

- A target of 1:14 annual debt costs / discretionary reserves should be maintained.
- A target of 1:1 of total debt outstanding to discretionary reserves should be maintained.
- For DC debt, a target of 1:1 of total debt development charge debt outstanding to development reserves should be maintained.

### Debt per Capita

This calculates the total debt burden divided by population.

In 2009 Council set the approved debt per capita a \$230. The 2024 level was adjusted to \$372 as there had been no adjustment to account for inflation. The current debt per capita is \$129 which is within this limit.

Each municipality has different structures with services provided by different levels of government. For example, the Township only funds 31% of municipal services with the majority provided by the region.

Debt per capita does not account for these differences and does not automatically adjust for inflation. Finance staff do not recommend formally monitoring this metric, but it can be reported at Council's request.

### **Township Investment Policy**

The purpose of the Investment Policy is to outline the investment goals and objectives of the Township of Woolwich and define the parameters within which staff may invest funds not required immediately.

Best practice suggests this policy should be updated every four years with each change of Council. The Township's investment policy was last updated in 2003. While the core tenants of the previous investment policy are still relevant today, a refresh of the investment policy is required.

The major changes of this policy is to provide more clarity of the investment goals, and to enhance risk and duration limits of specific investment options. The Township's investments are currently managed by an external agent and the existing policy does not provide detailed guidance on specific investment limits.

Having a formal investment policy which sets out those limits reduces potential risk and ensures the external agent makes investments in line with the Township investment goals. In addition, a policy update ensures any future internal investment management will also be aligned with the objectives and limits of the external agents. Additional staff would be required to manage investments internally, but this may also see an increase in investment revenue.

### **Interdepartmental Impacts:**

These policies will apply to all departments in the Township. Having more formalized financial policies will improve the fiscal health and sustainability of the Township. Imposing necessary debt limits may reduce the capacity of departments to undertake projects and will require a more robust approach to capital planning and funding.

### **Financial Impacts:**

Financial policies are part of the overall financial framework and contribute to the overall health of the organization but may also have direct financial impacts:

The adoption of the mileage policy and the change to the mileage rate is projected to be approximately \$7,500 to \$8,000 based on estimated mileage usage in 2025. 50% of this will affect the tax supported operating budget with the remainder being borne by self

funded operating budgets (i.e. Building and Development Engineering). The increase in costs will be reflected in future operating budgets.

The Debt Management Policy will not have a direct financial impact but will ensure debt is issued and managed more responsibly.

The approval of the Investment Policy will not have an immediate financial impact but should reduce the overall portfolio risk. If investments are managed in house following this policy, a greater rate of return will likely be realized.

### **Strategic Plan Impacts:**

Setting appropriate mileage rates allows the Township to achieve its Corporate Strategic Plan related to cultivating long-term prosperity. Having effective up to date financial policies will ensure fiscal sustainability and long-term prosperity.

### **Conclusion:**

Financial policies form a key component in the overall financial management and sustainability of the Township as outlined in the Long-Term Financial Framework.

This report, and the attached policies is a critical update to the Township financial policies and the next step in the overall Long Term Financial Framework. It is anticipated that the remainder of financial polices will be updated over the next couple of years and will be reviewed on regular basis, ideally with each term of Council, to ensure they are kept up to date.

### **Attachments:**

1. Attachment 1 – F12 - Reimbursement for the use of Personal Vehicles (Mileage) Policy
2. Attachment 2 – F11 - Debt Management Policy
3. Attachment 3 – FI-06 - Statement of Investment Policy and Goals (updated)
4. Attachment 4 – FI-06 - Statement of Investment Policy and Goals (previous)
5. Attachment 5 – Financial Policy List 2024

<p><b>CORPORATE POLICY and PROCEDURE</b></p>	 <p><b>WOOLWICH TOWNSHIP</b></p>	<p>Policy No.: FI-12 Pages: 6 Effective Date: December 17, 2024 Supersedes: None.</p>
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**SECTION: Finance**

**SUBJECT: Reimbursement for the Use of Personal Vehicles (Mileage) Policy**

## **POLICY SCOPE**

This policy applies to all staff, departments, Council and committees in the Township of Woolwich

## **POLICY STATEMENT**

It is the policy of The Corporation of the Township of Woolwich (“the Township”) to

- To adequately compensate employees for reasonable costs related to the business use of personal vehicles while respecting overall taxpayer affordability.

## **POLICY OBJECTIVES**

The key objectives the reimbursement for the use of personal vehicles policy are:

1. To adequately compensate employees for reasonable costs related to the business use of personal vehicles
2. To provide a transparent and predictable mileage rate that can be used in financial planning and budgeting.

To set a rate that is reasonable and respects overall taxpayer affordability.

## **DEFINITIONS**

**CRA:** Acronym for Canada Revenue Agency.

**CRA Rate:** Refers to the annual expense benefit rates for businesses published each year for employee use of personal vehicles. The CRA sets two maximum rates each year for travel below and above 500kms.

**Kilometric rate:** This is the proper term to refer to reimbursement based on kilometers (as opposed to miles) driven.

**Mileage rate:** This is the colloquial term for kilometric rate. For the purposes of this policy mileage and kilometric rate will be used interchangeably and mean reimbursement for distance covered measured in kilometers.

**Regular Place of Work:** The CRA considers a regular place of employment to be any location where your employee regularly reports for work or performs their employment duties.

## **CRA KILOMETRIC RATE**

### Overview

On January 1 of each year the Canadian Revenue Agency (CRA) updates its kilometric (mileage) rate that it deems reasonable for business to reimburse employees for the personal use of vehicles. Beyond this rate, the CRA deems any reimbursement unreasonable and subject to tax as a benefit in kind.

The CRA's mileage rates are designed to reflect the average costs of operating a vehicle, including factors like fuel prices, maintenance, insurance, and depreciation. As the CRA has a vested interest in receiving as much tax as possible, it is reasonable to assume that the rate proposed by CRA represents a reasonable reimbursement rate.

### Tiered Rates

The CRA publishes two rates annually. The first rate is set for the first 5,000 kilometres and can be seen as an estimate of vehicle these costs for the average Canadian driver. This initial rate is slightly higher as it tends to incorporate the fixed costs of vehicle ownership, which do not significantly vary with the amount of driving.

Beyond the initial 5,000 kilometres, the rate decreases. This reduction acknowledges that the variable costs (like fuel and maintenance) become more important than fixed costs as one drives more.

## **WOOLWICH REIMBURSEMENT RATES**

### Taxpayer Affordability

There is a need to balance taxpayer affordability with the need to adequately compensate employees for reasonable costs related to the business use of personal vehicles. As such, the following principles shall be followed:

1. **The lower bound of the CRA rate will be used.** The CRA publishes two rates each year for under 5,000kms and a lower rate for over 5,000kms. While the corporation recognizes the fixed nature of many vehicle costs, the lower rate for over 5,000kms will be used when setting the Township mileage rate. This will keep the cost impact of mileage claims lower.
2. **The previous years CRA rate will be used.** While the CRA updates its rate as of January 1<sup>st</sup> each year in advance for the upcoming fiscal year, the Township's policy will be to update the rate based on the previous year's CRA rate. This will keep the cost impact of mileage claims lower.

### Township Rate

The township mileage rate shall be calculated as follows:

- On January 1<sup>st</sup> each year, the Township will update its employee vehicle reimbursement rate.

- This employee reimbursement rate will be based on the tables published by CRA each year and set at the over 5,000km rate.
- The Township rate will align to the over 5,000km rate set by CRA for the previous calendar year.
- This rate will apply to all kilometers driven and there will be no change if there is usage over 5,000kms.

### Previous CRA Calendar Rate

While the CRA updates its rate as of January 1<sup>st</sup> each year **in advance** for the upcoming fiscal year, the Township's policy will be to update the rate **in arrears** based on the previous year's CRA rate.

- For example, on January 1, 2025 the CRA will update its kilometric rate. The Township will update its rate at the same time but will base the rate on the update published by CRA on January 1, 2024.
- On January 1, 2026 the Township will update its rate based on the January 1 2025 effective CRA maximums. Effectively the Township will be one year behind the published CRA rate.
- This will ensure that the Township's rate remains relevant while also providing increased predictability and affordability.
- The rate used will be the over 5,000kms rate published by the CRA.

## **APPLICABILITY**

### Expenses Policy

The reimbursement of personal vehicles policy will also adhere to the requirements of FI-08 Expenses Policy.

### Township Business

The reimbursement of personal vehicles policy will only be made for legitimate business use and is use of personal vehicles requires approval by the employee's direct supervisor.

### Personal Use

The township will not reimburse employees for personal use of vehicles. The CRA considers the following personal driving:

- Between the employee's home and their first work location
- Between the final work location and the employee's home
- Any travel by employees between regular places of employment is considered business (employment-related) driving.

### Regular Place of Work

The reimbursement of personal vehicles policy will not apply for travel to or from the employee's home and regular place of work. This is not permitted by CRA and would be considered a taxable benefit.

Any travel by employees between regular places of employment is considered business (employment-related) driving.

### Non-Regular Place of Work

The reimbursement of personal vehicles policy would apply for work-related travel from an employee's home to a non-regular place of work. In these cases, the following calculation process would apply:

- Calculate the distance from the employee's regular place of work to the non-regular workplace
- Calculate the distance from the employee's home to the non-regular place of work.

The lesser of the two distances will be the amount that is allowed as a reimbursement claim. This provides clarity in circumstances where the employee may live closer to the non-regular place of work and to prevent claims not based on actual travel distances.

## **ADMINISTRATION**

### Approval

All reimbursement claims must be approved by the employee's direct supervisor and are subject to review by finance staff.

Council expense claims are subject to approval by the Clerk's office or the finance department.

### Backup

To qualify for the CRA mileage rate accurate record-keeping is essential for compliance and to support claims. The records should include the date of each trip, the destination, the purpose of the trip, and the number of kilometres driven.

All reimbursement claims must be supported by reasonable evidence of expenses incurred. This could include supporting documentation of the distance covered through online mapping or other purposes.

If no record is kept, the allowance or reimbursement may be considered taxable, or the reimbursement claim could be denied.

### Regular Expense Claims

To better track ongoing expenses employees should make claims on a regular basis rather than waiting for large claims.

All reimbursement claims for the year must be submitted by the appropriate year end deadlines.

Claims that are made beyond these deadlines or are unreasonably dated may not be reimbursed subject to the discretion of the Treasurer.

### Audit

Travel logbooks and other source documents may be subject to audit from time to time at the discretion of the Treasurer and without advanced notice.

## **BENCHMARKING AND REVIEW**

Each year, regional municipalities review other municipal mileage reimbursement rate for comparator purposes.

The Treasurer will review these rates and report to Council if there are any significant deviations from peer municipality rates before updating the rate for the following year.

The Treasurer and Council reserve discretion to amend this policy and / or to freeze the reimbursement rate as needed.

## **POLICY REVIEW**

This policy will be reviewed every four years at every change in Council or as needed.

## **REFERENCES**

<https://www.canada.ca/en/department-finance/news/2023/12/government-of-canada-announces-2024-automobile-deduction-limits-and-expense-benefit-rates-for-businesses.html>



<h1>CORPORATE POLICY and PROCEDURE</h1>	 <p>Woolwich Township logo featuring a stylized red and blue building above the text 'WOOLWICH TOWNSHIP'.</p>	<p>Policy No.: FI-11  Pages: 11  Effective Date: December 17, 2024  supersedes: None.</p>
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**SECTION: Finance**

**SUBJECT: Debt Management Policy**

## POLICY SCOPE

This policy applies to the management of existing debt and all future debt financing that may be issued or planned by the Township of Woolwich.

## POLICY STATEMENT

It is the policy of The Corporation of the Township of Woolwich (“the Township”) to

- Ensure adequate infrastructure, services and resources to support existing and growing communities.
- Ensure new debt is planned at a level which will optimize borrowing costs and not impair the financial position of the Township.
- Ensure debt is structured in a way that is fair and equitable to those who pay for and benefit from the underlying assets over time.

## POLICY OBJECTIVES

Council may, where it is deemed to be in the best interest of its taxpayers, approve the issuance of debt for the Township’s municipal business. Debt issuance should adhere to the pillars in the Township’s long term financial framework and to applicable legislation.

The key objectives of the Debt Management policy include:

1. **Adherence to legislative requirements:** Debt issuance will be undertaken in compliance with the provision of the *Municipal Act, 2001* and other legislative requirements.
2. **Ensure fiscal sustainability:** Debt will be issued responsibly ensuring the Township’s long-term financial sustainability and the Township’s ability to service the debt while protecting the worthiness of the Region of Waterloo’s credit rating.
3. **Ensure fiscal resiliency:** Debt will be issued in consideration of existing reserve and reserve funds to guard against unforeseen events. and establish financial guidelines and appropriate benchmarks for the issuance and use of debt in the Township.

4. **Ensure fiscal responsibility:** Debt will be used to match the long-term cost of infrastructure projects to those that receive the benefits and can improve taxpayer affordability and intergenerational equity

## DEFINITIONS

**Amortizing Debentures:** Debentures for which the total annual payment (principal and interest) is approximately even throughout the life of the debenture issue.

**Annual Repayment Limit:** Maximum amount of annual debt servicing costs that the Town can undertake or guarantee without seeking the approval of the Ontario Land Tribunal. The annual amount is provided by the Ministry of Municipal Affairs and Housing and must be adjusted by the Treasurer in the prescribed manner prior to the authorization by Council of a long-term debt or financial obligation. Ontario Regulation 403/02 filed under the *Municipal Act, 2001*, S.O. 2001, c. 25 (the *Municipal Act, 2001* or the Act), provides a formula which limits the annual debt services costs to an amount equal to 25% of operating revenue (own-sourced revenue which excludes development charges).

**Annual Debt Financing Charges:** The estimated amount of operating budget funds, in a respective year's approved budget, required to meet that year's share of mandatory payments in respect of outstanding debentures such as principal and interest.

**Asset Management Reserve Fund:** The funds set aside for the ongoing maintenance, renewal and replacement of existing costs of capital infrastructure, such as the renovations of a town's facilities or road reconstruction.

**Borrowing By-law:** This by-law authorizes the municipality to proceed with the acquisition of a specified amount of debt subject to defined terms and conditions. Debt cannot be sought without a borrowing by-law.

**Capital Expenditure:** An expenditure incurred to acquire, develop, renovate or replace capital assets as defined by the Public Sector Accounting Board (PSAB), section 3150.

**Capital Financing:** A generic term for the financing of capital assets using debt.

**Construction Financing:** A form of debt financing in which the issuer does not pay any principal and/or interest for a period as defined by the terms of the agreement.

**Debenture:** A formal written obligation to repay specific sums on certain dates. In the case of a municipality, debentures are typically unsecured.

**Debt:** Any obligation for the payment of money. For Ontario municipalities, debt would normally consist of debentures as well as either notes or cash loans from financial institutions but could also include loans from reserves. Debentures issued by Infrastructure Ontario are also considered as debt.

**Development Charge (DC) Collections:** Charges collected from new development, at building permit issuance to help fund the cost of infrastructure required to accommodate growth.

**Development Charge (DC) Debt:** Debt issued for Council-approved growth-related infrastructure, identified in the Development Charge (DC) Background Study, to be repaid exclusively with DC collections.

**Direct Debt:** Means the total debt burden of the Township (per FIR 74-9910). It includes all debt issued by the Region of Waterloo on behalf of the Township and consolidated entities less all debt assumed by others.

**Infrastructure:** Large-scale public systems, services, and facilities of the Township that are necessary for economic activity in the community, including water and wastewater systems, roads, and buildings / facilities.

**Installment Debentures:** Debentures of which a portion of the principal matures each year throughout the life of the debenture issue.

**Internal Funding:** Funding provided from one Township reserve fund to another, to fund specific short-term projects. These funds will be repaid from the receiving fund to the lending fund in accordance with a promissory note.

**Internal Borrowing:** Borrowing of funds between various accounts.

**Non-tax Supported Debt:** Debt issued for capital expenditures related to non-tax supported operations. This debt is repaid using net revenue fund revenues.

**Lease Financing Agreements:** A lease allowing for the provision Municipal Capital Facilities if the lease may or will require payment by the corporation beyond the current term of Council.

**Long-Term Debt:** Any debt for which the repayment of any portion of the principal is due beyond five years.

**Operating Revenue:** Total revenue fund revenue per line 9910 of FIR schedule 10 less other revenue (10-1899), less grants received (10-0699 and 10-0899), less revenue from other municipalities (10-1099).

**Own-Source Revenue:** Revenue for the fiscal year such as tax levy, user rates and user fees but exclude:

- a) Grants
- b) Proceeds from the sale of property.
- c) Contributions or net transfers from a Reserve Fund or Reserve

**Short-Term Debt:** Any debt for which the repayment of all the principal is due within one to five years.

**Tax Supported Debt:** Debt issued for capital expenditures related to tax supported operations. This debt is repaid using net revenue fund revenues.

**Term Debentures:** Debentures that are comprised of a combination of installment and sinking fund debentures.

**Variable Interest Rate Loan:** Loans that provide one or more variations in the rate of interest payable on the principal during the term of the debenture.

## **LEGISLATIVE REQUIREMENTS**

### Municipal Act

Debt issuance in the Township will only be undertaken in compliance with the provision of the Municipal Act, 2001, specifically Part XIII – Debt and Investment, as well as Ontario Regulation 403/02 (Debt and Financial Obligation Limits); Ontario Regulation 278/02 (Construction Financing); and Ontario Regulation 653/05 (Debt-Related Financial Instruments and Financial Agreements) filed under the Act and as amended.

### Debenture Requirements

Debentures cannot be issued to finance current operations. The use of money received can be applied only for the purposes for which the debentures were issued or for repayment of outstanding temporary borrowing.

Requirements include but are not limited to the following:

1. The term of the capital financing will not exceed the lesser of 40 years or the useful life of the underlying asset.
2. Long-term debt will only be issued for capital projects.
3. The term of temporary or short-term borrowing for operating purposes will not exceed the current fiscal year.
4. Prior to entering into a lease financing agreement, an analysis will be prepared that assesses the costs as well as the financial and other risks associated with the proposed lease in relation to other methods of financing.

### Upper Tier Government

In accordance with the Act where there is a two-tier government structure, debt must be issued by the upper tier. Therefore, all external debt is issued by The Regional Municipality of Waterloo (“Waterloo Region”) on the Township’s behalf. The Township is responsible for budgeting the annual debt repayment obligations, transferring the debt payment to Waterloo Region, and managing the proceeds of the debentures. The Township’s Council must pass a borrowing by-law to initiate the acquisition of external debt through its upper tier municipality.

The Township may also issue debt directly through Infrastructure Ontario, a crown agency of the Province of Ontario, with approval of Woolwich Council and Waterloo Region’s Council. However, the debt must still be in Waterloo Region’s name as they ultimately make the debenture payments and reimburse Infrastructure Ontario for the debt payments.

A borrowing by-law must be approved prior to the upper tier municipality acquiring any debt on the Township’s behalf.

## **DEBT FINANCING CONSIDERATIONS**

### Overview

Debt financing is a useful tool, careful consideration should be given to when debt should be used. Debt financing can support intergenerational equity by aligning the debt repayment with the useful life of infrastructure and those that will benefit from the work.

