Council Agenda
July 2, 2025 – 9:00 AM

Meeting Details

In-Person Meeting Location: Mulmur Township Offices, located at 758070 2nd Line East
Phone Connection: 1 647 374 4685 Canada / 1 647 558 0588 Canada
Video Connection: https://us02web.zoom.us/j/84829988171
Meeting ID: 848 2998 8171

Accessibility Accommodations: If you require access to information in an alternate format, please contact the Clerk's department by phone at 705-466-3341 extension 223 or via email at clerk@mulmur.ca

29 **9.2 HR Policy**

Recommendation: That Council approve the changes to the HR policy to provide for a $40 on-call rate and introduce a Lead Hand subsidy.

32 **9.3 2025 Asset Management Plan (11:00 a.m.)**

Recommendation: That Council approve the 2025 Asset Management Plan as presented.

244 **9.4 Christ Church Whitfield**

Recommendation: That Council direct staff to bring back a report to assess the costs of locating the burial plots and infrastructure and future servicing costs for either a residential use or a Township use, including a business case; or

That Council direct staff to facilitate further discussions regarding assuming ownership, and associated costs related to legal and demolition.

249 **9.5 Mulmur's 175th Anniversary**

Recommendation: That Council approve the approach to celebrating Mulmur's 175th Anniversary through community led events throughout 2026, substantially in the form attached hereto.

10.0 <u>Committee Minutes and Reports</u>

252 **10.1 Shelburne Public Library Minutes: April 15, 2025**
254 **10.2 Shelburne Public Library Minutes: May 27, 2025**
257 **10.3 Shelburne Public Library Minutes Retirement Announcement**
258 **10.4 Ontario Climate Caucus Notes: May 2025**
263 **10.5 NVCA Media Release**
265 **10.6 Dufferin County Council Minutes: June 4, 2025**
268 **10.7 Dufferin County Council Minutes: June 12, 2025**
271 **10.8 Rosemont District Fire Board Minutes: May 30, 2025**
274 **10.9 Shelburne & District Fire Board Minutes: May 6, 2025**

Recommendation: That Council receives the committee minutes and reports as copied and circulated.

11.0 <u>Information Items</u>

281 **11.1 2024-2025 Programming Report**
285 **11.2 Q2 Grant Report**

11.3 Q2 Planning Report

11.4 Q2 Financial Report

11.5 Official Plan Update Report

11.6 Fore Honeywood Golf Classic

11.7 OPP 2024 Detachment Board Annual Report

11.8 Township of Melancthon: Notice of Public Meeting B1/25

11.9 MMAH: Bill 17 / Building Code Act Correspondence

11.10 Town of Grand Valley: Tax Bill Inserts

11.11 Town of Caledon: Illegal Land Use

11.12 Town of Bradford West Gwillimbury: Income Support for Veterans

11.13 City of Guelph: Special Economic Zones Act

11.14 Town of Bracebridge: Road Salt Usage

11.15 District of Parry Sound Municipal Association: Access and Education

11.16 Prince Edward County: Disability Without Poverty

11.17 City of Pickering: Ontario Works and Disability Support

11.18 Township of Black River-Matheson: Firefighter Certification

Recommendation: That Council receives the information items as copied;
And that the following items be endorsed: _____

12.0 Items for Future Meetings

12.1 Street Art Impacts / Results (Q3 2025)

12.2 County Road 19 Speed Limits and Intersection

12.3 Fire Service Delivery Review

12.4 Assessment Analysis on Non-Assumed Roads

12.5 Procurement Policy Amendments

12.6 Traffic Calming Budget

13.0 Passing of By-Laws

13.1 Confirmatory By-Law

Recommendation: That By-law 13.1 be approved.

14.0 Adjournment

Recommendation: That Council adjourns the meeting at _____ to meet again on September 3, 2025 or at the call of the Chair.

Council Minutes
June 4, 2025 – 9:30 AM

Council Present: Mayor Horner, Deputy Mayor Hawkins, Councillors Clark Cunningham and Lyon

Staff Present: Tracey Atkinson, Heather Boston, Roseann Knechtel, Chris Wolnik

1.0 Call to Order

The Mayor called the meeting to order at 9:21 a.m.

2.0 Land Acknowledgement

We begin this meeting by acknowledging that we are meeting upon the traditional Indigenous lands of the Tionontati (Petun) and Treaty 18 territory of the Anishinaabe peoples. We recognize and deeply appreciate their historic connection to this place and we also recognize the contributions Indigenous peoples have made, both in shaping and strengthening our community, province and country as a whole.