Prior to the issuance of any new capital debt financing, consideration will be given to the impact on future ratepayers to achieve an appropriate balance between debt financing and other forms of funding.

To the extent practicable, regular and/or ongoing capital expenditures and the current portion of future asset management costs will be recovered on a "pay-as-you-go" basis through rates, tax levy, user fees and/or reserve fund monies.

Adequate reserves must be developed and maintained for all capital assets owned by the Township to ensure long- term financial flexibility. However, where long-term debt financing is required, due consideration will be given to all forms of debt financing including debentures, construction financing, and lease financing agreements.

### Funding Sources

The debt payments for long-term debt financing are to be funded from the same source(s) as the original funding source(s) of the capital project, i.e., if the capital project was originally to be funded from development charges in the capital budget, any associated debt financing charges would be funded from the development charge revenue.

### Infrastructure Repair and Renewal

Ongoing infrastructure repair and renewal maintenance should generally not be funded by debt. There are a few exceptions.

1. When there is a significant renewal project which will have long term benefits affecting future taxpayers. In these cases, the useful life of the renewal project must be at least 20 years and have a minimum cost of \$1 million. This ensures that routine repair and renewal work is not funded by debt.
2. When there is an incremental revenue source, or savings, resulting from the capital investment which will fully fund the debt costs (i.e. LED street light conversion).

### Growth Funding Needs

Debt may be considered when the asset is required in advance of growth (for example water and wastewater servicing). There is often a timing difference between when development charges are collected and when the infrastructure is required. Issuing debt can be helpful in managing the timing difference.

For debt issued related to new growth a detailed debt repayment plan must be developed. This includes the anticipated timing for growth to ensure that sufficient development revenue is available to repay this debt over the life of the debenture.

### Timing

The borrowing to finance capital projects will normally occur once the projects are essentially completed. Capital projects that require borrowing to cashflow work before substantial completion would be considered construction financing and would not exceed a term of 3- years.

## **QUALIFYING CRITERIA FOR THE USE OF DEBT**

New debt financing acquisition shall be limited to:

1. New infrastructure requirements to support growth before development revenue is received
2. The estimated useful life of the asset is greater than 10 years for growth and 20 years for infrastructure renewal
3. Capital projects with a total cost of at least \$1 million. This threshold may extend to a program of similar work that covers a single fiscal year.
4. Projects which are intergenerational in nature (i.e., large projects with long-term benefits to future generations and who will paying for the debt through their property taxes) and achieves a fair allocation of costs between current and future users.
5. Capital programs/facilities which are self-supporting, or financed by a dedicated revenue stream or expenditures savings
6. Projects where the cost of deferring expenditures exceed debt servicing costs.
7. The economic benefits or useful life of the asset exceeds the term of the debt. For example, if the debt term is 10 years, the useful life of the asset must be at least 10 years.
8. The project has been approved by Council as part of the capital budget (or other finance document/report) which includes approved debt financing authority.
9. A sustainable funding source has been identified over the term of the debt.

Funding of the capital expenditure cannot be accommodated within the tax supported capital budgets, rate supported capital budgets, development charge capital budgets, and other internal sources (such as borrowing from reserve funds) and external sources (such as senior government grants and subsidies or user-pay systems) have been thoroughly investigated.

### Other Financial Considerations

Other considerations to keep in mind before choosing debt funding include:

1. Total cost of the project
2. The cash flow of the project including debt issuance and repayment terms
3. The operating costs after completion of the project

## **DEBT REPAYMENT LIMITS AND DEBT MANAGEMENT**

### Overview

The annual repayment limit (ARL) is set by the province based on the Townships FIR Return. The Township is not permitted under Provincial regulation to issue debt which would result in the annual repayment limit being exceeded without OLT approval.

### Legislative Maximums

The ARL issued by the province represents 25% of own source revenues without debt charges. This limit is very large and reflects a significant portion of the overall Township revenues. Issuing debt at this level would not be sustainable or responsible. As a result, a more conservative debt limit would be appropriate to maintain.

## Township Maximums

Notwithstanding the limits prescribed in the regulations, prudent financial management calls for more stringent criteria to limit debt. These criteria will assist in preserving borrowing capacity for future capital assets while maintaining maximum flexibility for current operating funds.

The following maximums are grouped into both hard and soft caps. The hard limits are policy maximums that cannot be breached without impacting the financial health of the Township. The soft limits are best practices and are tracked and reported but would not prevent the issue of debt if the ratios are breached upon Council approval. It is still important to be aware that issuing debt in excess of either of these limits represents an increased financial risk.

### **Hard Limits**

#### *Debt to Own Source Revenue*

This ratio is a measure of the principal and interest payable annually as a proportion own source revenue. It should not exceed a target of 10% of the total revenues on line 2610 of schedule 81 of the FIR.

#### *Debt to Own Source Revenue (Growth)*

The ratio above includes several deductions to arrive at own source revenue including the exclusion of development charges. For debt that is being used to support growth only, development charge revenue can be used to support debt repayments. In this case total debt payments can be up to 15% of line 2610 of schedule 81 of the FIR provided at least 25% of total debt payments are funded by external sources such as development charges.

#### *Development Charge (DC) debt assessment*

A feasibility assessment will be used to ensure that each approved DC service that requires debt is able to provide sustainable cash flows and the ability to collect sufficient funds to retire the debt.

### **Soft Limits**

#### *Total Debt to Operating Revenue*

This measure identifies the percentage of annual operating revenues that would be required to retire the Township's net debt. It is also the prime measure used by Standard and Poor's when assessing the debt burden of the municipality. A target rate of less than 55% should be maintained.

#### *Debt Servicing to Discretionary Reserve Ratio*

This ratio is used to determine how many years the Township could pay for debt servicing obligations in the absence of new revenue.

- A target of 1:14 annual debt costs / discretionary reserves should be maintained.
- A target of 1:1 of total debt outstanding to discretionary reserves should be maintained.
- For DC debt, a target of 1:1 of total debt development charge debt outstanding to development reserves should be maintained.

*Debt burden per capita (no longer recommended)*

This calculates the total debt burden divided by population.

In 2009 Council set the approved debt per capita a \$230. The 2024 level was adjusted to \$372 as there had been no adjustment to account for inflation.

Each municipality has different structures with services provided by different levels of government. For example, the Township only funds 31% of municipal services with the majority provided by the Region. Debt per capita does not account for these differences and also does not automatically adjust for inflation the way other measures would. For these reasons, debt per capita is not a recommended measure.

## **ROLES AND RESPONSIBILITIES**

### Municipal Council

In accordance with the Municipal Act 2001, Section 224 one of the role of Council is to develop and evaluate policies, ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place and maintain the financial integrity of the municipality.

Council's have authority to approve any new debt and the accompanying by-law for the Township. All approval for the use of debt will be made through the annual budget process or by specific Council resolution and/or by-laws.

### Municipal Treasurer

The Treasurer will have the overall responsibility for the capital financing program of the Township, for directing/implementing the activities of the capital financing program and the establishment of procedures consistent with this policy.

The Treasurer is responsible for developing recommendations and appropriate advice to Council on debt financing decisions and administer any approved debt financing in conjunction with Waterloo Region.

The Treasurer will:

1. determine the source of financing for the Township's programs and capital works
2. manage debt in accordance with legislative requirements and the Township's existing policies
3. develop appropriate strategies, procedures and processes for repayment of debt and for the investment of debt proceeds
4. monitor existing debt levels in line with established policies and requirements
5. Report annually on:
  - a. annual principal and interest payments
  - b. total outstanding debt
  - c. forecasted debt over a 10-year time horizon
  - d. debt capacity limits and ratios



## DEBT STRUCTURE

### Types of Debt

#### *Short Term Debt*

Financing operational needs for a period of less than one year pending the receipt of taxes and other revenues, or interim financing of up to three years for capital assets pending long-term capital financing may be from one or more of the following sources:

1. **Reserves and reserve funds** may be used as the primary source of short-term financing provided that interest is paid at the prevailing market rate. These may be used for both interim and medium-term provided it is cost effective or otherwise necessary. However, reserves and reserve funds are for a defined purpose and sufficient funding must be available when that purpose occurs or requires them.
2. **Construction financing** may be used for a period up to three years during construction or rehabilitation of certain facilities from which a revenue stream is expected to be generated (e.g., water plant) upon its completion.
3. **Short-term borrowing or loans** may be used for a period of no greater than three years or otherwise necessary. The short-term borrowing arrangement will be identified for a specific project, not for operating expenditures, evaluated by the treasurer and presented to Council for approval.

#### *Long Term Debt*

Debt financing of assets for a period of greater than three years may be from any of the following sources:

1. **Debentures** (including those issued to IO or its successor organizations), which may be in the following form or a combination thereof:
  - Installment / Serial Debenture
  - Term Debenture
  - Amortizing Debenture
2. **Lease Financing Agreements** (capital financing leases) may be used when it provides material and measurable benefits compared with other forms of financing.
3. **Long-Term Bank Loans** (variable or floating rate) may be used if deemed cost effective or otherwise necessary.

### Repayment Terms

**Working capital** borrowing to meet short term cash flow obligations. This borrowing must be approved by the Treasurer repaid within twelve months. If the term exceeds twelve months, the arrangement will require further review by the Treasurer and Council requires approval.

**Construction financing** arrangements or other short-term borrowing may be used for a period of no more than three years. If the term exceeds three years, the arrangement will require further review by the Treasurer and Council requires approval.

**Reserve and internal borrowing** can be used for a term not exceeding five years. If the term exceeds three years, the arrangement will require further review by the Treasurer and requires Council approval.

**Debentures** and long-term debt will normally be issued for a term of at least ten years and a term of not more than thirty years. The term of the debenture must be reviewed by the Treasurer and approved by Council and match the term of the debt to the economic benefits of the project.

#### Fixed vs. Variable Interest

Variable interest is only suitable for short-term borrowing of three years or less. To ensure predictability for budgeting and long-term sustainability, debentures or long term borrowing beyond three years will be issued at a fixed interest rate.

#### Excess Debt Financing

Any arising capital project excess debt financing can be used in three ways, noted in order of priority:

- Apply excess debt financing to another debt eligible capital project in addition to the already approved debt authority
- Reduce future debt: Apply excess debt authority to a future debt eligible project to replace part of the already approved debt authority, therefore reducing overall debt financing required
- Reduce debt charges: use excess debt financing to reduce debt charges

### **INTERNAL BORROWING**

#### Internal Borrowing Overview

The Township has the power pursuant to section 417 of the Municipal Act, 2001, SO 2001, c. 25 to apply reserve funds to a purpose other than that for which the fund was established. This includes the making of an internal loan from reserve funds in order to finance capital projects or other works.

The municipality may elect to borrow from internal sources using reserve funds, provided that excess funds are available, and the use of these funds will not impact the reserve funds current operations. Internal reserve borrowings will pay a variable interest rate to the lending reserve/reserve fund. Borrowing in this manner offers several advantages over traditional debenture financing including the following:

- Increased flexibility in setting loan terms,
- Lower interest cost, and
- Avoidance of legal and fiscal agent fees.

#### Requirements

For the approval of each internal loan the specific details must, at a minimum, include the following:

- Start date
- Loan type
- Loan amount
- Loan period
- Loan rate

- The loan rate will reflect the Township's all-in cost of funding for a similar term and structure at the time of the actual loan, as determined by the Treasurer
- Repayment frequency
- Legal Documentation

### Reserve Fund Borrowing

In compliance with the reserve and reserve fund policy, inter-fund borrowing between reserve and reserve funds is permitted, with the exception of the obligatory reserve funds. Obligatory funds are not permitted to fund deficiencies in the reserves and reserve funds.

Short-term inter-fund borrowing is permitted to cover a reserve or reserve fund shortfall over a period of less than two years where:

- sufficient funding is available
- it is deemed appropriate by the Treasurer; and
- interest is paid annually on the borrowed funds where applicable

Long-term inter-fund borrowing is permitted over a period of greater than two years where:

- sufficient funding is available
- it is deemed appropriate by the Treasurer and,
- interest is paid annually on the borrowed funds
- there is a Council approved By-law

The *Development Charges Act* 1997 permits inter-fund borrowing between DC reserve funds, provided that all amounts borrowed are repaid with a prescribed rate of interest.

### **POLICY REVIEW**

This policy will be reviewed every four years at every change in Council or as needed.

### **REFERENCES**

- <https://www.ontario.ca/laws/regulation/R02403>
- <https://www.ontario.ca/laws/regulation/R05653>

<p><b>CORPORATE POLICY and PROCEDURE</b></p>	 <p><b>WOOLWICH TOWNSHIP</b></p>	<p>Policy No.: FI-06 Pages: 7 Effective Date: December 17, 2024 Supersedes: None.</p>
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**SECTION: Finance**

**SUBJECT: Statement of Investment Policy and Goals**

## **POLICY SCOPE**

This statement of investment policy and goals applies to all financial assets of the Township. These funds are accounted for in the audited annual financial statements and include:

- General Funds
- Reserves / Reserve Funds
- Funds held in trust by the Township

## **POLICY STATEMENT**

It is the policy of The Corporation of the Township of Woolwich (“the Township”) to invest public funds utilization of its cash resources within statutory limitations and the basic need to protect and preserve capital, while maintaining solvency and liquidity to meet ongoing financial requirements.

## **POLICY REQUIREMENTS**

The primary objectives of the Investment Policy, in priority order, shall be:

- Adherence to legislative requirements;
- Preservation of capital;
- Maintaining liquidity; and
- Earning a competitive return.

### Adherence to legislative requirements

All investment activities shall be governed by the Municipal Act as amended. Investments, unless limited further by Council, will be those deemed eligible under Ontario Regulation 438/97 or as authorized by subsequent provincial regulations.

### Preservation of Capital

Investments shall be undertaken in a manner that protects and preserves the capital of the portfolio. Staff shall strive to mitigate credit risk and interest rate risk as follows:

#### *Investment Diversification*

In determining the composition of the portfolio, it will be recognized that the combination of several different investments (diversification) is likely to provide a more acceptable level of risk exposure than having a single investment. As a result, some reasonable diversification of the portfolio will be undertaken.

#### *Investment Quality*

The Township is empowered by statute to invest in securities as defined in Ontario Regulation 438/97 amended to Ontario Regulation 399/02 to the Municipal Act, 2001. All investments shall have a minimum rating within the limitations as set out in Schedule I to this policy. In addition, investments are further restricted by credit rating limitations as outlined in this policy.

1. The Township shall not invest in a security offered by any Borrower with a bond rating lower than 'A' as established by Dominion Bond Rating Services (DBRS) or their equivalent ratings provided by Moody's Investor Services (Moody's), Fitch Ratings (Fitch), or Standard & Poor's (S&P).
2. The Township shall not invest in securities with a Commercial Paper/ST debt rating lower than R-1 Mid (except Financial Institutions in Schedule I with ratings no lower than R-1 Low) as established by DBRS or their equivalent ratings provided by Moody's, Fitch, or S&P.

Publications of the relevant credit rating agencies shall be monitored on an ongoing basis. Should a rating change result in increased risk with respect to established limitations, an exception report will be prepared and reviewed by the Treasurer with the appropriate action taken to ensure the portfolio remains within the limitations and terms outlined in this policy.

Diversification will include sector limitations outlined in Schedule I to this policy. All eligible investments (excluding cash held in bank accounts / high interest savings accounts) must adhere to the institutional sector limits as established under Schedule I.

#### *Investment Pools/Mutual Funds*

A thorough investigation of the pool/fund is required prior to investing, and on a continual basis, to ensure compliance with the statement of investment policy and goals.

ONE Fund is operated by Local Authorities Service Limited (a wholly owned subsidiary of the Association of Municipalities of Ontario), together with CHUMS Financing Corporation (a wholly owned subsidiary of the Municipal Finance Officers' Association of Ontario).

The Township may utilize the ONE Fund – The One Investment Program (“ONE Fund”) to invest in pooled investments subject to the limits outlined in Schedule I.

### Maintaining Liquidity

The investment portfolio shall remain sufficiently liquid to meet all operating and cash flow requirements and limit temporary borrowing requirements. This shall be done, where possible, by structuring the portfolio such that securities mature concurrent with anticipated cash demands. Furthermore, since all possible cash demands cannot be anticipated, the portfolio shall consist largely of securities with active secondary or resale markets. A portion of the portfolio may be placed in eligible investment pools which offer liquidity for short-term funds.

### *Maximum Maturities*

To the extent possible, the Township will attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow, the Township will not directly invest in securities maturing more than five (5) years from the settlement date.

Reserve funds may be invested in securities exceeding five (5) years if the maturity of such investments is made to coincide as nearly as practicable with the expected use of the funds.

Because of inherent difficulties in accurately forecasting cash flow requirements, a portion of the portfolio should be continuously invested in readily available funds to ensure that appropriate liquidity is maintained to meet ongoing obligations.

### Earning a competitive return

The rate of return on the investment portfolio will be optimized to the extent possible given the investment objectives of legality, safety of principal and the need to maintain adequate liquidity. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. Investments will be made to obtain the most advantageous yields while at the same time ensuring that funds can be made available to meet expected cash requirements.

### *Performance Standards/Benchmarking*

The investment portfolio will be managed in accordance with the parameters specified within this policy. The portfolio should obtain a return throughout the budgetary and economic cycles, commensurate with the investment risk constraints and cash flow needs of the Township.

## **STANDARD OF CARE**

### Prudence

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

The standard of prudence to be used by investment officials shall be the “prudent person” and/or “prudent investor” standard and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and the statement of investment policy and goals and exercising due diligence shall be relieved of personal responsibility for an individual security’s credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

### Ethics and Conflict of Interest

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial investment decisions. Employees and investment officials shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the Township.

### Delegation of Authority

Authority to manage the investment program is granted to the Treasurer of the Township, derived from section 418.5 of the Municipal Act, 2001, c. 25. Responsibility for the operation of the investment program is hereby delegated to the Treasurer, who shall act in accordance with established written procedures and internal controls for the operation of the investment program consistent with this statement of investment policy and goals.

No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Treasurer. The Treasurer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials. The Treasurer shall develop and maintain investment procedures for the operation of the investment program, consistent with this statement of investment policy and goals.

The Investment Policy and any amendments must be adopted by Council. This policy will delegate to the Treasurer the authority to make investments which comply with this policy, pursuant to section 418(5) of the Act. The Treasurer has overall responsibility for the prudent investment of the Township's portfolio.

## **INTERNAL CONTROLS AND PROCEDURES**

### Safekeeping and Custody

All security transactions entered into by the Township shall be conducted on a delivery-versus-payment basis. Securities will be held by a third-party custodian designated by the Treasurer and evidenced by safekeeping receipts.

### Internal Controls

The Treasurer will be responsible for the development and maintenance of suitable procedures to provide for the effective control and management of investments.

### Authorized Financial Brokers and Institutions

The Township may invest funds through the investment arm of various Schedule I banks. The following Schedule I banks are authorized to be the Township's primary investment dealers:

1. RBC Royal Bank
2. BMO Bank of Montreal
3. CIBC

4. TD Bank
5. Scotiabank
6. National Bank of Canada

### Pooling of Funds

Except for cash in certain restricted and special funds, the Township will consolidate cash balances from all funds to maximize investment earnings. In general, investment income will be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.

## **REPORTING AND PERFORMANCE**

### Performance Standards / Benchmarks

The investment portfolio shall be designed with the objective of obtaining a rate of return throughout budgetary and economic cycles, commensurate with the investment risk constraints and cash flow needs.

The Township's investment strategy is passive. Given this strategy, the basis used by the Treasurer to determine whether market yields are being achieved shall be to identify a benchmark that is comparable to the portfolio's investment duration (e.g., a one-year constant maturity Treasury Bill).

### Reporting

The Treasurer shall provide to the Council annual investment reports that provide a clear picture of the status of the current investment portfolio. The management report should include comments on the fixed income markets and economic conditions, discussions regarding possible changes in the portfolio going forward, and thoughts on investment strategies. The investment report shall contain:

- A statement about the performance of the portfolio of investments of the Township during the period covered by the report;
- A statement by the Treasurer as to whether or not, in his or her opinion, all investments were made in accordance with the investment policies and goals adopted by the municipality; and
- Such other information that the Council may require or that, in the opinion of the Treasurer, should be included.

### *Disclosure*

If the Township, at any given point in time, is not compliant with this policy or within the Schedule I limits it will have one year to correct the sector balances and become compliant.

## **POLICY REVIEW**

The Township's statement of investment policy and goals shall be adopted by resolution of the Township Council.

This policy will be reviewed at every change in Council and/or as needed.



**ATTACHMENTS**

Schedule I - Authorized investments and limits at time of purchase.

## Schedule I – Authorized investments and limits at time of purchase

Authorized Investments and Limitations							
Category	Sector <sup>(1)</sup>	Portfolio Maximum		Individual Maximum <sup>(2)</sup>	Term Limitation (Years)	Minimum DBRS Rating <sup>(3)</sup>	
						Short-term	Long-Term
<b>Federal</b>	Federal and Federal Guaranteed	100%		100%	20	N/A	A (low)
<b>Provincial</b>	Provincial and Provincial Guaranteed (example: Provincial Hydro Authority)	100%		20%	20	R-1 (low)	A (low)
<b>Municipal</b>	Municipal and Municipal Guaranteed	50%		10%	15	R-1 (low)	A (low)
<b>Boards / Schools</b>	School Board	10%		5%	10	R-1 (low)	AA (low)
	University and College						
	Local Board or Conservation Authority						
	Public Hospital Board						
	Non-profit Housing Corporation						
<b>Financial Institution <sup>(4)</sup></b>	Schedule I Bank (BMO, BNS, CIBC, NBC, RBC, TD)	100%	100%	50%	10	R-1 (low)	A (low)
	Schedule II & Other Schedule I Banks not listed above Trust Loan / Credit Union		20%	10%	2		
<b>ONE Investment Program <sup>(5)</sup></b>	Canadian Government Bond Portfolio	25%		10%	N/A	N/A	N/A
	Canadian Corporate Bond Portfolio			10%			
	Canadian Equity Portfolio			10%			
<b>Other</b>	Asset Backed Securities	10%		5%	5	R-1 (high)	AAA
	Commercial paper or promissory notes	10%		5%	1	R-1 (mid)	N/A

(1) Per definitions and regulations under Ontario Regulation 438/97.

(2) Individual maximum applies to either an individual institution or in the case of the ONE Investment Program it applies to individual portfolios.

(3) Equivalent ratings from Moody's Investor Services, Standard and Poor's or Fitch Ratings are also acceptable.

(4) Up to 100% of the portfolio may be invested in Schedule 1 banks, but no single bank may hold more than 50% of the portfolio.

(5) The ONE Investment Program provides recommended investment timelines for each fund however funds can be withdrawn with one day's notice and investments in each pool meet eligibility criteria as defined by regulations under the Municipal Act.

<p style="text-align: center;"><b>CORPORATE POLICY &amp; PROCEDURE</b></p>		<p>Policy No.: FI-06 Pages: 26 Effective Date: July 8, 2003 Supercedes: None</p>
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SECTION: FINANCE

SUBJECT: STATEMENT OF INVESTMENT POLICY & GOALS

### **POLICY STATEMENT**

It is the policy of The Corporation of the Township of Woolwich (“the Township”) to invest public funds in a manner which will provide the maximum security with best investment return, while meeting the daily cash flow demands of the entity and conforming to all provincial statutes governing the investment of public funds.

### **POLICY SCOPE**

This statement of investment policy and goals applies to all financial assets of the Township. These funds are accounted for in the audited annual financial statements and include:

#### 2.1 Funds

1.1.1 General Funds

1.1.2 Capital Funds

1.1.3 Reserves

1.1.4 Discretionary Reserve Funds

1.1.5 Obligatory Reserve Funds

1.1.6 Trust Funds

#### 1.2 Pooling of Funds

Except for cash in certain restricted and special funds, the Township will consolidate cash balances from all funds to maximize investment earnings. In general, investment income will be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.

## 2.0 Prudence

Investments shall be made with judgment and care – under circumstances then prevailing – which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

The standard of prudence to be used by investment officials shall be the “prudent person” and/or “prudent investor” standard and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and the statement of investment policy and goals and exercising due diligence shall be relieved of personal responsibility for an individual security’s credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

## 3.0 Objectives

The primary objectives, in priority order, of the Township’s investment activities shall be:

### 3.1 Safety

Safety of principal is the foremost objective of the investment program. Investments of the Township shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To attain this objective, the Township will diversify its investments by investing funds among a variety of securities offering independent returns and financial institutions.

### 3.2 Liquidity

The Township’s investment portfolio will remain sufficiently liquid to enable the Township to meet all operating requirements that might be reasonably anticipated.

### 3.3 Return on Investment

The Township’s investment program shall be designed with the objective of attaining a benchmark rate of return throughout budgetary and economic cycles, commensurate with the Township’s investment risk constraints and the cash flow characteristics of the portfolio.

## 4.0 Delegation of Authority

Authority to manage the investment program is granted to the Treasurer of the Township, derived from section 418.5 of the Municipal Act, 2001, c. 25. Responsibility for the operation of the investment program is hereby delegated to the Treasurer, who shall act in accordance with established written procedures and internal controls for the operation of the investment program consistent with this statement of investment policy and goals. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Treasurer. The Treasurer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials. The Treasurer shall develop and maintain investment procedures for the operation of the investment program, consistent with this statement of investment policy and goals.

## 5.0 Ethics and Conflict of Interest

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial investment decisions. Employees and investment officials shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the Township.

#### 6.0 Authorized Financial Brokers and Institutions

The Treasurer will maintain a list of financial institutions authorized to provide investment services. In addition, a list will also be maintained of approved security brokers, selected by credit worthiness, who are authorized to provide investment services in the Province of Ontario. No deposit shall be made except as established by Provincial laws. All financial institutions and brokers for investment transactions provide a certificate to the Treasurer indicating that they have read the Township's statement of investment policy and goals. An annual review of the financial condition and registrations of qualified financial institutions and brokers will be conducted by the Treasurer. A current audited financial statement is required to be on file for each financial institution and broker with which the Township invests.

#### 7.0 Suitable and Authorized Investments

From the governing body perspective, special care must be taken to ensure that the list of instruments includes only those allowed by law and those that local investment managers are trained and competent to handle.

The Township is empowered by statute to invest in securities as defined in Ontario Regulation 438/97 amended to Ontario Regulation 399/02 to the Municipal Act, 2001, attached as an appendix to the statement of investment policy and goals.

#### 8.0 Investment Pools/Mutual Funds

A thorough investigation of the pool/fund is required prior to investing, and on a continual basis, to ensure compliance with the statement of investment policy and goals.

#### 9.0 Safekeeping and Custody

All security transactions entered into by the Township shall be conducted on a delivery-versus-payment basis. Securities will be held by a third-party custodian designated by the Treasurer and evidenced by safekeeping receipts.

#### 10.0 Diversification

The Township will diversify its investments by security type, institution, and maturity.

#### 12.0 Maximum Maturities

To the extent possible, the Township will attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow, the Township will not directly invest in securities maturing more than five (5) years from the settlement date.

Reserve funds may be invested in securities exceeding five (5) years if the maturity of such investments is made to coincide as nearly as practicable with the expected use of the funds.

Because of inherent difficulties in accurately forecasting cash flow requirements, a portion of the portfolio should be continuously invested in readily available funds to ensure that appropriate liquidity is maintained to meet ongoing obligations.

### 13.0 Internal Control

The Treasurer shall establish a periodic process of independent review to assure compliance with policies and procedures.

### 14.0 Performance Standards

The investment portfolio shall be designed with the objective of obtaining a rate of return throughout budgetary and economic cycles, commensurate with the investment risk constraints and cash flow needs.

#### 14.1 Market Yield (Benchmark)

The Township's investment strategy is passive. Given this strategy, the basis used by the Treasurer to determine whether market yields are being achieved shall be to identify a benchmark that is comparable to the portfolio's investment duration (e.g., a one-year constant maturity Treasury Bill).

### 15.0 Reporting

The Treasurer shall provide to the Council, annual investment reports that provide a clear picture of the status of the current investment portfolio. The management report should include comments on the fixed income markets and economic conditions, discussions regarding possible changes in the portfolio going forward, and thoughts on investment strategies. The investment report shall contain:

- A statement about the performance of the portfolio of investments of the Township during the period covered by the report;
- A statement by the Treasurer as to whether or not, in his or her opinion, all investments were made in accordance with the investment policies and goals adopted by the municipality; and
- Such other information that the Council may require or that, in the opinion of the Treasurer, should be included.

### 16.0 Adoption

The Township's statement of investment policy and goals shall be adopted by resolution of the Township Council. Council shall review the policy from time to time and any modifications thereto must be approved by the Council.

### 17.0 Attachments

Appendix "A" – Municipal Act, Ontario Regulation 438/97 - Eligible Investments

Appendix "B" – Glossary

## APPENDIX "A"

**Municipal Act, 2001**  
**ONTARIO REGULATION 438/97**  
*formerly under Municipal Act*

**ELIGIBLE INVESTMENTS AND RELATED FINANCIAL AGREEMENTS**

**Consolidation Period:** From January 1, 2012 to the [e-Laws currency date](#).

Last amendment: O. Reg. 373/11.

***This Regulation is made in English only.***

1. A municipality does not have the power to invest under section 418 of the Act in a security other than a security prescribed under this Regulation. O. Reg. 438/97, s. 1; O. Reg. 399/02, s. 1.

2. The following are prescribed, for the purposes of subsection 418 (1) of the Act, as securities that a municipality may invest in:

1. Bonds, debentures, promissory notes or other evidence of indebtedness issued or guaranteed by,

i. Canada or a province or territory of Canada,

ii. an agency of Canada or a province or territory of Canada,

iii. a country other than Canada,

iv. a municipality in Canada including the municipality making the investment,

iv.1 the Ontario Strategic Infrastructure Financing Authority,

v. a school board or similar entity in Canada,

v.1 a university in Ontario that is authorized to engage in an activity described in section 3 of the *Post-secondary Education Choice and Excellence Act, 2000*,

v.2 the board of governors of a college established under the *Ontario Colleges of Applied Arts and Technology Act, 2002*,

vi. a local board as defined in the *Municipal Affairs Act* (but not including a school board or a municipality) or a conservation authority established under the *Conservation Authorities Act*,

vi.1 a board of a public hospital within the meaning of the *Public Hospitals Act*,

vi.2 a non-profit housing corporation incorporated under section 13 of the *Housing Development Act*,

vi.3 a local housing corporation as defined in section 24 of the *Housing Services Act, 2011*, or

vii. the Municipal Finance Authority of British Columbia.

2. Bonds, debentures, promissory notes or other evidence of indebtedness of a corporation if,

i. the bond, debenture or other evidence of indebtedness is secured by the assignment, to a trustee, as defined in the *Trustee Act*, of payments that Canada or a province or territory of Canada has agreed to make or is required to make under a federal, provincial or territorial statute, and

ii. the payments referred to in subparagraph i are sufficient to meet the amounts payable under the bond, debenture or other evidence of indebtedness, including the amounts payable at maturity.

3. Deposit receipts, deposit notes, certificates of deposit or investment, acceptances or similar instruments the terms of which provide that the principal and interest shall be fully repaid no later than two years after the day the investment was made, if the receipt, note, certificate or instrument was issued, guaranteed or endorsed by,

i. a bank listed in Schedule I, II or III to the *Bank Act (Canada)*,

ii. a loan corporation or trust corporation registered under the *Loan and Trust Corporations Act*, or

iii. a credit union or league to which the *Credit Unions and Caisses Populaires Act, 1994* applies.

3.1 Deposit receipts, deposit notes, certificates of deposit or investment, acceptances or similar instruments the terms of which provide that the principal and interest shall be fully repaid more than two years after the day the investment was made, if the receipt, note, certificate or instrument was issued, guaranteed or endorsed by,

i. a bank listed in Schedule I, II or III to the *Bank Act (Canada)*,

ii. a loan corporation or trust corporation registered under the *Loan and Trust Corporations Act*,

iii. a credit union or league to which the *Credit Unions and Caisses Populaires Act, 1994* applies.

4. Bonds, debentures, promissory notes or other evidence of indebtedness issued or guaranteed by an institution listed in paragraph 3.



5. Short term securities, the terms of which provide that the principal and interest shall be fully repaid no later than three days after the day the investment was made, that are issued by,

i. a university in Ontario that is authorized to engage in an activity described in section 3 of the *Post-secondary Education Choice and Excellence Act, 2000*,

ii. the board of governors of a college established under the *Ontario Colleges of Applied Arts and Technology Act, 2002*, or

iii. a board of a public hospital within the meaning of the *Public Hospitals Act*.

6. Bonds, debentures, promissory notes, other evidence of indebtedness or other securities issued or guaranteed by the International Bank for Reconstruction and Development.

6.1. Bonds, debentures, promissory notes or other evidence of indebtedness issued or guaranteed by a supranational financial institution or a supranational governmental organization, other than the International Bank for Reconstruction and Development.

7. Asset-backed securities, as defined in subsection 50 (1) of Regulation 733 of the Revised Regulations of Ontario, 1990 made under the *Loan and Trust Corporations Act*.

7.1 Bonds, debentures, promissory notes or other evidence of indebtedness issued by a corporation that is incorporated under the laws of Canada or a province of Canada, the terms of which provide that the principal and interest shall be fully repaid more than five years after the date on which the municipality makes the investment.

7.2 Bonds, debentures, promissory notes or other evidence of indebtedness issued by a corporation that is incorporated under the laws of Canada or a province of Canada, the terms of which provide that the principal and interest shall be fully repaid more than one year and no later than five years after the date on which the municipality makes the investment.

8. Negotiable promissory notes or commercial paper, other than asset-backed securities, maturing one year or less from the date of issue, if that note or commercial paper has been issued by a corporation that is incorporated under the laws of Canada or a province of Canada.

8.1 Shares issued by a corporation that is incorporated under the laws of Canada or a province of Canada.

9. Bonds, debentures, promissory notes and other evidences of indebtedness of a corporation incorporated under section 142 of the *Electricity Act, 1998*.

10. Bonds, debentures, promissory notes or other evidence of indebtedness of a corporation if the municipality first acquires the bond, debenture, promissory note or other evidence of indebtedness as a gift in a will and the gift is not made for a charitable purpose.

11. Securities of a corporation, other than those described in paragraph 10, if the municipality first acquires the securities as a gift in a will and the gift is not made for a charitable purpose.

12. Shares of a corporation if,

i. the corporation has a debt payable to the municipality,

ii. under a court order, the corporation has received protection from its creditors,

iii. the acquisition of the shares in lieu of the debt is authorized by the court order, and

iv. the treasurer of the municipality is of the opinion that the debt will be uncollectable by the municipality unless the debt is converted to shares under the court order. O. Reg. 438/97, s. 2; O. Reg. 265/02, s. 1; O. Reg. 399/02, s. 2; O. Reg. 655/05, s. 2; O. Reg. 607/06, s. 1; O. Reg. 39/07, s. 1; O. Reg. 373/11, s. 1.

**2.1** A security is prescribed for the purposes of subsection 418 (1) of the Act as a security that a municipality may invest in if,

(a) the municipality invested in the security before January 12, 2009; and

(b) the terms of the municipality's continued investment in the security have been changed pursuant to the Plan Implementation Order of the Ontario Superior Court of Justice dated January 12, 2009 (Court file number 08-CL-7440) and titled "In the matter of the *Companies' Creditors Arrangement Act*, R.S.C. 1985, c. C-36 as amended and in the matter of a plan of compromise and arrangement involving Metcalfe & Mansfield Alternative Investments II Corp. et al". O. Reg. 292/09, s. 1.

**3.** (1) A municipality shall not invest in a security under subparagraph 1 iii, v.1, v.2, vi.1, vi.2 or vi.3 or paragraph 3.1 or 4 of section 2 unless the bond, debenture, promissory note or evidence of indebtedness is rated,

(a) Revoked: O. Reg. 265/02, s. 2 (1).

(b) by Dominion Bond Rating Service Limited as "AA(low)" or higher;

(b.1) by Fitch Ratings as "AA-" or higher;

(c) by Moody's Investors Services Inc. as "Aa3" or higher; or

(d) by Standard and Poor's as "AA-" or higher. O. Reg. 438/97, s. 3 (1); O. Reg. 265/02, s. 2 (1); O. Reg. 399/02, s. 3 (1); O. Reg. 655/05, s. 3 (1, 2); O. Reg. 607/06, s. 2; O. Reg. 39/07, s. 2.

(2) Revoked: O. Reg. 655/05, s. 3 (3).

(2.1) A municipality shall not invest in a security under paragraph 6.1 of section 2 unless the security is rated,

(a) by Dominion Bond Rating Service Limited as “AAA”;

(b) by Fitch Ratings as “AAA”;

(c) by Moody’s Investors Services Inc. as “Aaa”; or

(d) by Standard and Poor’s as “AAA”. O. Reg. 655/05, s. 3 (4).

(3) A municipality shall not invest in an asset-backed security under paragraph 7 of section 2 that matures more than one year from the date of issue unless the security is rated,

(a) by Dominion Bond Rating Service Limited as “AAA”;

(a.1) by Fitch Ratings as “AAA”;

(b) by Moody’s Investors Services Inc. as “Aaa”; or

(c) by Standard and Poor’s as “AAA”. O. Reg. 265/02, s. 2 (2); O. Reg. 399/02, s. 3 (2); O. Reg. 655/05, s. 3 (5).

(4) A municipality shall not invest in an asset-backed security under paragraph 7 of section 2 that matures one year or less from the date of issue unless the security is rated,

(a) by Dominion Bond Rating Service Limited as “R-1(high)”;

(a.1) by Fitch Ratings as “F1+”;

(b) by Moody’s Investors Services Inc. as “Prime-1”; or

(c) by Standard and Poor’s as “A-1+”. O. Reg. 265/02, s. 2 (2); O. Reg. 399/02, s. 3 (3); O. Reg. 655/05, s. 3 (6).

(4.1) A municipality shall not invest in a security under paragraph 7.1 of section 2 unless the security is rated,

(a) by Dominion Bond Rating Service Limited as “AA(low)” or higher;

(b) by Fitch Ratings as “AA-” or higher;

(c) by Moody’s Investors Services Inc. as “Aa3” or higher; or

(d) by Standard and Poor’s as “AA-” or higher. O. Reg. 292/09, s. 2 (1).