3.0 Approval of the Agenda

Moved by Clark and Seconded by Lyon

That Council approve the agenda as amended to include item 12.3 Fire Board Negotiations.

Carried.

4.0 Minutes of the Previous Meeting

Moved by Cunningham and Seconded by Hawkins

That the minutes of May 7, 2025 are approved.

Carried.

5.0 Discussion Arising Out of the Minutes - None

6.0 Disclosure of Pecuniary Interests - None

7.0 Public Question Period

Cheryl Russel questioned if the Township will be moving forward with paid duty in 2025. Tracey Atkinson, CAO spoke to the Township's costs associated with

commencing Automated Speed Enforcement, confirming that paid duty has not yet been scheduled.

Council directed staff to schedule paid duty commencing in June to a maximum of $10,000.

Andy Glenn - Springwater Lakes Association, asked Council to consider covering the 2025 costs of calcium and the removal of dead trees at the entrance as the Association did not anticipate the costs associated with the 2025 ice storm.

Director of Infrastructure Chris Wolnik spoke to maintenance of unassumed roads and tree locations.

Council directed staff to provide a report at a future meeting on assessment and taxation for properties on unassumed roads.

Lou Acri expressed concern on the condition of a culvert on the 3rd Line. Chris Wolnik, Director of Infrastructure confirmed public works will investigate the concerns.

8.0 Presentations

Council recognized the awards from the Ontario Public Works Association in conjunction with RJ Burnside and WJ Kelly for the bridge 12 and 21 replacement projects.

8.1 Stevenson Memorial Hospital: Eric Hanna, CEO

Council welcomed Eric Hanna, CEO at Stevenson Memorial Hospital who presented goals to move the hospital forward following the third-party review. Hanna noted a decrease in ER visits over the years, investment in new positions, enhancing partnerships, increased education, and the addition of new and enhanced programs and services. 30-40% of Mulmur's population attend Stevenson Memorial Hospital.

Moved by Hawkins and Seconded by Cunningham

That Council receive the presentation from Eric Hanna, CEO of Stevenson Memorial Hospital.

Carried.

9.0 Reports for Decision

9.1 Shelburne & District Fire Department 2024 Annual Report

Council welcomed Chief David Pratt who presented the Shelburne & District Fire Department 2024 Annual Report.

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Council discussion ensued on the costs associated with medical oversight and if there is a demand for this level of service in Dufferin.

Chief Pratt noted the Department's goal to host greater training sessions in the future and the introduction of a cadet program instead of annual recruitment.

Moved by Lyon and Seconded by Clark

That Council receive the 2024 Shelburne & District Fire Department Annual Report from Chief Pratt.

Carried.

9.2 Community Safety & Wellbeing Plan

Council welcomed Anna Vanderlaan who presented the County of Dufferin 2025-2028 Community Safety and Wellbeing Plan highlighting the plan's development through public consultation, priority and focus areas, next steps and performance measurements.

Moved by Cunningham and Seconded by Lyon

That Council receive the County of Dufferin 2025-2028 Community Safety and Wellbeing Plan as presented by Anna Vanderlaan.

Carried.

Council recessed at 10:37 a.m. and returned at 10:48 a.m.

9.3 2024 Financial Statement

Council welcomed KPMG's Matthew Betik, who presented the Township's 2024 Financial Statements highlighting capital acquisitions, operating expenses, revenue, amortization and a clean audit opinion.

Moved by Cunningham and Seconded by Lyon

That Council approve the 2024 Township of Mulmur financial statements presented by Matthew Betik, KPMG as amended to add further grant detail to the notes.

Carried.

9.4 Authors in the Hills of Mulmur

Mayor Horner declared a conflict of interest and left the Council Chambers at 10:48 a.m. Deputy Mayor Hawkins assumed the position of Chair.

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Moved by Cunningham and Seconded by Lyon

That Council support the 2025 Authors in the Hills of Mulmur event through a Community Grant to a maximum amount of $500 to offset insurance costs;

And that the Authors in the Hills of Mulmur be encouraged to apply for future funding through the Township's Community Grant Program;

And further that the Township continue to provide the following services:

- Continued access to the tables and chairs free of charge
- Continued ticket sales and social media advertising through Township communication channels
- Waiving of fees for Special Occasion Permit Letters

Carried.

Mayor Horner returned to the Council Chambers at 11:13 a.m. and reassumed the position of Chair.