(4.2) A municipality shall not invest in a security under paragraph 7.2 of section 2 unless the security is rated,

(a) by Dominion Bond Rating Service Limited as “A” or higher;

(b) by Fitch Ratings as “A” or higher;

(c) by Moody’s Investors Services Inc. as “A2”; or

(d) by Standard and Poor’s as “A”. O. Reg. 292/09, s. 2 (1).

(5) A municipality shall not invest in a security under paragraph 8 of section 2 unless the promissory note or commercial paper is rated,

(a) by Dominion Bond Rating Service Limited as “R-1(mid)” or higher;

(a.1) by Fitch Ratings as “F1+”;

(b) by Moody’s Investors Services Inc. as “Prime-1”; or

(c) by Standard and Poor’s as “A-1+”. O. Reg. 265/02, s. 2 (2); O. Reg. 399/02, s. 3 (4); O. Reg. 655/05, s. 3 (8).

(6) If an investment made under subparagraph 1 iii, v.1, v.2, vi.1, vi.2 or vi.3 of section 2 or paragraph 3.1, 4, 6.1, 7, 7.1, 7.2 or 8 of section 2 falls below the standard required by this section, the municipality shall sell the investment within 180 days after the day the investment falls below the standard. O. Reg. 292/09, s. 2 (2).

(6.1) Subsection (6) does not apply with respect to an investment made by a municipality under paragraph 7 of section 2 on a day before the day this subsection comes into force. O. Reg. 292/09, s. 2 (3).

(7) A municipality shall not invest in a security under paragraph 9 of section 2 unless, at the time the investment is made and as long as it continues, the investment ranks, at a minimum, concurrently and equally in respect of payment of principal and interest with all unsecured debt of the corporation. O. Reg. 265/02, s. 2 (2).

(8) A municipality shall not invest in a security under paragraph 9 of section 2 unless, at the time the investment is made, the total amount of the municipality’s investment in debt of any corporation incorporated under section 142 of the *Electricity Act, 1998* that would result after the proposed investment is made does not exceed the total amount of investment in debt, including any interest accrued on such debt, of the municipality in such a corporation that existed on the day before the day the proposed investment is to be made. O. Reg. 265/02, s. 2 (2).

(9) Any investment made under paragraph 9 of section 2, including any refinancing, renewal or replacement thereof, may not be held for longer than a total of 10 years from the date such investment is made. O. Reg. 265/02, s. 2 (2).

(10) Subsections (7), (8) and (9) do not prevent a municipality from holding or disposing of a security described in paragraph 9 of section 2 issued by a corporation incorporated under section 142 of the *Electricity Act, 1998*, if the municipality acquired the security through a transfer by-law or otherwise under that Act. O. Reg. 655/05, s. 3 (9).

(11) A municipality shall sell an investment described in paragraph 10 or 11 of section 2 within 90 days after ownership of the investment vests in the municipality. O. Reg. 655/05, s. 3 (9).

(12) Revoked: O. Reg. 292/09, s. 2 (4).

**4.** (1) A municipality shall not invest more than 25 per cent of the total amount in all sinking and retirement funds in respect of debentures of the municipality, as estimated by its treasurer on the date of the investment, in short-term debt issued or guaranteed by the municipality. O. Reg. 438/97, s. 4 (1).

(2) In this section,

“short-term debt” means any debt, the terms of which provide that the principal and interest of the debt shall be fully repaid no later than 364 days after the debt is incurred. O. Reg. 438/97, s. 4 (2).

**4.1** (1) A municipality shall not invest in a security under paragraph 7 of section 2 or in a promissory note or commercial paper under paragraph 8 of section 2 unless, on the date that the investment is made,

(a) the municipality itself is rated, or all of the municipality’s long-term debt obligations are rated,

(i) by Dominion Bond Rating Service Limited as “AA(low)” or higher,

(i.1) by Fitch Ratings as “AA-” or higher,

(ii) by Moody’s Investors Services Inc. as “Aa3” or higher, or

(iii) by Standard and Poor’s as “AA-” or higher; or

(b) the municipality has entered into an agreement with the Local Authority Services Limited and the CHUMS Financing Corporation to act together as the municipality’s agent for the investment in that security, promissory note or commercial paper. O. Reg. 265/02, s. 3; O. Reg. 399/02, s. 4; O. Reg. 655/05, s. 4 (1, 2).

(1.1) A municipality shall not invest in a security under paragraph 7.1 or 8.1 of section 2 unless, on the date the investment is made, the municipality has entered into an agreement with the Local Authority Services Limited and the CHUMS Financing corporation to act together as the municipality's agent for the investment in the security. O. Reg. 655/05, s. 4 (3).

(1.2) Subsection (1.1) does not apply to investments in securities by the City of Ottawa if all of the following requirements are satisfied:

1. Only the proceeds of the sale by the City of its securities in a corporation incorporated under section 142 of the *Electricity Act, 1998* are used to make the investments.
2. The investments are made in a professionally-managed fund.
3. The terms of the investments provide that,
  - i. where the investment is in debt instruments, the principal must be repaid no earlier than seven years after the date on which the City makes the investment, and
  - ii. where the investment is in shares, an amount equal to the principal amount of the investment cannot be withdrawn from the fund for at least seven years after the date on which the City makes the investment.
4. The City establishes and uses a separate reserve fund for the investments.
5. Subject to paragraph 6, the money in the reserve fund, including any returns on the investments or proceeds from their disposition, are used to pay capital costs of the City and for no other purpose.
6. The City may borrow money from the reserve fund but must repay it plus interest. O. Reg. 655/05, s. 4 (3).

(2) The investment made under clause (1) (b) or described in subsection (1.1), as the case may be, must be made in the One Investment Program of the Local Authority Services Limited and the CHUMS Financing Corporation with,

(a) another municipality;

(b) a public hospital;

(c) a university in Ontario that is authorized to engage in an activity described in section 3 of the *Post-secondary Education Choice and Excellence Act, 2000*;

(d) the board of governors of a college established under the *Ontario Colleges of Applied Arts and Technology Act, 2002*;

(d.1) a foundation established by a college mentioned in clause (d) whose purposes include receiving and maintaining a fund or funds for the benefit of the college;

(e) a school board; or

(f) any agent of an institution listed in clauses (a) to (d.1). O. Reg. 265/02, s. 3; O. Reg. 655/05, s. 4 (4); O. Reg. 607/06, s. 3; O. Reg. 292/09, s. 3; O. Reg. 52/11, s. 1.

**5.** A municipality shall not invest in a security issued or guaranteed by a school board or similar entity unless,

(a) the money raised by issuing the security is to be used for school purposes; and

(b) Revoked: O. Reg. 248/01, s. 1.

O. Reg. 438/97, s. 5; O. Reg. 248/01, s. 1.

**6.** (1) A municipality shall not invest in a security that is expressed or payable in any currency other than Canadian dollars. O. Reg. 438/97, s. 6 (1).

(2) Subsection (1) does not prevent a municipality from continuing an investment, made before this Regulation comes into force, that is expressed and payable in the currency of the United States of America or the United Kingdom. O. Reg. 438/97, s. 6 (2).

**7.** (1) Before a municipality invests in a security prescribed under this Regulation, the council of the municipality shall, if it has not already done so, adopt a statement of the municipality's investment policies and goals. O. Reg. 438/97, s. 7.

(2) In preparing the statement of the municipality's investment policies and goals under subsection (1), the council of the municipality shall consider,

(a) the municipality's risk tolerance and the preservation of its capital;

(b) the municipality's need for a diversified portfolio of investments; and

(c) obtaining legal advice and financial advice with respect to the proposed investments. O. Reg. 265/02, s. 4.

(3) Revoked: O. Reg. 655/05, s. 5.

(4) In preparing the statement of the municipality's investment policies and goals under subsection (1) for investments made under paragraph 9 of section 2, the council of the municipality shall consider its plans for the investment and how the proposed investment would affect the interest of municipal taxpayers. O. Reg. 265/02, s. 4.

**8.** (1) If a municipality has an investment in a security prescribed under this Regulation, the council of the municipality shall require the treasurer of the municipality to prepare and provide to the council, each year or more frequently as specified by the council, an investment report. O. Reg. 438/97, s. 8 (1).

(2) The investment report referred to in subsection (1) shall contain,

(a) a statement about the performance of the portfolio of investments of the municipality during the period covered by the report;

(b) a description of the estimated proportion of the total investments of a municipality that are invested in its own long-term and short-term securities to the total investment of the municipality and a description of the change, if any, in that estimated proportion since the previous year's report;

(c) a statement by the treasurer as to whether or not, in his or her opinion, all investments are consistent with the investment policies and goals adopted by the municipality;

(d) a record of the date of each transaction in or disposal of its own securities, including a statement of the purchase and sale price of each security; and

(e) such other information that the council may require or that, in the opinion of the treasurer, should be included. O. Reg. 438/97, s. 8 (2); O. Reg. 655/05, s. 6.

(2.1) The investment report referred to in subsection (1) shall contain a statement by the treasurer as to whether any of the following investments fall below the standard required for that investment during the period covered by the report:

1. An investment described in subparagraph 1 iii, v.1, v.2, vi.1, vi.2 or vi.3 of section 2.

2. An investment described in paragraph 3.1, 4, 6.1, 7, 7.1, 7.2 or 8 of section 2.

3. An investment described in subsection 9 (1). O. Reg. 292/09, s. 4.

(3) Upon disposition of any investment made under paragraph 9 of section 2, the council of the municipality shall require the treasurer of the municipality to prepare and provide to the council a report detailing the proposed use of funds realized in the disposition. O. Reg. 265/02, s. 5.

**8.1** If an investment made by the municipality is, in the treasurer's opinion, not consistent with the investment policies and goals adopted by the municipality, the treasurer shall report the inconsistency to the council of the municipality within 30 days after becoming aware of it. O. Reg. 655/05, s. 7.



**9.** (1) Despite this Regulation, an investment by a municipality in bonds, debentures or other indebtedness of a corporation made before March 6, 1997 may be continued if the bond, debenture or other indebtedness is rated,

(a) Revoked: O. Reg. 265/02, s. 6.

(b) by Dominion Bond Rating Service Limited as “AA(low)” or higher;

(b.1) by Fitch Ratings as “AA-” or higher;

(c) by Moody’s Investors Services Inc. as “Aa3” or higher; or

(d) by Standard and Poor’s as “AA-” or higher. O. Reg. 438/97, s. 9 (1); O. Reg. 265/02, s. 6; O. Reg. 399/02, s. 5; O. Reg. 655/05, s. 8.

(1.1) Despite subsection 3 (4.1), an investment in a security under paragraph 7.1 of section 2 made on a day before the day this subsection comes into force may be continued if the security is rated,

(a) by Dominion Bond Rating Service Limited as “A” or higher;

(b) by Fitch Ratings as “A” or higher;

(c) by Moody’s Investors Services Inc. as “A2”; or

(d) by Standard and Poor’s as “A”. O. Reg. 292/09, s. 5 (1).

(2) If the rating of an investment continued under subsection (1) or (1.1) falls below the standard required by that subsection, the municipality shall sell the investment within 180 days after the day the investment falls below the standard. O. Reg. 438/97, s. 9 (2); O. Reg. 292/09, s. 5 (2).

#### Forward Rate Agreements

**10.** (1) A municipality that enters into an agreement to make an investment on a future date in a security prescribed by section 2 may enter one or more forward rate agreements with a bank listed in Schedule I, II or III to the *Bank Act* (Canada) in order to minimize the cost or risk associated with the investment because of fluctuations in interest rates. O. Reg. 655/05, s. 9.

(2) A forward rate agreement shall provide for the following matters:

1. Specifying a forward amount, which is the principal amount of the investment or that portion of the principal amount to which the agreement relates.

2. Specifying a settlement day, which is a specified future date.

3. Specifying a forward rate of interest, which is a notional rate of interest applicable on the settlement day.

4. Specifying a reference rate of interest, which is the market rate of interest payable on a specified future date on an acceptance issued by a bank listed in Schedule I, II or III to the *Bank Act* (Canada).

5. Requiring a settlement payment to be payable on the settlement day if the forward rate and the reference rate of interest are different. O. Reg. 655/05, s. 9.

(3) A municipality shall not enter a forward rate agreement if the forward amount described in paragraph 1 of subsection (2) for the investment whose cost or risk the agreement is intended to minimize, when added to all forward amounts under other forward rate agreements, if any, relating to the same investment, would exceed the total amount of the principal of the investment. O. Reg. 655/05, s. 9.

(4) A municipality shall not enter a forward rate agreement unless the settlement day under the agreement is within 12 months of the day on which the agreement is executed. O. Reg. 655/05, s. 9.

(5) A municipality shall not enter a forward rate agreement if the settlement payment described in paragraph 5 of subsection (2) exceeds the difference between the amount of interest that would be payable on the forward amount calculated at the forward rate of interest for the period for which the investment was made and the amount that would be payable calculated at the reference rate of interest. O. Reg. 655/05, s. 9.

(6) A municipality shall not enter a forward rate agreement except with a bank listed in Schedule I, II or III to the *Bank Act* (Canada) and only if the bank's long-term debt obligations on the day the agreement is entered are rated,

(a) by Dominion Bond Rating Service Limited as "A(high)" or higher;

(b) by Fitch Ratings as "A+" or higher;

(c) by Moody's Investors Service Inc. as "A1" or higher; or

(d) by Standard and Poor's as "A+" or higher. O. Reg. 655/05, s. 9.

**11.** (1) Before a municipality passes a by-law authorizing a forward rate agreement, the council of the municipality shall adopt a statement of policies and goals relating to the use of forward rate agreements. O. Reg. 655/05, s. 9.

(2) The council of the municipality shall consider the following matters when preparing the statement of policies and goals:

1. The types of investments for which forward rate agreements are appropriate.

2. The fixed costs and estimated costs to the municipality resulting from the use of such agreements.
3. A detailed estimate of the expected results of using such agreements.
4. The financial and other risks to the municipality that would exist with, and without, the use of such agreements.
5. Risk control measures relating to such agreements, such as,
  - i. credit exposure limits based on credit ratings and on the degree of regulatory oversight and the regulatory capital of the other party to the agreement,
  - ii. standard agreements, and
  - iii. ongoing monitoring with respect to the agreements. O. Reg. 655/05, s. 9.

**12.** (1) If a municipality has any subsisting forward rate agreements in a fiscal year, the treasurer of the municipality shall prepare and present to the municipal council once in that fiscal year, or more frequently if the council so desires, a detailed report on all of those agreements. O. Reg. 655/05, s. 9.

(2) The report must contain the following information and documents:

1. A statement about the status of the forward rate agreements during the period of the report, including a comparison of the expected and actual results of using the agreements.
2. A statement by the treasurer indicating whether, in his or her opinion, all of the forward rate agreements entered during the period of the report are consistent with the municipality's statement of policies and goals relating to the use of forward rate agreements.
3. Such other information as the council may require.
4. Such other information as the treasurer considers appropriate to include in the report.  
O. Reg. 655/05, s. 9.

**APPENDIX "B"****GLOSSARY**

**Accrued Interest** - The accumulated interest due on a bond as of the last interest payment made by the issuer.

**Amortization** - The systematic reduction of the amount owed on a debt issue through periodic payments of principal.

**Average Life** - The average length of time that an issue of serial bonds and/or term bonds with a mandatory sinking fund feature is expected to be outstanding.

**Basis Point** - A unit of measurement used in the valuation of fixed-income securities equal to 1/100 of 1 percent of yield, e.g., "1/4" of 1 percent is equal to 25 basis points.

**Bid** - The indicated price at which a buyer is willing to purchase a security or commodity.

**Book Value** - The value at which a security is carried on the inventory lists or other financial records of an investor. The book value may differ significantly from the security's current value in the market.

**Callable Bond** - A bond issue in which all or part of its outstanding principal amount may be redeemed before maturity by the issuer under specified conditions.

**Call Price** - The price at which an issuer may redeem a bond prior to maturity. The price is usually at a slight premium to the bond's original issue price to compensate the holder for loss of income and ownership.

**Call Risk** - The risk to a bondholder that a bond may be redeemed prior to maturity.

**Cash Sale/Purchase** - A transaction which calls for delivery and payment of securities on the same day that the transaction is initiated.

**Convexity** - A measure of a bond's price sensitivity to changing interest rates. A high convexity indicates greater sensitivity of a bond's price to interest rate changes.

**Coupon Rate** - The annual rate of interest received by an investor from the issuer of certain types of fixed-income securities. Also known as the "interest rate."

**Credit Quality** - The measurement of the financial strength of a bond issuer. This measurement helps an investor to understand an issuer's ability to make timely interest payments and repay the loan principal upon maturity. Generally, the higher the credit quality of a bond issuer, the lower the interest rate paid by the issuer because the risk of default is lower. Credit quality ratings are provided by nationally recognized rating agencies.

**Credit Risk** - The risk to an investor that an issuer will default in the payment of interest and/or principal on a security.

**Current Yield (Current Return)** - A yield calculation determined by dividing the annual interest received on a security by the current market price of that security.

**Delivery Versus Payment (DVP)** - A type of securities transaction in which the purchaser pays for the securities when they are delivered either to the purchaser or his/her custodian.

**Discount** - The amount by which the par value of a security exceeds the price paid for the security.

**Diversification** - A process of investing assets among a range of security types by sector, maturity, and quality rating.

**Duration** - A measure of the timing of the cash flows, such as the interest payments and the principal repayment, to be received from a given fixed-income security. This calculation is based on three variables: term to maturity, coupon rate, and yield to maturity. The duration of a security is a useful indicator of its price volatility for given changes in interest rates.

**Fair Value** - The amount at which an investment could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale.

**Government Securities** - An obligation of the federal government, backed by the full faith and credit of the government. These securities are regarded as the highest quality of investment securities available in the securities market. See "Treasury Bills, Notes, and Bonds."

**Interest Rate** - See "Coupon Rate."

**Interest Rate Risk** - The risk associated with declines or rises in interest rates which cause an investment in a fixed-income security to increase or decrease in value.

**Internal Controls** - An internal control structure designed to ensure that the assets of the entity are protected from loss, theft, or misuse. The internal control structure is designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that 1) the cost of a control should not exceed the benefits likely to be derived and 2) the valuation of costs and benefits requires estimates and judgments by management. Internal controls should address the following points:

1. Control of collusion - Collusion is a situation where two or more employees are working in conjunction to defraud their employer.
2. Separation of transaction authority from accounting and record keeping - By separating the person who authorizes or performs the transaction from the people who record or otherwise account for the transaction, a separation of duties is achieved.
3. Custodial safekeeping - Securities purchased from any bank or dealer shall be placed with an independent third party for custodial safekeeping.
4. Avoidance of physical delivery securities - Book-entry securities are much easier to transfer and account for since actual delivery of a document never takes place. Delivered securities must be properly safeguarded against loss or destruction. The potential for fraud and loss increases with physically delivered securities.
5. Clear delegation of authority to subordinate staff members - Subordinate staff members must have a clear understanding of their authority and responsibilities to avoid improper actions. Clear delegation of authority also preserves the internal control structure that is contingent on the various staff positions and their respective responsibilities.