9.5 Parks Committee Mandate

Council directed staff to amend the mandate to name the following specific parklands within the mandate:

- Honeywood Community Memorial Park
- Thomson Trail Park
- Maes Cres Park
- Mansfield Community Park
- Violet Hill Parkland

Council directed staff to increase membership to 3 community representatives at large encouraging Honeywood and Violet Hill representation.

Moved by Clark and Seconded by Lyon

That Council approve the changes to the name and mandate for the Mulmur Parks Advisory Committee as amended to encourage representation from Violet Hill and Honeywood and name the specific parklands.

Carried.

9.6 NDCC Flooring Project

Council discussed timing and locations for rubber floor replacement at the NDCC.

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Council directed staff to maintain rubber in the washrooms until changeroom additions are completed and survey the community on Kraft Hockeyville funding options.

Moved by Clark and Seconded by Lyon

That Council direct staff to proceed with tendering to replace the NDCC flooring in 2025.

Carried.

Council recessed at 12:30 p.m. and returned at 1:18 p.m.

10.0 Committee Minutes and Reports

10.1 Rosemont District Fire Board Minutes: March 14, 2025
10.2 Shelburne Public Library Board Minutes: March 18, 2025
10.3 Shelburne District Fire Board Minutes: April 1, 2025
10.4 Dufferin County Council Minutes: May 8, 2025
10.5 Dufferin County Council Minutes: May 22, 2025
10.6 NVCA Minutes: March 17, 2025
10.7 NVCA Minutes and Highlights: March 28, 2025
10.8 NVCA Minutes and Highlights: April 25, 2025
10.9 NVCA Minutes and Highlights: May 23 2025
10.10 NVSPA Minutes: April 25, 2025
10.11 NVCA Media Release
10.12 Mulmur-Melancthon Fire Board Minutes: May 20, 2025
10.13 Economic Development Committee Minutes: May 23, 2025
10.14 Honeywood Cemetery Board Minutes: April 17 2025
10.15 Campaign Cabinet Update: May 2025

Moved by Cunningham and Seconded by Lyon

That Council receives the committee minutes and reports.

Carried.

11.0 Information Items

11.1 Mulmur Strategic Plan Update
11.2 Office Plan Update Report
11.3 County of Simcoe: Procurement Notice
11.4 2025 Field of Dreams Correspondence
11.5 OPP: 2025 1st Quarter Report
11.6 OPP: Municipal Policing Unit and Financial Services Memo
11.7 Hill n Dale/Mulmur Township: Garden & Landscape Information Series
11.8 Township of Melancthon Strada Correspondence
11.9 Town of Shelburne Fire Service Report

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11.10 Ministry of Municipal Affairs and Housing: Bill 17
11.11 UGDSB: Community Planning & Facilities Partnership
11.12 County of Dufferin: Critical Ground Support
11.13 Township of Mulmur and Municipal Bill 5 Comments
11.14 Strong Mayor Resolutions
11.15 Town of Mono: Shelburne Library Funding Formula
11.16 Town of Blue Mountains: Ontario Cider Tax Rate
11.17 Township of West Lincoln: Canadian Economy Resolution
11.18 Township of Amaranth: BetterHomes in Dufferin

Moved by Lyon and Seconded by Cunningham

That Council receives the information items;

And further that the following item be endorsed: 11.14, 11.17

Carried.

Council recessed at 3:24 p.m. and returned at 3:29 p.m.

12.0 Closed Session

12.1 Climate Change Risk Assessment
12.2 Claims Against the Municipality
12.3 Fire Board Negotiations

Moved by Lyon and Seconded by Cunningham

That Council adjourn to closed session at 3:30 p.m. pursuant to Section 239 of the Municipal Act, 2001 as amended for two (2) matters relating to litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board and one (1) matter related to 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 under section 239(2)(e)(k).

Carried.

Moved by Hawkins and Seconded by Cunningham

That Council do rise out of closed session into open session at 4:38 p.m. with the following motion:

That Council do rise without report.

Carried.

13.0 Items for Future Meetings

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13.1 Street Art Impacts / Results (Q3 2025)
13.2 County Road 19 Speed Limits and Intersection
13.3 Fire Service Delivery Review
13.4 Senior of the Year Presentation
13.5 HR Policy
13.6 Assessment Analysis on Non-Assumed Roads
13.7 Procurement Policy Amendments
13.8 Traffic Calming Budget

14.0 Passing of By-laws

14.1 LIC BetterHomes in Dufferin By-law
14.2 Confirmatory By-Law

Moved by Lyon and Seconded by Cunningham

That By-law 14.1 be approved as amended;

And that by-law 14.2 be approved.

Carried.

15.0 Adjournment

Moved by Lyon and Seconded by Cunningham

That Council adjourn the meeting at 4:44 p.m. to meet again on July 2, 2025 or at the call of the Chair.

Carried.

_____ _____

Mayor **Clerk**

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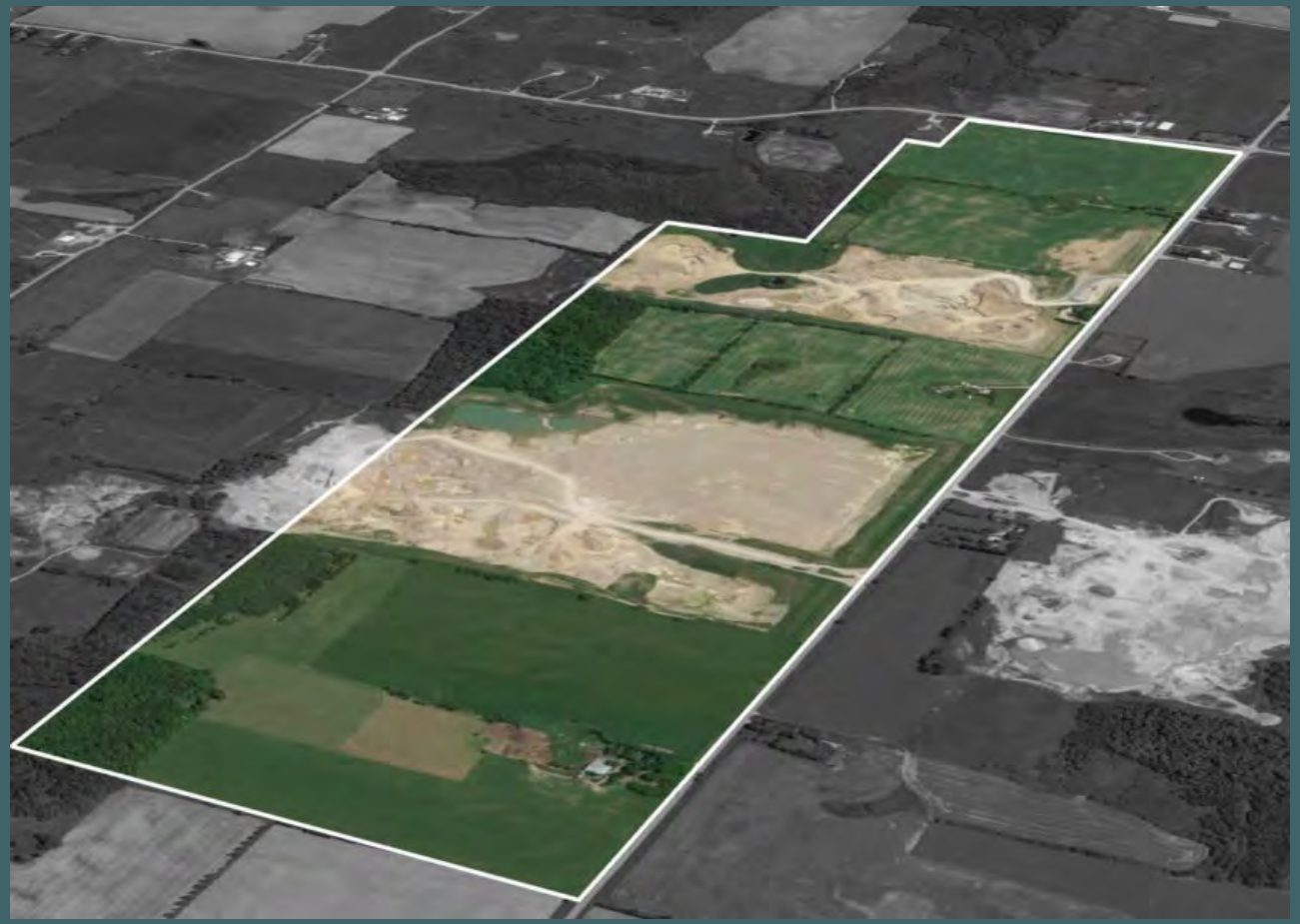
Township of Melancthon Council Delegation