6. Written confirmation of transactions for investments and wire transfers - Due to the potential for error and improprieties arising from telephone and electronic transactions, all transactions should be supported by written communications and approved by the appropriate person. Written communications may be via fax if on letterhead and if the safekeeping institution has a list of authorized signatures.
7. Development of a wire transfer agreement with the lead bank and third-party custodian - The designated official should ensure that an agreement will be entered into and will address the following points: controls, security provisions, and responsibilities of each party making and receiving wire transfers.

**Inverted Yield Curve** - A chart formation that illustrates long-term securities having lower yields than short-term securities. This configuration usually occurs during periods of high inflation coupled with low levels of confidence in the economy and a restrictive monetary policy.

**Investment Policy** - A concise and clear statement of the objectives and parameters formulated by an investor or investment manager for a portfolio of investment securities.

**Liquidity** - An asset that can be converted easily and quickly into cash.

**Local Government Investment Pool (LGIP)** - An investment by local governments in which their money is pooled as a method for managing local funds.

**Mark-to-market** - The process whereby the book value or collateral value of a security is adjusted to reflect its current market value.

**Market Risk** - The risk that the value of a security will rise or decline as a result of changes in market conditions.

**Market Value** - Current market price of a security.

**Maturity** - The date on which payment of a financial obligation is due. The final stated maturity is the date on which the issuer must retire a bond and pay the face value to the bondholder. See "Weighted Average Maturity."

**Money Market Mutual Fund** - Mutual funds that invest solely in money market instruments (short-term debt instruments, such as Treasury bills, commercial paper, bankers' acceptances, and federal funds).

**Mutual Fund** - An investment company that pools money and can invest in a variety of securities, including fixed-income securities and money market instruments.

**No Load Fund** - A mutual fund which does not levy a sales charge on the purchase of its shares.

**Nominal Yield** - The stated rate of interest that a bond pays its current owner, based on par value of the security. It is also known as the "coupon," "coupon rate," or "interest rate."

**Offer** - An indicated price at which market participants are willing to sell a security or commodity. Also referred to as the "Ask price."

**Par** - Face value or principal value of a bond, typically \$1,000 per bond.

**Positive Yield Curve** - A chart formation that illustrates short-term securities having lower yields than long-term securities.

**Premium** - The amount by which the price paid for a security exceeds the security's par value.

**Prime Rate** - A preferred interest rate charged by commercial banks to their most creditworthy customers. Many interest rates are keyed to this rate.

**Principal** - The face value or par value of a debt instrument. Also may refer to the amount of capital invested in a given security.

**Prospectus** - A legal document that must be provided to any prospective purchaser of a new securities offering. This can include information on the issuer, the issuer's business, the proposed use of proceeds, the experience of the issuer's management, and certain certified financial statements.

**Prudent Person Rule** - An investment standard outlining the fiduciary responsibilities of public funds investors relating to investment practices.

**Regular Way Delivery** - Securities settlement that calls for delivery and payment on the third business day following the trade date (T+3); payment on a T+1 basis is currently under consideration. Mutual funds are settled on a same day basis; government securities are settled on the next business day.

**Reinvestment Risk** - The risk that a fixed-income investor will be unable to reinvest income proceeds from a security holding at the same rate of return currently generated by that holding.

**Safekeeping** - Holding of assets (e.g., securities) by a financial institution.

**Serial Bond** - A bond issue, usually of a municipality, with various maturity dates scheduled at regular intervals until the entire issue is retired.

**Sinking Fund** - Money accumulated on a regular basis in a separate custodial account that is used to redeem debt securities.

**Swap** - Trading one asset for another.

**Term Bond** - Bonds comprising a large part or all of a particular issue which come due in a single maturity. The issuer usually agrees to make periodic payments into a sinking fund for mandatory redemption of term bonds before maturity.

**Total Return** - The sum of all investment income plus changes in the capital value of the portfolio. For mutual funds, return on an investment is composed of share price appreciation plus any realized dividends or capital gains. This is calculated by taking the following components during a certain time period. (Price Appreciation) + (Dividends paid) + (Capital gains) = Total Return

**Treasury Bills** - Short-term government non-interest bearing debt securities with maturities of no longer than one year. The yields on these bills are monitored closely in the money markets for signs of interest rate trends.

**Volatility** - A degree of fluctuation in the price and valuation of securities.

**"Volatility Risk" Rating** - A rating system to clearly indicate the level of volatility and other non-credit risks associated with securities and certain bond funds. The ratings for bond funds range from those that have extremely low sensitivity to changing market conditions and offer the greatest stability of the returns ("aaa" by S&P; "V-1" by Fitch) to those that are highly sensitive with currently identifiable market volatility risk ("ccc-" by S&P, "V-10" by Fitch).

**Weighted Average Maturity (WAM)** - The average maturity of all the securities that comprise a portfolio.

**When Issued (WI)** - A conditional transaction in which an authorized new security has not been issued. All "when issued" transactions are settled when the actual security is issued.

**Yield** - The current rate of return on an investment security generally expressed as a percentage of the security's current price.

**Yield Curve** - A graphic representation that depicts the relationship at a given point in time between yields and maturity for bonds that are identical in every way except maturity. A normal yield curve may be alternatively referred to as a positive yield curve.

**Yield-to-call (YTC)** - The rate of return an investor earns from a bond assuming the bond is redeemed (called) prior to its nominal maturity date.

**Yield-to-maturity (YTM)** - The rate of return yielded by a debt security held to maturity when both interest payments and the investor's potential capital gain or loss are included in the calculation of return.

**Zero-coupon Securities** - Security that is issued at a discount and makes no periodic interest payments. The rate of return consists of a gradual accretion of the principal of the security and is payable at par upon maturity.



## INVESTMENT PROCEDURES MANUAL

### Purpose

The purpose of these guidelines is to assist Finance staff with day-to-day investment operations.

*Numerical references and subjects at the beginning of each section refer to elements in the statement of investment policy and goals.*

### Cash Review

- 1.0 *Policy Statement*
- 2.0 *Scope*
- 5.0 *Delegation of Authority*

The Treasurer or his/her delegate (hereafter referred to as Treasurer) must review the cash balances and investment portfolio daily, or as need. Items to be reviewed should include:

- a) Balances by fund if so deposited, at primary bank;
- b) Balances, by fund if so deposited, at other banks;
- c) Maturing investments;
- d) Bond sales and other large, periodic receipts; and
- e) Bond and coupon payments (debt service) and other large periodic cash disbursements.

### Investment Selection

- 3.0 *Prudence*
- 4.0 *Objectives*
- 8.0 *Suitable and Authorized Investments*
- 11.0 *Diversification*
- 12.0 *Maximum Maturities*

The Treasurer determines how much of the cash balance is available for investments and selects the area of the yield curve that most closely matches the required maturity date. In determining the maturity date, the Investment Officer should consider liquidity, cash flow, and expected expenditures. A review of some of the following sources should be made to determine whether the investments should be placed to match projected expenditures or shorter, or to take advantage of current and expected interest rate environments:

- a) Daily business publications;
- b) Input from approved brokers;
- c) Input from depository banks;
- d) Publications on general trends of economic statistics; and
- e) Input from data services.

## Purchasing an Investment

- 7.0 *Authorized Financial Brokers and Institutions*
- 8.0 *Suitable and Authorized Investments*
- 9.0 *Investment Pools/Mutual Funds*
- 10.0 *Safekeeping and Custody*
- 11.0 *Diversification*
- 12.0 *Maximum Maturities*

Establish with whom the Township is going to transact business. This should be accomplished through the use of a questionnaire, which helps to provide the following evaluation:

- a) Financial condition, strength and capability to fulfill commitments;
- b) Overall reputation with other brokers and investors;
- c) Regulatory status of the broker; and
- d) Background and expertise of the individual representative.

Financial institutions should be selected through the use of a "Request for Proposal (RFP)".

Contact an appropriate number of financial institutions, as specified by policy. The Treasurer should be as specific as possible in requesting the offering. If a particular type of investment or a particular issuing agency is to be excluded due to policy limitations, that should be stated to the providers.

The following must be determined prior to contacting the providers:

- a) Settlement – cash, regular (next day), corporate (3 business days) or when-issued if a new issue;
- b) Amount – either par value or total dollars to be invested;
- c) Type of security to be purchased, or type to be excluded;
- d) Targeted maturity, or maturity range; and
- e) Time limit to show offering – 5 minutes, 15 minutes, etc.

If choosing an external pool or fund as the preferred investment vehicle, the following should be available for inspection prior to purchase and at any reasonable time thereafter:

- a) A written investment policy, if a government-run investment pool;
- b) A prospectus for money-market funds, mutual funds, or bank-managed funds;
- c) A schedule of the types of reports and frequency of distribution;
- d) A clear description of how interest rates are calculated (30/360, actual/365, etc.);
- e) A schedule of when and how income is distributed;
- f) Are the pool or fund types of investments restricted to your own legal and policy limits?; and
- g) Are the pool or fund investments restricted to your own maturity limits?

Before concluding the transaction, the Treasurer should validate the following:

- a) The security selected for purchase meets all criteria, including portfolio diversification and maturity;
- b) Yield calculations should be verified;
- c) Total purchase cost (including accrued interest) does not exceed funds available for investment;
- d) Advise the successful provider that their offering has been selected for purchase;
- e) After confirmation of the purchase, as a courtesy, notify the other dealers that you have placed the investment. Best price may be disclosed, if you choose.

After consummation of the transaction, and prior to settlement date, the Treasurer and the provider should exchange and review safekeeping and settlement information to ensure prompt, and uninterrupted, settlement.

### Settlement and Follow-through

#### *5.0 Delegation of Authority*

The Treasurer should forward to the safekeeping agent a report of the investment transaction. This report may be verbal, but a written form should be sent and acknowledged.

### Accounting, Reporting, and Auditing

#### *6.0 Ethics and Conflict of Interest*

#### *13.0 Internal Control*

#### *14.0 Performance Standards*

#### *15.0 Reporting*

#### *16.0 Adoption*

The Treasurer, in conjunction with the appropriate supervisor and peers, should establish the following:

- a) Format for annual reports, which will be provided to Council;
- b) Benchmark(s) to measure the performance of the investment program. Such benchmarks should be representative of the makeup of the investment portfolio, and as such should be subject to change as the structure of the portfolio changes;
- c) A method of pro-ration, if appropriate, of investment income from pooled investments to participating funds.

- d) A program to ensure:
- Compliance with generally accepted accounting principles of the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants;
  - Establishment of a system of written internal controls designed to detect fraud, error, misrepresentation or imprudent actions;
  - Documented (initialed) review of investment activities by the appropriate supervisors as provided of in the statement of investment policy and goals; and
  - Review of investment operations by the external auditor.
- e) The Treasurer should make available to those in the Township concerned with ethics any information about the investment program which may be of interest to them.

## F16-2024 LTFF Policy Update - Attachment

## Finance Policy List

Last Updated: December 17, 2024

Policy No.	Doc. No	Policy Name	Description	Type	Last Updated	Review Timing	Planned Update
<b>Current Financial Policies</b>							
FI-01	47040	<a href="#">Capital Budget Process Policy</a>	To provide for the planning and approval of capital project requests.	Budget	2008	Annually	Oct / Nov 2024
FI-02	48906	<a href="#">Corporate Credit Card Issuance and Use</a>	Covers the use and issuance of corporate credit cards	Accounting	2014	4 Years	Spring 2025
FI-03	48905	<a href="#">Council Expense Policy</a>	Covers the claiming of expenses by members of Council	Accounting	2014	4 Years	Spring 2025
FI-04	47034	<a href="#">Petty Cash Policies</a>	Ensures petty cash are accurately recorded and subject to proper approvals	Accounting	2003	4 Years	Spring 2025
FI-05	47264	<a href="#">Statement of Lease Financing Policy &amp; Goals</a>	Applies to all financing leases for municipal capital facilities	Accounting	2003	4 Years	Summer 2025
FI-06	42763	<a href="#">Statement of Investment Policy &amp; Goals</a>	Covers the goals and approach to township investments	Treasury	2003	4 Years	Oct / Nov 2024
FI-07	47043	<a href="#">Tangible Capital Asset Policy</a>	Covers TCA treatment and PSAB 3150 requirements	Accounting	2010	4 Years	Summer 2025
FI-08	47014	<a href="#">Expenses</a>	Covers the reimbursement of employee expenses for township business	Accounting	2003	4 Years	Spring 2025
FI-09	127196	<a href="#">Strategic Asset Management Policy</a>	Covers the approach to asset management for the Township	Budget	2024	4 Years	2028
<b>Proposed Financial Policies</b>							
FI-10	TBD	<a href="#">Debt Management Policy</a>	Outlines the circumstances and process covering the issuance of debentures by the Township.	Treasury	Never	4 years	Fall 2024
FI-11	TBD	<a href="#">Reserve and Reserve Fund Policy</a>	Outlines the approach to reserves, their use, targets and funding sources.	Budget	Never	4 years	Spring 2025
FI-12	TBD	<a href="#">Reimbursement for use of personal vehicles (Mileage)</a>	The rates we reimburse employees related to personal use of vehicles	Accounting	Never	4 years	Fall 2024
FI-13	47034	<a href="#">Cash Handling Policy</a>	Ensures cash is handled using proper controls	Accounting	Never	4 Years	Spring 2025
FI-14	TBD	<a href="#">Tax and Assessment Policy</a>	Governs the current tax policy options available through the municipal act including tax ratios, tax rates, potential rebates, appeals, collection, etc.	Budget	Never	Annually	Spring 2025
FI-15	TBD	<a href="#">Other Revenue Policy</a>	Governs user fees, grants and other revenue not covered by the tax and assessment policy	Budget	Never	4 years	Spring 2025
FI-16	TBD	<a href="#">Water Wastewater Rate Policy</a>	Governs the objectives of the utility rate program, setting utility rates, fixed vs variable components, etc.	Budget	Never	4 years	Spring 2025
FI-17	TBD	<a href="#">Budget Development Policy</a>	Outlines the process and policy regarding the operating budget development. May combine this with the capital policy FI-01	Budget	Never	4 years	Summer 2025
FI-18	TBD	<a href="#">Budget Monitoring Policy</a>	Outlines the process for budget monitoring and variance reporting including reporting thresholds and offsets.	Budget	Never	4 years	Summer 2025
FI-19	TBD	<a href="#">Donation Policy</a>	Outlines criteria and process for accepting donations and issuing receipts / CRA	Accounting	Never	4 years	Spring 2025
FI-20	TBD	<a href="#">Asset Retirement Obligations</a>	Outlines the conditions and policies for accounting for asset retirement obligations in financial statements	Accounting	Never	4 years	Summer 2025



## Financial Services Staff Report

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Report Number:	F17-2024
Report Title:	Property Tax Exemption for Affordable Housing
Author:	Teresa Armstrong
Meeting Type:	Committee of the Whole Meeting
Meeting Date:	December 3, 2024
eDocs or File ID:	128505
Consent Item:	No
Final Version:	Yes
Reviewed By:	Colm Lynn, Director of Finance
Final Review:	Chief Administrative Officer

### Recommendation:

That the Council of the Township of Woolwich, considering Report F17-2024 respecting Property Tax Exemption for Affordable Housing:

1. Support participation in the Region of Waterloo's property tax exemption program for Roll number 30-29-010-001-25000-0000 by providing a property tax exemption for the Township's portion of the levy for a period of 20 years starting in 2025; and
2. Adopt the attached By-law to provide Property Tax Exemption for Roll Number 30-29-010-001-25000-0000.

### Background:

The Region of Waterloo recently established a program to provide a property tax exemption to certain affordable housing providers. The Region has requested that the area municipalities participate in this program by providing an exemption for their portion of taxes on eligible properties.

On March 5, 2024, the Regional Municipality of Waterloo approved the creation of a property tax exemption program for qualifying affordable housing providers. The main purpose of program is to incentivize the creation of new affordable housing units and to prevent existing affordable housing units from reverting to full market rent upon expiry of existing long-term agreements with the Region.

Through the Regional by-law, only the Region and the Education portion of the levy is exempt. The Township's portion of the levy can only be exempt if the Township as a

lower tier, chooses to participate in the program and passes a by-law to that extent. It is also important to highlight that the Township's portion of the levy is approximately 28% of the total property taxes with the Region and Education share being 64% and 8% respectively on a property classified as multi-residential.

Staff have reviewed the Region's program and have identified only one property in the Township that meets the eligibility criteria. This property is owned by a not-for-profit organization, has rent at or below 80% of Average Market Rent and has 30% of the residential units designated for affordable rent. This property has applied to the Region and has been approved internally for the tax exemption of the regional and education portion of taxes.

Staff are recommending that Council support a property tax exemption for this property as this would preserve long term affordable housing for their low-to-moderate income tenants. This program may also provide an incentive for future growth of new affordable housing units in the Township of Woolwich.

It is recommended that Council support participation in the Region's property tax exemption on an application basis for a period of 20 years starting in 2025. This will allow the Township to provide property tax relief to not-for-profit and co-operatives who operate affordable housing units. Further, it will allow staff an opportunity to assess each application based on the following:

- The outcome of the exemption in the first year of the program
- The potential tax shifts/increases an exemption may create for other tax-paying properties
- The level of interest from for-profit developers for this affordable housing incentive and potential to include them in the program.
- The appropriate duration of a property tax exemption program and potential sunset provisions.

The recommendation of approving a specific roll number (case by case) limits the blanket approval of all applications. Regardless of the Township's approval applicants would still get relief from the Regional and Educational portion of the property tax levy which forms the largest portion of the tax burden. It is expected that after the first full year of implementation, staff will be able assess the program's effectiveness and make further recommendations related to the Township's increased participation in the Regional program.

### **Comments:**

Affordable housing remains a significant challenge to many residents in the community. As rents continue to rise, providers of affordable housing units have a crucial role to play in addressing the issue of developing and managing housing units which are accessible to low to moderate individuals and families.

By implementing a property tax exemption that aligns with the Region of Waterloo, qualifying property owners will have financial assistance needed to provide affordable housing. Property tax is a major expense for property owners which may deter owners from offering affordable housing.

This report considers the implementation of a property tax exemption for affordable housing with details on the following:

- Relevant legislation
- Overview of the Region of Waterloo program
- Other considerations

### **Relevant legislation**

There are two pathways where a provider of affordable housing may be considered for a property tax exemption under legislation. The Assessment Act and the Municipal Act, 2001 have provisions for a property owner who provides affordable housing to qualify for a property tax exemption.

Under the Assessment Act, the Municipal Property Assessment Corporation (MPAC) may provide a tax exemption for any charitable, non-profit philanthropic corporation organized for the relief of the poor if the corporation is supported in part by public funds. There are properties in the multi-residential, new multi-residential class which currently qualify and receive this exemption based on MPAC's assessment.

To qualify for a property tax exemption under the Assessment Act, applicants must meet certain criteria including:

- Being the owners of the property
- The land must be used and occupied by a charitable, not-for-profit philanthropic corporation
- The charitable, not-for-profit philanthropic corporation must be organized for the relief of the poor and supported in part by public funds.

The onus to apply and request an exemption under this legislation is on the property owner. MPAC will review the application and has several documentation requirements to be provided and completed by the property owner to ensure the spirit of the legislation has been met before approval for a property tax exemption is granted. The entire process can take between 6-12 months.

Section 110(6) of the Municipal Act, 2001, permits municipalities to enter into Municipal Capital Facilities Agreements with not-for-profit and for-profit developers to provide incentives in exchange for affordable housing. These incentives may include loans, use of property, reduction/exemption of development charges or property taxes.

In a two-tier system, the lower tier is required to pass a by-law exempting the Township's portion of the property taxes if it wishes to participate in the Regional program.



MPAC has indicated that applications under this legislation will also require their oversight with estimated timelines of between 6-12 months per applicant to get to the approval stage.

### **Overview of the Region of Waterloo's Program**

The Region of Waterloo, through the implementation of a property tax exemption policy for affordable housing units is seeking to:

1. Provide incentives for the creation of affordable housing units
2. Prevent the loss of existing affordable housing units. Between 2001 and 2020, twenty-one buildings were developed by private developers who received capital grants in exchange for providing some affordable housing units within their buildings for a term between 20 to 25 years. These agreements are expiring and therefore there is concern that these affordable units will flip to market rate if further incentives are not provided; and,
3. Create an additional incentive tool to improve the affordable housing stock in the Region.

The Regional program requires qualified providers of affordable housing units (for-profit, not-for-profit and co-operative housing providers) to commit to maintaining affordable housing units for a period of up to 60 years (minimum 20 years depending on the useful life of building) to receive the property tax exemption. The application intake process for this program was initiated in June 2024. It is expected that many of the not-for-profit and co-operative providers of affordable housing will apply for this program. It is unknown at this time whether the for-profit sector will be interested in committing to a 60-year period. Assessment and applicant eligibility will need to be reviewed by MPAC which could take up to one year before an applicant is approved for a tax exemption under this program.

### **Eligibility criteria to participate in the Region's program includes but is not limited to**

1. Affordable rental housing represents a minimum of 30% of the total residential units in a building (with six or more units).
2. Affordability means rents at or below 80% of Average Market Rate (AMR) in the Kitchener-Waterloo-Cambridge Census Metropolitan Area (CMA).
3. Affordable rents must be provided for a term of 60 years or the remaining useful life of the building (minimum 20 years).

### **Interdepartmental Impacts:**

None

## Financial Impacts:

Implementing a property tax exemption for affordable housing properties will have no impact on the Township's total property tax levy revenue. However, this tax exemption will result in a shift of tax burden on to all other property tax classes resulting in slightly higher tax rates for all taxable classes, including residential, multi-residential, new multi-residential, commercial and industrial. The exact amount of the tax shift is unknown currently as it is dependant on the number of properties that apply and are approved under this program. The tax shift based on 2024 taxes for roll number 30-29-010-001-25000-0000 would be approximately \$11,500.00.

## Community Strategic Plan Impacts:

- Cultivate long-term economic prosperity: *We will carefully navigate the planning and development of our communities through phased and managed growth that supports economic sustainability and community well-being by providing tax exemptions to affordable housing units.*

## Conclusion:

Staff identified one property in the Township that would potentially qualify for the property tax exemption. Roll number 30-29-010-001-25000-0000 meets the eligibility criteria for the Region of Waterloo affordable housing tax exemption program and staff are recommending providing a property tax exemption for the Township's portion of the levy to for a period of 20 years starting in 2025.

Further, it is recommended that Council support participation in the Region's property tax exemption program on an application basis. This will allow the Township to assess the merits of each application to determine if it supports the broader affordable housing goals and potential financial impacts.

## Attachments:

1. Attachment A - Region of Waterloo Affordable Housing Policy and Program Incentives
2. Attachment B - Property Tax Exemption for Affordable Housing By-law

Report: CSD-HOU-24-004

**Region of Waterloo**  
**Community Services**  
**Housing Services**

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**To:** Community and Health Services Committee  
**Meeting Date:** March 5, 2024  
**Report Title:** Property Tax Exemption for Affordable Housing

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### 1. Recommendation

That the Regional Municipality of Waterloo take the following action with respect to the creation of a Property Tax Exemption Program for Affordable Housing as set out in report CSD-HOU-24-004 dated March 5, 2024:

- a) Repeal By-law Number 02-035, attached as Appendix “A”, and replace with By-Law Number 24-\*\*\*, attached as Appendix “B” for the purposes of updating the by-law to allow Council to exempt regional and education property taxes for municipal housing facilities and also for general house-keeping amendments, which has been prepared in a form satisfactory to the Regional Solicitor;
- b) Approve the Property Tax Exemption for Affordable Housing Program (“Program”) and guidelines for applications made to the Region for properties eligible for the Program attached as Appendix “C”;
- c) Authorize the Commissioner of Community Services to negotiate and execute on behalf of the Region, agreements with housing providers for the Program, to the satisfaction of the Regional Solicitor;
- d) Direct staff to:
  - a. Develop an application process with intake occurring in Q2 of 2024 for the 2025 taxation year;
  - b. Review the uptake and application of the Program to determine property tax impacts due to class shifts, communicating these in advance of 2025 budget process;
- e) Direct staff to work with interested area municipalities within Waterloo Region to exempt the lower tier portion of property taxes for eligible properties under the Program; and
- f) Advocate to the Government of Ontario to amend eligibility for the Ontario Trillium Benefit to allow Ontario residents living in housing deemed affordable by the municipality where the resident resides, to access property tax credits through the Ontario Trillium Benefit, irrespective of property tax exemption.

## 2. Purpose / Issue:

To recommend the use of property tax exemptions provided through an updated Municipal Housing Facilities by-law as a policy incentive for incentivizing new affordable housing, financial sustainability for existing community housing, and preserving existing affordable housing.

## 3. Strategic Plan:

This report addresses Strategic Priority 1: Homes for All, by moving to create affordable, accessible, and equitable housing by increasing access to affordable homes that cost less than 30% of household income across the region and investing in upstream solutions to reduce housing and economic precarity by focusing on preventative interventions.

## 4. Report Highlights:

- Under Section 110(6) of the Municipal Act, municipalities may enter into agreements with housing providers and developers that meet certain criteria as set out in a by-law. Through these agreements, the Region can provide, among other things, a property tax exemption for the Regional and School Board portion of property taxes for units deemed affordable in accordance with the Region's applicable by-law. In a two-tiered municipal structure, Section 110(9) of the Municipal Act allows an area municipality to exempt its portion of property taxes at its discretion.
- By providing property tax exemptions to affordable housing providers the economic viability and financial sustainability of providing affordable housing is improved. Reduced operating costs decrease pressure to increase rents to cover costs, making it possible to offer a lower than market rent for low-to moderate-income tenants.
- Types of properties targeted for this incentive program include:
  - Current affordable housing providers that have capital funding agreements that have or are beginning to expire.
  - Non-profit and Cooperative providers subject to the *Housing Services Act, 2011* who have or are beginning to reach the end of mortgage or operating agreement.
  - Lower rent units typically found in older buildings with long-term tenants. These 'naturally occurring' units are more likely to have rents that meet the criteria of affordable as set out in the program and the Region would like to bring these units into the BBF initiative.
  - New developments where a portion of the units could be designated as affordable.
- While the total tax levy collected is not impacted, this policy will reduce taxable assessment and property tax levies that would otherwise be collected from the

exempt class are shifted to all other property classes resulting in slightly higher tax rates for all taxable classes, including residential, multi-residential, new multi-residential, commercial and industrial. As Education tax rates are set provincially, these do not shift with changes in the assessment base. As a result, the education portion of property taxes that would otherwise be collected from exempted properties represents reduced revenue for the School Board(s) within the boundary of the impacted assessment base.

- Exempting property taxes can result in a negative impact for tenants who apply for and receive the Ontario Trillium benefit, as in accordance with Canada Revenue Agency rules, tenants of properties that are exempt from property taxes are not eligible for this benefit.

## 5. Background:

Staff provided Council with information on the potential use of property tax exemption for affordable housing in staff report COR-CFN-22-15/CSD-HOU-22-12 Property Tax Policy Update dated May 10, 2022, which described the need for further review of the tax treatment of rental properties in light of the current housing affordability crisis. Property tax exemption provides an avenue that incentivizes the preservation and the addition of affordable housing units within Waterloo Region. It also provides a pathway outside of development to bring forward long-term affordable housing units under the Building Better Futures (BBF) initiative, through which the Region commits to creating 2500 affordable housing units by 2026.

Between the years of 2001 to 2020, 21 buildings were developed by private developers who received Regional capital grants in exchange for providing some affordable units within their buildings for a term of 20 to 25 years. These agreements are beginning to expire; meaning the current affordability of these units is likely to be lost once the existing tenants move out. By entering into an agreement with the property owners of these units, the Region is able to provide a property tax exemption for these units in exchange for maintaining them as affordable, beyond the term set in the expiring agreement. Property tax exemption is also a tool for supporting existing community housing providers under the *Housing Services Act, 2011* in achieving financial sustainability and maintaining these units as a part of the affordable housing stock beyond the end of mortgage or operating agreements.

Property tax exemptions can increase the economic viability of purpose-built affordable rental housing and provide an opportunity for new developments to stack incentives for affordable housing from the Region and other sources such as Canada Mortgage and Housing Corporation (CMHC). As such, this incentive can work in tandem with existing Regional, Federal, and Provincial affordable housing programs. Affordable housing development in receipt of a Regional capital grant for affordable housing can stack this incentive with a property tax exemption by entering into a municipal housing facilities agreement. In this case, the term length of 60 years would apply to the affordable units

in receipt of the property tax exemption, thereby extending the length of affordability for units developed through a capital grant and potentially incenting developers to add more affordable units to meet the Property Tax Exemption for Affordable Housing Program requirements (Appendix C).

“Naturally occurring” affordable housing units primarily exist in older buildings with long-term tenants. In Waterloo Region, the average market rent (AMR) for buildings with pre-1990 construction dates is lower than the rest of the market. Incentivizing landlords to preserve “naturally occurring” affordable housing is an avenue outside of development, which is often timely and costly, for increasing the number of affordable units in Waterloo Region. Further, it can prevent the loss of this form of affordability in the private market and de-incentivize tenant displacement through “renoviction,” as rent increases between tenancies become regulated by the affordability set in the Program, instead of what the market will bear.

While property tax exemption is a tool that benefits landlords and incentivizes the development and preservation of affordable housing, tenants of a tax-exempt property become ineligible for refundable property tax and energy credits through the Ontario Trillium Benefit (OTB), a program designed to help low-to-moderate-income Ontario residents. The OTB program is legislated and funded by the Province of Ontario and the Canada Revenue Agency (CRA) administers this program on behalf of the Province. It is CRA’s position that tenants within a tax-exempt property are not eligible for the OTB. It is estimated that tenants who would otherwise be eligible for the OTB refundable tax credit receive a maximum benefit of approximately \$420 to \$800 per year.

Other municipalities that have implemented property tax exemptions through municipal housing facilities by-laws include Toronto, Ottawa, Hamilton, Chatham-Kent, and Wellington County.

## **6. Communication and Engagement with Area Municipalities and the Public**

**Area Municipalities:** Through an Intra-municipal Affordable Housing Incentives Working Group (“Working Group”), Region staff work with area municipalities towards the creation of affordable housing, including the implementation of innovative housing solutions that meet the needs of diverse populations across the Waterloo Region. Area municipalities through the Working Group and the Waterloo Area Municipal Treasurers are aware of this report to Council and have been given the report and Program to provide comment and feedback. Both groups were informed of the creation of the Program in fall 2023, with further discussion about the Program occurring in 2024. In a two-tiered municipal structure, the creation of a Regional Program is a first step for using property tax exemption as an affordable housing incentive, as it enables area municipalities the choice to participate through a common program. It remains the area municipalities' right to decide on participation in the common use of property tax exemption as an incentive.

**Public:** Development of the Plan to End Chronic Homelessness continues with Lived Experts through the Social Development Centre's Prototyping project and with Co-creators who consist of service providers and advocates. Communication with Co-creators provided insight into the need for preventing entrances into homelessness caused by loss and/or lack of housing affordability and informed the creation of the Program.

The Centre for Community Housing Engagement, Excellence, and Resiliency (CHEER) is a group of community housing providers and representatives formed to provide guidance on the End of Mortgage. In December 2023, staff engaged with CHEER who provided feedback and insights into property tax exemption for both the existing pathway for Non-profits provided through the Assessment Act through Provincial legislation and the proposed pathway through a municipal housing facilities by-law.

In September 2023, staff provided an update to Council on the work of the Working Group, including the results of a survey that identifies local constraints for affordable housing development from the perspectives of developers and area municipal staff (CSD-HOU-23-026). Some of the identified constraints are as follows (see Appendix D for the full results of the survey):

- Gap between what tenants can afford to pay and the cost of development;
- Lack of municipal tools to guarantee affordable housing stays affordable;
- Municipal requirements and restrictions due to legislative-mandated guidelines and processes;
- Some programs are only open to non-profits; and
- Public sector programming is not flexible to respond to rapidly changing markets.

These constraints informed the considered use of property tax exemption as a policy incentive for affordable housing in Waterloo Region. In addition to these constraints, survey respondents also identified property tax exemption as an incentive for developing affordable housing.

## **7. Financial Implications:**

Tax exemptions provided through a municipal housing facilities agreement have no impact on the regional or lower tier property tax levy. Moving a property from a taxable status to an exempt status on the assessment roll impacts the overall amount of assessment upon which municipal taxes are levied. This results in a slightly lower level of net assessment growth in the year following the reclassification, as well as an in-year tax adjustment.

Staff have identified the following categories of properties that may be eligible to enter

into a municipal housing facilities agreement with the Region (note all figures are based on the 2023 assessment roll, tax ratios and tax rates):

- Properties that have an existing funding agreement with the Region or for which an agreement has recently expired – there are approximately 21 properties in this category, most of which are in the three cities. Existing agreements will expire over the 2025-2045 period, and in total, these properties represent approximately \$570,000 in regional taxes (approximately 0.15% of the Region's 2023 tax levy). Future assessment impacts will be dependent on how many of these properties choose to participate in the program.
- Non-profits and Cooperatives subject to *Housing Services Act, 2011* - there are approximately 117 properties in this category, almost all of which are in the three cities. Existing agreements will expire over the 2025-2030 period, and in total, these properties represent approximately \$3.5m in regional taxes (approximately 0.75% of the Region's 2023 tax levy). Future assessment impacts will be dependent on how many of these properties choose to participate in the program.
- Naturally occurring affordable housing – while the number of such units is unknown at this time, entering into municipal housing facility arrangements will assist the Region in achieving its Building Better Futures goals.
- New housing development – providing a tax exemption for new housing development will assist the Region in achieving its Building Better Futures goals. Eligible projects would be added to the roll as exempt rather than taxable, resulting in a slightly lower assessment growth in the year of occupancy and assessment.

Adjustments to the assessment roll will happen over a long period of time and it is anticipated that related tax impacts for properties that have current arrangements with the Region will be very minor in any given year. Determining assessment and tax impacts for naturally occurring and new properties is dependent on uptake and staff will report back to Council periodically on the impacts of this program as a whole.

Any area municipality that adopts a policy to exempt the lower tier portion of property taxes for eligible properties will also experience a slightly lower level of assessment growth. Staff will work with any area municipality that expresses an interest in participating to estimate the local impact.

Municipal housing facilities agreements would result in a reduced amount of education taxes collected for and provided to school boards from the Province. For properties that had previously entered into a funding agreement with the Region, entering into new agreements could result in a total reduction of approximately \$127,000 in property tax revenue for impact School Boards. Additionally, if all current Non-profit and Cooperative housing providers in the Region who are subject to the *Housing Services Act, 2011* were to enter into a municipal housing facility agreement with the Region, the foregone



revenue for School Boards would be approximately \$489,000.

## **8. Conclusion / Next Steps:**

The intake process for the Program will take approximately a year as the following steps are completed: (1) application intake, (2) submission review, and (3) approval. Once Council approves the By-Law 24-\*\*\*, staff will put an annual call out for applications from March to May. Staff will review the submissions and come back to Council by September with properties to exempt. Agreements will be entered into with the successful applicants, with program administration designed to require housing providers to attest to complying with all provisions of the agreement, including annual review by Regional staff to ensure rents remain affordable and new occupants meet income-tested eligibility requirements. Staff will then be in contact with the Municipal Property Assessment Corporation (MPAC) and area municipalities to ensure the appropriate Region and education portion of these property taxes are exempt for the term length set in the agreements. MPAC may take six to 12 months to review and implement property tax exemptions.

Staff will continue to engage with area municipalities to explore area municipalities exempting their portion of property taxes for affordable housing under the use of a common Program application process administered by the Region of Waterloo. This includes collaboration with the area municipalities on a timeline that works for them and supporting interested area municipalities in the creation of their own by-law. Regardless of this ongoing work with the area municipalities, the first step in the process is Regional approval of an updated by-law and implementation of the Program. The intent is to have the Program implemented for the 2025 taxation year.

## **9. Attachments:**

Appendix A: By-law Number 02-035

Appendix B: By-law to Repeal By-law 02-034 (By-law 24-\_\_\_)

Appendix C: Property Tax Exemption for Affordable Housing Program

Appendix D: Affordable Housing Incentive Survey Responses Summary

**Prepared By:** Skylar Niehaus, Social Planning Associate, Housing Services

Cheryl Braan, Director, Corporate Finance

**Reviewed By:** Ryan Pettipiere, Director, Housing Services

**Approved By:** Peter Sweeney, Commissioner, Community Services

Craig Dyer, Commissioner, Corporate Services and Chief Financial Officer

## BY-LAW NUMBER 02-035

OF

## THE REGIONAL MUNICIPALITY OF WATERLOO

A By-law of the Regional Municipality of Waterloo to provide  
for municipal housing facilities.

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WHEREAS the Regional Municipality is the service manager under the *Ontario Works Act*, 1997 and is authorized to operate and manage housing as well as establish, fund and administer programs for the provision of residential accommodation in its' service area under the *Social Housing Reform Act*, S.O. 2000, c.27;

AND WHEREAS subsection 210.1(2) of the *Municipal Act*, R.S.O. 1990, c. M.45, as amended, allows municipalities to enter into agreements for the provision of municipal capital facilities by any person;

AND WHEREAS Ontario Regulation 46/94, as amended by Ontario Regulation 189/01, made under the *Municipal Act* allows the council of a municipality to enter into an agreement under subsection 210.1(2) of the *Municipal Act* for the provision of a variety of enumerated classes of municipal capital facilities;

AND WHEREAS one of those enumerated classes is municipal housing project facilities;

AND WHEREAS the said Ontario Regulation 46/94, as amended, requires that before a By-law authorizing an agreement respecting municipal housing project facilities is entered into a municipal housing facilities By-law must be enacted, which must comply with requirements set out in that Regulation;

AND WHEREAS Council is of the opinion that making use of subsection 210.1(2) of the *Municipal Act* is a desirable means of increasing the supply of affordable housing by providing financial or other assistance at less than fair market value to private and non-profit housing providers on the criteria set out in this By-law;

THEREFORE the Council of the Regional Municipality of Waterloo enacts as follows:

1. In this By-law,

"Act" means the *Municipal Act*, R.S.O. 1990, c. M.45, as amended, and its regulations;

"affordable housing" means affordable housing as set out in Section 4 of this By-law;

"average CMHC rent" for municipal housing project facilities at any one time means the average unit rent in the Regional Municipality of Waterloo (defined by CMHC as the Kitchener Census Metropolitan Area) as determined and amended from time-to-time by CMHC;

"Region" or "Region of Waterloo" means the municipal corporation known as the Regional Municipality of Waterloo, as the context requires;

"clerk" means the person appointed by Council pursuant to section 73 of the Act;

"CMHC" means the Canada Mortgage and Housing Corporation;

"Council" means the Council of the Regional Municipality of Waterloo;

"housing provider" means a corporation, or individual, legally entitled to own real property in the Regional Municipality of Waterloo;

"municipal housing project facilities" means the municipal housing project facilities class of municipal capital facilities, as set out in Ontario Regulation 46/94, as amended;

"municipal housing project facilities agreement" means a municipal housing project facilities agreement as set out in Section 2 of this By-law;

"municipal housing project facilities By-law" means a By-law enacted by Council pursuant to paragraph 18 of section 2 of Ontario Regulation 46/94, as amended;'

"rent supplement agreement" means rent supplement agreement as defined in the *Social Housing Reform Act*, S.O. 2000, c.27, as amended;

"unit size" means the size of a unit within a municipal housing project facility or potential municipal housing project facility, measured by the number of bedrooms;

"waiting list" means the Waterloo Region Co-ordinated Access System or successor waiting list.

2. Council may pass By-laws permitting the Region to enter into municipal housing project facilities agreements with housing service providers, pursuant to subsection 210.1(2) of the Act, as amended, for the provision of municipal housing project facilities.
3. Upon passing a By-law referred to in Section 2, the Regional Clerk shall give written notice of the By-law to the Minister of Education and Training or successor, as set out in the Act.
4. The definition of "affordable housing" for the purpose of a municipal housing project facilities agreement shall be municipal housing project facilities in which the average rent for each unit size, exclusive of utilities, parking, telephone, cable and other related fees, is less than or equal to the most recently released average CMHC rent for the Region of Waterloo for that unit size.
5. The Region shall not enter into an agreement mentioned in Section 2 unless it has

determined that the housing units to be provided as part of the municipal housing project facilities fall within the definition of affordable housing.

6. Under no circumstances shall housing unit be made available,
  - (a) at rent that is not within the definition of affordable housing; or
  - (b) to individuals or families who, if at the time the housing unit was initially rented to them, would already own a residential property, as determined by the housing provider after making all reasonable inquiries.
  
7. The municipal housing project facilities agreements shall contain the following:
  - (a) the term of the agreement, which shall not be less than twenty years but within which time, requirements may vary;
  - (b) each unit in the municipal housing project facilities shall meet the definition of affordable housing;
  - (c) provisions reflecting those matters set out in Sections 6 and 7;
  - (d) subject to section 9 of this By-law, units subject to the agreement shall not be rented to the housing provider or shareholders or directors of the housing provider, or any individual not at arm's length to the housing provider or shareholders or directors of the housing provider;
  - (e) the Region must register the agreement on title;
  - (f) the municipal housing project facilities agreement shall be binding on the housing provider's heirs, successors and assigns;
  - (g) during the time period in which the municipal housing project facilities agreement is in force, the housing provider shall, as a condition precedent to a sale to a subsequent purchaser, require the subsequent purchaser to enter into an agreement with the Region, and that agreement shall impose the terms of the municipal housing project facilities agreement on that subsequent purchaser;
  - (h) in addition to a general indemnity, the housing provider shall specifically indemnify the Region if the provision set out in clause (g) is breached;
  - (i) a list of the benefits being conveyed to the housing provider under this By-law, including their estimated present day monetary value;
  - (j) if the housing provider does not carry out its obligations under the agreement, the housing provider shall pay to the Region the entire amount of benefits conveyed under the agreement, together with any applicable costs and interest; and

- (k) such other contractual provisions which are required to be inserted based on fundamental contractual drafting principles satisfactory to the Regional Municipality of Waterloo.
8. As a means of increasing the affordability of housing within the project, the municipal housing project facilities agreement may require that the housing providers enter into a separate rent supplement agreement with the Region:
- (a) if the municipal housing project facilities agreement requires the housing provider to enter into a rent supplement agreement with the Region as set out in subsection (1), the rent supplement agreement shall be entered into concurrently with the municipal housing project facilities agreement and shall be a condition of the Region entering into the municipal housing project facilities agreement.
  - (b) As a further means of increasing the affordability of housing within the project, the municipal housing project facilities agreement may require, in exchange for significant (greater than \$10,000 per unit) capital grants, that lower affordable rents than set out in Section 4 of this By-law may be established for some of the units and that eligible incoming residents be allowed to move in only if they are selected from the waiting list or from Regionally approved categories of minimum wage earners, or recipients of Ontario Works, Ontario Disability Support Payments, or Old Age Supplement/Canada Pension Plan.
9. Despite clause 7(d), units subject to a municipal housing project facilities agreement may be rented to directors of the housing provider or to an individual not at arm's length to directors of the housing provider if:
- (a) the housing provider is a non-profit housing co-operative as defined in the *Co-operative Corporations Act*, R.S.O. 1990, c.C.35, as amended, or a not-for-profit corporation; and
  - (b) the housing provider is at arm's length to any individual or private for-profit corporation with which the director or individual not at arm's length to the director, as the case may be, has a non-arm's length relationship.
10. A municipal housing project facilities agreement may allow for the lease, operation or maintenance of the municipal housing project facilities by any person and, pursuant to subsection 210.1(3) of Act, for the sale or other disposition of municipal land or buildings that are still required for the purposes of the Region.
11. A municipal housing project facilities agreement may, with respect to the provision, lease, operation or maintenance of the municipal housing project facilities that are subject to the agreement:
- (a) provide for financial or other assistance at less than market value rent or at no cost to the housing provider with respect of the provision, lease, operation or maintenance of the facilities that are subject of the agreement,

and such assistance may include:

- (i) giving or lending money and charging interest;
  - (ii) giving, lending, leasing or selling property.
12. A municipal housing project facilities agreement containing the provisions set out in Subsection 210 (8) of the Municipal Act may provide for a full or partial exemption for the facilities from the payment of development charges imposed by the Region under the *Development Charges Act, 1997*, S.O. 1997, c.27.
13. This By-law may be cited as the Municipal Housing Facilities By-law.

By-law read a first, second and third time and finally passed in the Council Chamber in the Regional Municipality of Waterloo this \* day of \* A.D., 20\*\*.

## By-Law Number 24-\*\*\*

of

The Regional Municipality of Waterloo

A By-law to \*\*\* and to Repeal By-Law 02-035 of The Regional Municipality of Waterloo, as amended

WHEREAS The Regional Municipality of Waterloo enacted By-Law 02-035, A By-Law to Provide for Municipal Housing Facilities (the "Municipal Housing Facilities By-Law");

WHEREAS The Regional Municipality of Waterloo is a Consolidated Municipal Service Manager and is authorized to operate and manage housing as well as establish, fund and administer programs for the provision of residential accommodation in its service area under the *Housing Services Act, 2011*, S.O. 2011, c.6, Sched.1;

AND WHEREAS section 110 of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended, allows municipalities to enter into agreements for the provision of municipal capital facilities;

AND WHEREAS Ontario Regulation 603/06, made under the *Municipal Act, 2001*, allows the council of a municipality to enter into an agreement under section 110 of the *Municipal Act* for the provision of a variety of enumerated classes of municipal capital facilities;

AND WHEREAS one of those enumerated classes is municipal housing project facilities;

AND WHEREAS the said Ontario Regulation 603/06, as amended, requires that before a by-law authorizing an agreement respecting municipal housing project facilities is entered into a municipal housing facilities by-law must be enacted, which must comply with requirements set out in that Regulation;

AND WHEREAS Council is of the opinion that making use of section 110 of the *Municipal Act, 2001*, is a desirable means of increasing the supply of affordable housing by providing financial or other assistance at less than fair market value to private and non-profit housing providers on the criteria set out in this by-law;

THEREFORE the Council of The Regional Municipality of Waterloo enacts as follows:

1. In this By-law,

"Act" means the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended, and its regulations;

"affordable housing" means, for the purposes of this by-law and for all municipal housing project facilities agreements, housing units at or below average rents;

"average rents" means, in respect of any calendar year:

- (i) the average monthly Region-wide rents by unit type for that calendar year as determined and published annually by CMHC; or



- (ii) the average monthly Region-wide rents as determined by the Commissioner, if CMHC does not publish an annual survey of Region-wide rents for any calendar year;

"clerk" means the person appointed by Council pursuant to section 228 of the Act;

"CMHC" means the Canada Mortgage and Housing Corporation;

"Commissioner" means the Region's Commissioner of Community Services or their designate;

"Council" means the Council of The Regional Municipality of Waterloo;

"housing project" means a project or part of a project designated to provide or facilitate the provision of residential accommodation;

"housing provider" means a person with whom the Region has entered into or will enter into a municipal housing project facilities agreement under section 6 of this by-law to operate a housing project;

"housing unit" includes a unit in a housing project used or intended for use as residential accommodation;

"municipal housing project facilities" means the municipal housing project facilities class of municipal capital facilities as set out in Ontario Regulation 603/06, as amended;

"municipal housing project facilities agreement" means a municipal housing project facilities agreement as set out in Section 2 of this By-law;

"municipal housing project facilities by-law" means a by-law enacted by Council pursuant to paragraph 18 of section 2 of Ontario Regulation 603/06, as amended;

"Region" or "Region of Waterloo" means the municipal corporation known as The Regional Municipality of Waterloo, as the context requires;

"rent supplement agreement" means a contract for a non-portable housing benefit provided directly to landlords for households living in a specific housing unit;

"unit type" means the type of housing unit differentiated by the number of bedrooms;

"waiting list" means the Region's Community Housing waiting list or successor waiting list.

2. Council may pass by-laws permitting the Region to enter into municipal housing project facilities agreements, pursuant to section 110 of the Act, for the provision of municipal housing project facilities.
3. Upon passing a by-law referred to in Section 2, the Regional clerk shall give written notice of the by-law as set out in the Act.
4. The Region shall not enter into an agreement mentioned in Section 2 unless it has determined that the housing units to be provided as part of the municipal housing project facilities fall within the definition of affordable housing.

5. Under no circumstances shall a housing unit be made available,
  - (a) at rent that is not within the definition of affordable housing; or
  - (b) to individuals or families who, if at the time the housing unit was initially rented to them, would already own a residential property, as determined by the housing provider after making all reasonable inquiries.
6. The municipal housing project facilities agreements shall contain the following:
  - (a) the term of the agreement shall not be less than twenty years;
  - (b) each housing unit in the municipal housing project facilities shall meet the definition of affordable housing;
  - (c) provisions set out in Sections 4 and 5;
  - (d) subject to section 8 of this by-law, housing units subject to the agreement shall not be rented to the housing provider or shareholders or directors of the housing provider, or any individual not at arm's length to the housing provider or shareholders or directors of the housing provider;
  - (e) the Region must register the agreement on title;
  - (f) the municipal housing project facilities agreement shall be binding on the housing provider's heirs, successors and assigns;
  - (g) during the time period in which the municipal housing project facilities agreement is in force, the housing provider shall, as a condition precedent to a sale to a subsequent purchaser, require the subsequent purchaser to enter into an agreement with the Region, and that agreement shall impose the terms of the municipal housing project facilities agreement on that subsequent purchaser;
  - (h) in addition to a general indemnity, the housing provider shall specifically indemnify the Region if the provision set out in clause (g) is breached;
  - (i) a list of the benefits being conveyed to the housing provider under this by-law, including their estimated present day monetary value;
  - (j) if the housing provider does not carry out its obligations under the agreement, the housing provider shall pay to the Region the entire amount of benefits conveyed under the agreement, together with any applicable costs and interest; and
  - (k) such other terms and conditions satisfactory to the Regional Solicitor and Commissioner.
7. (1) As a means of increasing the affordability of housing within a housing project, the municipal housing project facilities agreement may require that the housing providers enter into a separate rent supplement agreement with the Region.

- (2) If the municipal housing project facilities agreement requires the housing provider to enter into a rent supplement agreement with the Region as set out in subsection (1), the rent supplement agreement shall be entered into concurrently with the municipal housing project facilities agreement and shall be a condition of the Region entering into the municipal housing project facilities agreement.
- (3) As a further means of increasing the affordability of housing within the project, the municipal housing project facilities agreement may require that lower affordable rents than affordable housing may be established for some or all of the housing units and that eligible incoming residents be allowed to move in only if they are selected from the waiting list or eligible to be on the waiting list.
8. Despite clause 6(d), housing units subject to a municipal housing project facilities agreement shall not be rent to:
- (a) the housing provider or shareholder or any manager, officer or director of the housing provider;
  - (b) any individual not at arm's length to the housing provider; or
  - (c) any individual not at arm's length to the housing provider or shareholder or any manager, officer or director of the housing provider,
- unless the housing provider is a non-profit housing co-operative as defined in the *Co-operative Corporations Act*, R.S.O. 1990, c. C.35, as amended, or such other co-operative corporation that receives approval from the Region.
9. A municipal housing project facilities agreement may allow for the sale or other disposition of municipal land or buildings that are still required for the purposes of the Region.
10. A municipal housing project facilities agreement may, with respect to the provision, lease, operation or maintenance of the municipal housing project facilities that are subject to the agreement:
- (a) provide for financial or other assistance at less than market value rent or at no cost to the housing provider with respect of the provision, lease, operation or maintenance of the facilities that are subject of the agreement, and such assistance may include:
    - (i) giving or lending money and charging interest;
    - (ii) giving, lending, leasing or selling property.
11. A municipal housing project facilities agreement that is made under subsection 110(1) may, subject to subsection 110(6), exempt from taxation for municipal and school purposes land or the portion of it on which the municipal housing project facility is or will be located that:
- (a) is owned or leased by the housing provider;
  - (b) is entirely occupied and used or intended for use as a municipal housing project facility; and

- (c) Upon passing a by-law under subsection 110(6), the clerk shall give written notice of the contents of the by-law to the parties listed in subsection 110(8).
- 12. A municipal housing project facilities agreement containing provisions set out in subsection 110(7) of the Act may provide for a full or partial exemption for the municipal housing facilities from the payment of development charges imposed by the Region under the *Development Charges Act, 1997*, as amended.
- 13. A municipal housing project facilities agreement containing provisions set out in subsection 110(7.1) of the Act may provide for a full or partial exemption for the municipal housing facilities from the payment of transit station charges imposed by the Region under the *GO Transit Station Funding Act, 2023*, as amended.

**Short Title of Bylaw**

- 14. This By-law may be cited as the Municipal Housing Facilities By-law.

**Force and Effect Date**

- 15. (1) This By-law shall come into force and effect on DATE, 2024.
- (2) Bylaw 02-035, as amended, of the Region shall be repealed effective on the coming into force of this By-law.
- (3) Despite the repeal of By-Law 02-035, none of the provisions of this by-law shall impact municipal housing project facility agreements entered into passed under By-Law 02-035.
- (4) Any reference to By-Law 02-035, or any provision of it is deemed to be a reference to this by-law, modified as necessary.

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Regional Clerk

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Regional Chair

## Appendix C

### Property Tax Exemption for Affordable Housing Program

Non-profit, cooperative, and for-profit housing providers that operate rental housing, or are planning to build and/or operate new rental housing are encouraged to apply. Interested non-profit, cooperative, and for-profit housing providers should submit a complete Property Tax Exemption for Affordable Housing Application package. These applications are accepted annually from March 1<sup>st</sup> to May 31<sup>st</sup>. Processing time (including reviewing, evaluating, and obtaining Regional Council approval for successful applications) will be completed before October 31<sup>st</sup> of each year. Property tax exemption as a municipal housing facility includes operational requirements regarding tenant selection, income verification (on occupancy only, units with existing tenants in affordable units and tenants in Rent-Geared-to-Income units are not required to be income tested for this program), annual reporting, and other administrative matters.

#### Program Objectives

- Create and preserve long-term affordable rental homes for low-to-moderate-income tenants;
- Increase the financial sustainability of existing affordable housing providers;
- Incentivize housing providers to preserve existing affordable units in the private market; and
- Remove properties from the speculative housing market and de-incentivize unit turnover in the private market.

#### Program Goals

- Maintain existing affordable housing;
- Increase the stock of units with below average market rents; and
- Prevent experiences of homelessness.

#### Eligibility criteria:

<input type="checkbox"/>	A. Affordable rental housing represents a minimum of 30% of the total residential units in a building with six or more units, including licensed lodging units; or B. The housing project is under the <i>Housing Services Act, 2011</i>
<input type="checkbox"/>	Affordability for this program means rent is at or below 80% of Average Market Rent (AMR) in the Kitchener – Cambridge - Waterloo Census Metropolitan Area (CMA) by unit type (number of bedrooms), or 30% of the gross annual household income for low- and moderate-income renter households, whichever is lower at the time of application
<input type="checkbox"/>	A. Affordable rents must be provided for a term of 60 years; or B. To the useful life of the building as determined by an independent engineer or appraiser whichever comes first with 20 years as the shortest term possible

#### Further eligibility information:

- Housing providers may be:
  - Rental housing providers where there is a landlord-tenant relationship governed by the *Residential Tenancies Act, 2006*;

- A non-profit housing co-operative under the *Co-operative Corporations Act*; or
- A housing provider with an existing operating agreement to provide supportive housing with the Region of Waterloo.
- Determining unit affordability:
  - Average Market Rent is determined by the most recently reported average market rent (AMR) by the Canada Mortgage and Housing Corporation (CMHC). The most recent CMHC AMRs, published in 2023 for the Kitchener – Cambridge - Waterloo Census Metropolitan Area (CMA), is as follows:

Unit Type	80% of the Average Market Rent
Bachelor	\$931
One Bedroom	\$1,077
Two Bedroom	\$1,326
Three Bedroom +	\$1,714

- The Government of Ontario annually reports 30% of the gross annual household income for low- and moderate-income renter households. 30% of the most recently reported gross renter household income for low- and moderate-income households was \$1,960, in 2022.
- The 80% AMR calculation provides the lower rents for calculating monthly occupancy cost in 2024, which would then be the rents for affordable units eligible for a tax exemption.
- Existing tenants in affordable units:
  - Housing providers with existing tenants renting units that are at or below affordability for this program (i.e., 80% AMR or 30% low- and moderate-income for renters, whichever is lower at time of application) are encouraged to apply.
  - Housing providers are not required to income test for affordable units with **existing** tenants.
  - For units with **existing** tenants renting at or below affordability for this program housing providers shall provide copies of lease agreements and rent rolls for these units at time of application to the program. Housing providers under the Housing Service Act, 2011 are not required to provide this documentation upon application.
- Tenant selection for new affordable units (e.g., new development, unit addition, conversion) and unit vacancy during term of agreement:
  - Housing providers are required to:
    - A. Income test **new** tenants before occupancy to ensure they fall under the maximum income for the unit type; or
    - B. Select **new** tenants from the Waterloo Region centralized community housing waitlist.
  - New tenants are only required to be income tested before occupancy. After occupancy, tenants are not required to be income tested for this program.
  - The Region of Waterloo annually establishes income limits for new tenants. These limits are the maximum amount of gross annual income that the household may have to be

eligible to occupy vacant units rented directly by the housing provider and not referred from the Region. The following table is the 2024 income limits for vacant units by unit type:

Unit Type	Maximum Household Income
Bachelor	\$55,872
One Bedroom	\$64,608
Two Bedroom	\$79,584
Three Bedroom +	\$85,134

- Term of affordability:
  - Independent appraisal is the responsibility of the housing provider; otherwise, 60 years is automatically applied.
  - A phase-out period during the last five years may occur. During the phase-out period, market rents can be charged on units that become vacant, subject to provincial legislation.
- The housing project may be:
  - New purpose-built rental construction
  - Conversion of non-residential buildings to purpose-built rental housing
  - Addition of new units to existing sites
  - Rental units in sites with existing affordability (either through a funding agreement with the Region or affordable units in the private market that are “naturally occurring” because of the length of tenancy and/or the age of the building)
  - Units provided under the *Housing Services Act, 2011*

### Projects that are not eligible

The following projects are not eligible for this program:

- Nursing and retirement homes
- Shelters and crisis care facilities
- Student residences
- Hotels and motels
- Rental housing provided in a condominium-registered building

### Determining portion of property tax exemption

The Region of Waterloo can only exempt the Regional and educational portions of property taxes; area municipality property tax still apply. In mixed-use developments or those with a mix of affordable and market homes, only the affordable rental residential portion of the development is eligible for property tax exemption. The exemption is based on the eligible number of units depending on the relevant approach to fee calculations, unless the housing project is under the *Housing Services Act, 2011*. The Region provides exemptions only and does not refund fees already paid. Projects under the *Housing Services Act, 2011* are not required to complete this calculation and the entire residential portion of these projects may be exempt for Regional and educational property taxes. The Municipal Property Assessment Corporation (MPAC) will provide final determination of the exemption calculation. A

Housing Provider may request an amendment to an existing agreement to which the Region of Waterloo will review if the program objectives and goals are not being fulfilled through the existing agreement, or if a housing provider requests to add affordable units to an existing agreement.

### **Ontario Trillium Benefit**

It is the responsibility of Housing Providers to provide tenants with notification informing them of their ineligibility for claiming property tax and energy credit through the Ontario Trillium Benefit once in receipt of property tax exemption.

### **Documents for application**

Non-profit, cooperative, and for-profit housing providers wishing to apply for the Property Tax Exemption for Affordable Housing Program must submit an Application Form providing the following:

- Housing provider information
- Description of the property
- Lease agreements for existing tenants renting affordable units
- Operating budget
- New construction and conversion projects will be subject to further information requirements

### **Review process**

Housing Services and Finance staff will review applications annually between the months of April to June. A council report with the recommended properties for property tax exemption will annually occur between August and September. Staff will then inform Municipal Property Assessment Corporation (MPAC) of the portion of exemption and term length for the approved properties. Please note, that it may take MPAC six to 12 months to process exemptions.

### **Approval process**

Successful applicants will meet with Region staff and review next steps, including a timeline for Region Council approvals. Note that Region staff must obtain Council approval to request that the Municipal Property Assessment Corporation (MPAC) exempt qualifying units from municipal and education property taxes. Within 60 days following Council approval, successful applicants are to sign an agreement with the Region which will include details of the affordable housing to be provided by the applicant and the exemption provided by the Region. The Region of Waterloo reserves the right to deny applications irrespective of meeting criteria. The annual number of successful applicants is also subject to staff's ability to process the volume of applications.

### **Non-compliance penalty**

If the housing provider does not carry out its obligations under the agreement, the housing provider shall pay to the Region the entire amount of benefits conveyed through the Property Tax Exemption for Affordable Housing Program, together with any applicable costs and interest.

### **Ongoing Reporting**

An annual attestation of program requirements will be required, subject to review/audit by Region of Waterloo Housing staff. Housing providers will be required to provide annual documentation of rent



rolls for affordable units to Housing Services staff to review and ensure appropriate rates of affordability for the term of the agreement. This includes, but is not limited to annual documentation of unit vacancy, new tenant occupancy including income testing for annually set income limits, and lease agreements for affordable units. These ongoing operating requirements are detailed in the agreement.



Region of Waterloo  
COMMUNITY SERVICES

# Affordable Housing Incentive Survey Responses Summary

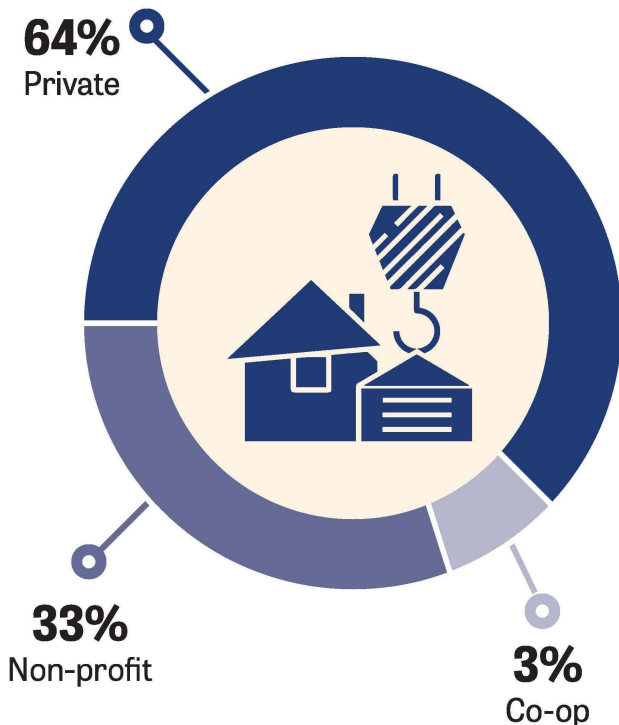
## Overview

In the fall of 2022, the Region of Waterloo distributed three surveys to learn about the types of incentives that would be necessary to support the creation of more affordable housing.

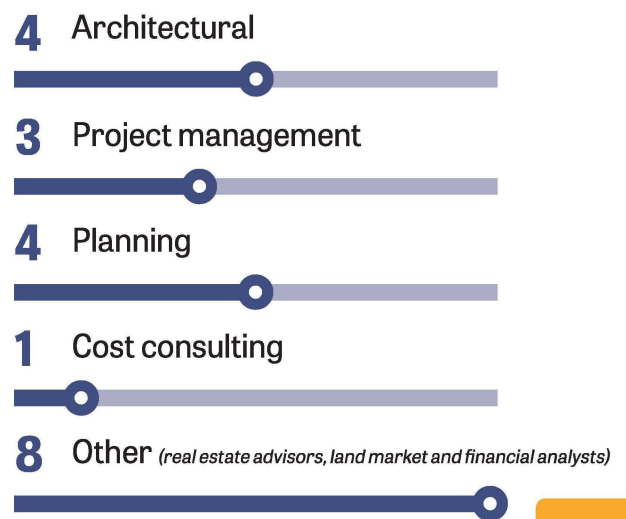
The survey was sent to local housing builders (both private and not for profit), consultants who support builders, and all seven area municipalities within Waterloo Region.

All **seven** area municipalities, **30** builders, and **20** consultants responded.

### Survey respondents by type of builder

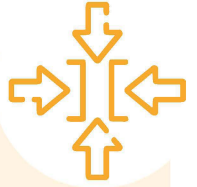


### Survey respondents by type of consulting services provided



# What we learned

## What do you consider the biggest constraints and the lesser constraints to affordable housing development?



### Biggest constraints

- Development feasibility
  - Cost of land, construction, development fees
  - Cost inflation – for all parts of the process (land, soft costs, municipal fees, and construction costs)
  - Cost of labour, supply of skilled labour
  - Increasing interest rates
  - Ability to make a return on investment
  - Long-term equity required by lenders (10% of costs) is not enough to cover the cash required to float a project
- Government Funding
  - Lack of government funding
  - Accessing the available funding is difficult and time consuming
  - Lack of certainty about what funding is available and related criteria
  - Challenging reporting and time frame requirements of the funding
- Canada Mortgage and Housing Corporation's (CMHC's) calculation of Average Market Rent (AMR) is not reflective of market rents today
- Municipal requirements and restrictions
  - Development charges and parkland fees
  - Zoning by-laws that limit density
  - Incentives entangled in bureaucracy
  - Approval complexity is increasing and taking more time
  - Approval processes are not predictable
- Others
  - Lack of land
  - Lack of development experience for non-profits
  - Gap between what tenants can afford to pay and the cost of development
  - Long term maintenance and management costs
  - Lack of municipal tools to guarantee affordable housing stays affordable

### Lesser constraints

- Stigma against future tenants
- Supply chain issues
- Minimum parking requirements for affordable housing are too high
- Only having some programs open to non-profits
- No funding for on-going supports
- Lack of an integrated approach to incentives (e.g. cash contributions for affordable housing are not coordinated)
- Reluctance on the part of municipalities to innovate with new technology (e.g. modular)
- Timing of when the municipal fees are due causes cash flow problems
- Public sector programming is not flexible to respond to rapidly changing markets



**We asked builders and their consultants if they wanted to see a high, medium, or low level of coordination across the region in a future incentive package for affordable housing.**



Builders (**60%**) and Consultants (**80%**) want to see a high level of coordination\* in a future incentive package.

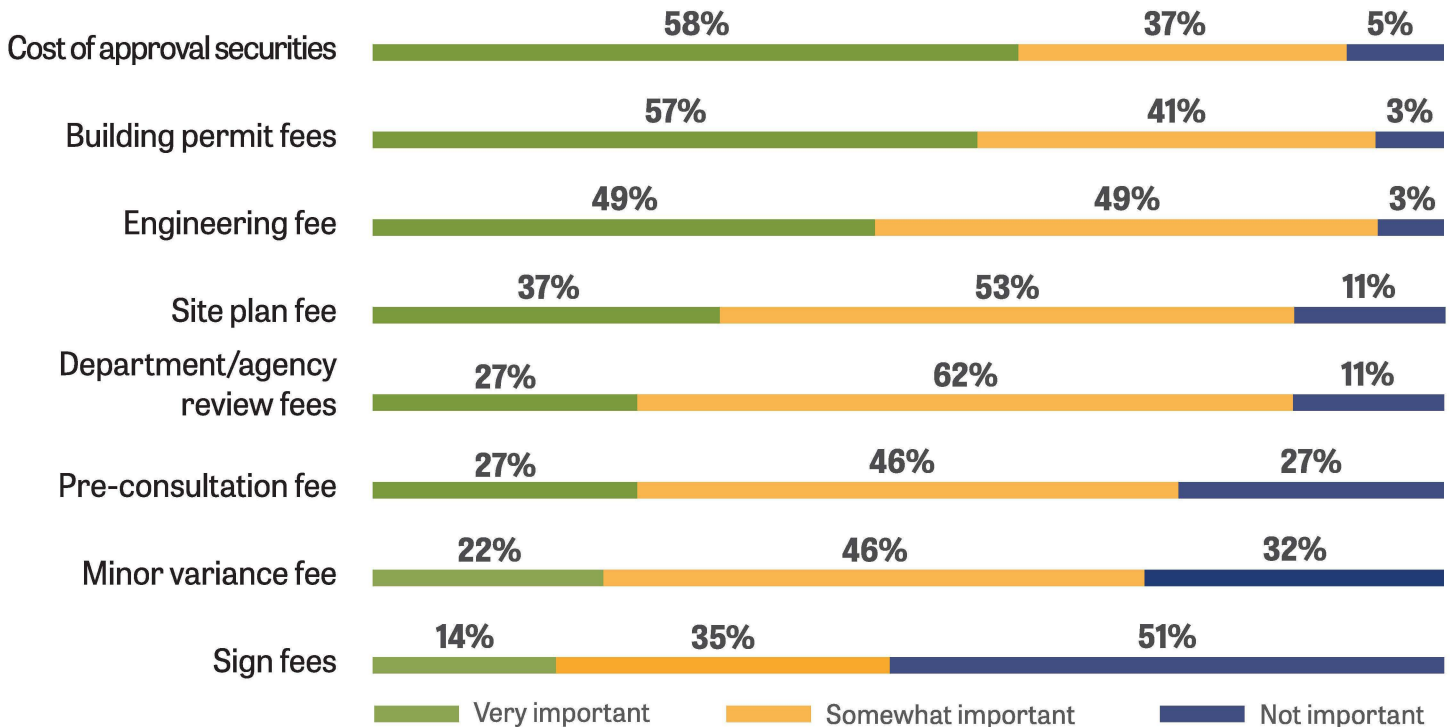
\*High level of coordination means that every municipality has the same toolbox of incentives accessed through a common application process.

**Incentives required for various rent levels according to 75% of the builders surveyed**

	Capital grant	Development charge grant	Parkland fee waiver	Parking ratio reduction	Application fee waivers	Tax reduction	Prioritized application review
\$497/month	✓	✓	✓	✓	✓	✓	✓
\$907/month	✓	✓	✓	✓			
\$1,134/month	✓	✓	✓				

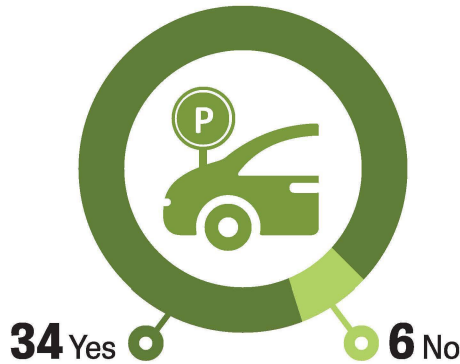
**Respondents were asked to be more specific about which application fees were the most important to waive.**

The larger the fee - the more important that it be waived.



## Reduced parking is an incentive

Do you see a reduced parking ratio for affordable housing units as an incentive?



Of the 6 respondents who said no to this question, 4 indicated that they didn't see it as an incentive because they felt **builders should have the ability to decide how much parking the market demands.**

## Current programs used to create affordable housing

When asked about current programs used to create affordable housing, it was clear that both private and non-profit builders use CMHC financing and funding.

### Private builders (18 respondents)



### Non-profit builders (9 respondents)



## Suggestions for planning process improvements

### Development review



- Have concurrent approval processes where possible – site plan, building permit, demolition permit, zoning by-law amendments, plans of condominium
- Implement strict review and comment timelines for clear expectations
- Site plan comments from different municipal departments should not be conflicting
- Find the balance between acquiring the necessary information and approvals and not encumbering the process
- Do not add new requirements once the review has started
- Prioritize affordable housing projects by having dedicated staff for projects with a minimum number of affordable units
- Increase planning and technical staff but involve as few as possible on each application
- Focus comments on Planning Act requirements only
- Eliminate non-legislated community meetings
- Make the application process online

### Zoning



- Make sure a project can be feasible with the zoning that is currently in place
- Reduce process by pre-zoning land to higher densities
- No height and density limits on transit corridors and nodes
- Remove parking minimums and let the market decide how much parking to provide

## What are some other ideas for ways to deliver affordable housing?



Build partnerships with non-profit housing providers to obtain a property tax exemption through Municipal Property Assessment Corporation (MPAC)

Help those with no development experience get started with development

Look into innovative, fast design construction methods and support their use in the planning and building permit process

Consider adding affordable housing as infrastructure for which development charges can be collected – a more regular and stable source of funding (*note: Recent changes through Bill 23, More Homes Built Faster Act, 2022 has eliminated this as a possibility*)

## Specific questions asked to the area municipalities

### Incentives for ownership versus rental

Area municipal staff were divided about whether or not incentives should be provided for both ownership and rental tenure. Those who chose only rental indicated that rental should be the focus and incentives extended to ownership once rental stock has increased.



### What are some incentives area municipalities currently have to support affordable housing?

- Securing donations to an affordable housing reserve fund as a condition of draft approval of plans of subdivision
- Case by case council approved fee exemptions
- Fee waiver program for non-profits (development charges and building permit fee waived, and development charge deferrals to occupancy)
- Development charge rebate program for non-profits (2022)\*
- Parkland (cash or land) exemption for affordable housing projects\*

*\* Recent changes through Bill 23 make Development Charge and Parkland (Fee or Land) exemptions mandatory for non-profit builders. These exemptions may also become mandatory for units which meet a specified definition of affordable constructed by the private sector when other parts of Bill 23 come into effect.*



**Thank you to all who participated.  
Your feedback is helping to shape the Affordable Housing Incentive Toolkit.**

## Attachment B

## The Corporation of the Township of Woolwich

## By-law No. XX-2024

## A By-law to [provide a property tax exemption for certain affordable housing]

WHEREAS section 110 of the "*Municipal Act, 2001*, S.O. 2001 c.25" (the "Act") as amended allows municipalities to enter into agreements for the provision of municipal facilities; and

WHEREAS Ontario Regulation 603/06 sets out the classes of municipal capital facilities for which a municipality may enter into such agreements, on of which is municipal housing projects facilities; and

WHEREAS The Regional Municipality of Waterloo enacted By-law 24-007, being a to provide for municipal housing project facilities (the Municipal Housing Facilities By-law"); and

WHEREAS subsection 110(9) of the Act allows another municipality that has not entered into an agreement to provide tax exemption provided that an agreement has been entered into with the service manage under the Housing Services Act;2011, S.O. 2011 c.6, Sched. 1 (the "Housing Services Act"); and

WHEREAS the Regional Municipality of Waterloo is a Consolidated Municipal Service Manager and is authorized to operate and manage housing as well as establish, fund and administer programs for the provision of residential accommodation in its service area under the Housing Services Act:

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

1. Subject to an approved agreement entered into under the Municipal Housing Facilities By-law and as quantified by MPAC (the "Agreement"), the Corporation of the Township of Woolwich shall approve exemption from taxation in relation to the portion of municipal taxes levied by the Township of Woolwich for lands or the portion of it on which the municipal housing project facilities, as defined by roll number 30-29-010-001-25000-0000 is located.
2. Any exemptions provided pursuant to this by-law shall be limited to a period of twenty (20) years commencing on the effective date of the agreement to which said relates to.
3. 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 17 day of December, 2024.

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Mayor

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Clerk



**COUNCIL'S OUTSTANDING ACTIVITY LIST**  
As of November 28<sup>th</sup>, 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 R – December 2, 2024	<b>Taxation of Old Order Mennonite Churches</b>	DS	<del>Later in 2024</del> June 2025	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	<b>Resolution to Declare a Climate Emergency and Implementation of a Corporate Carbon Budget</b>	CAO / FIN / RCS	Tied to the implementation of the TransformWR Strategy	<p>Council passed a resolution which was confirmed at the October 1, 2019, Council meeting to declare a climate emergency and implement a corporate carbon budget.</p> <p>A Region wide group is to be established to create a plan.</p> <p>Until this joint group is established, it was noted that the township has begun to address climate action strategies with respect to:</p> <ul style="list-style-type: none"> <li>• development applications</li> <li>• implementation of updated Building Code regulations</li> <li>• update to the Zoning by to reflect electric vehicles</li> <li>• investigation into green options for infrastructure projects</li> </ul>
R – December 2, 2024	<b>Future Infrastructure Maintenance Agreement with the Region of Waterloo</b>	Infrastructure Services	<del>Later in 2024</del> 2025	Discussions between the Region and area townships still needs to occur.

**COUNCIL'S OUTSTANDING ACTIVITY LIST**  
**As of November 28<sup>th</sup>, 2024**

Discussion Date	Title/Action Required	Assigned To	Projected Date of Completion	Updates/Notes
	<b>Elmira By-Pass</b>	Region of Waterloo	Unknown	Region has identified a report to Regional Council for the end of 2025.