Strada Aggregates ARA Application



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Agenda

- Brief Overview
- ARA Commenting Process
- Resources Available for Review

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Brief Overview

- Strada Aggregates Inc. filed an Application for a Quarry with the Ministry of Natural Resources (MNR) on January 31st, 2025 (Step One)
- The proposed quarry would be located on land currently zoned Extractive Industrial M2 and located at the West Part of Lot 13, Concession 3 OS and is currently an active gravel pit. The gravel pit's current licensing allows for the extraction of 1.25 million tonnes annually and the proposed quarry licensing would allow for the extraction of 2 million tonnes annually.
- Strada Aggregates Inc. advised Council during its delegation to Council on May 1st, 2025 that it would be filing Step 2 of its application with the Ministry of Natural Resources (MNR) in June 2025
- The 60-day Consultation Period begins when the public notice and agency circulation are complete.
- Council is unable to take a position on the application until it has been formally received and reviewed in detail. Both the public and Council will have the opportunity to provide feedback through the Aggregate Resources Act's notification and consultation process

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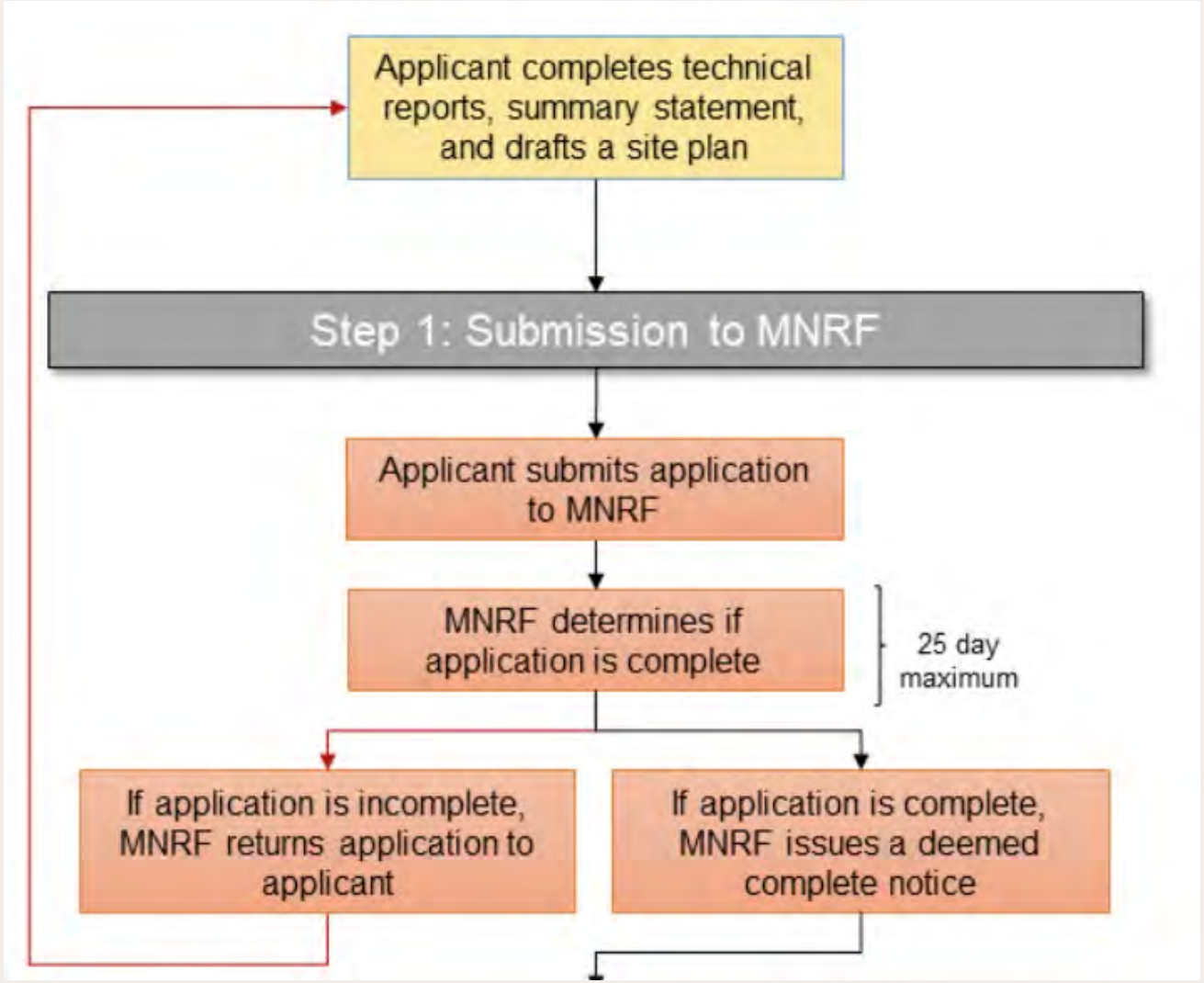
ARA Process – Step 1



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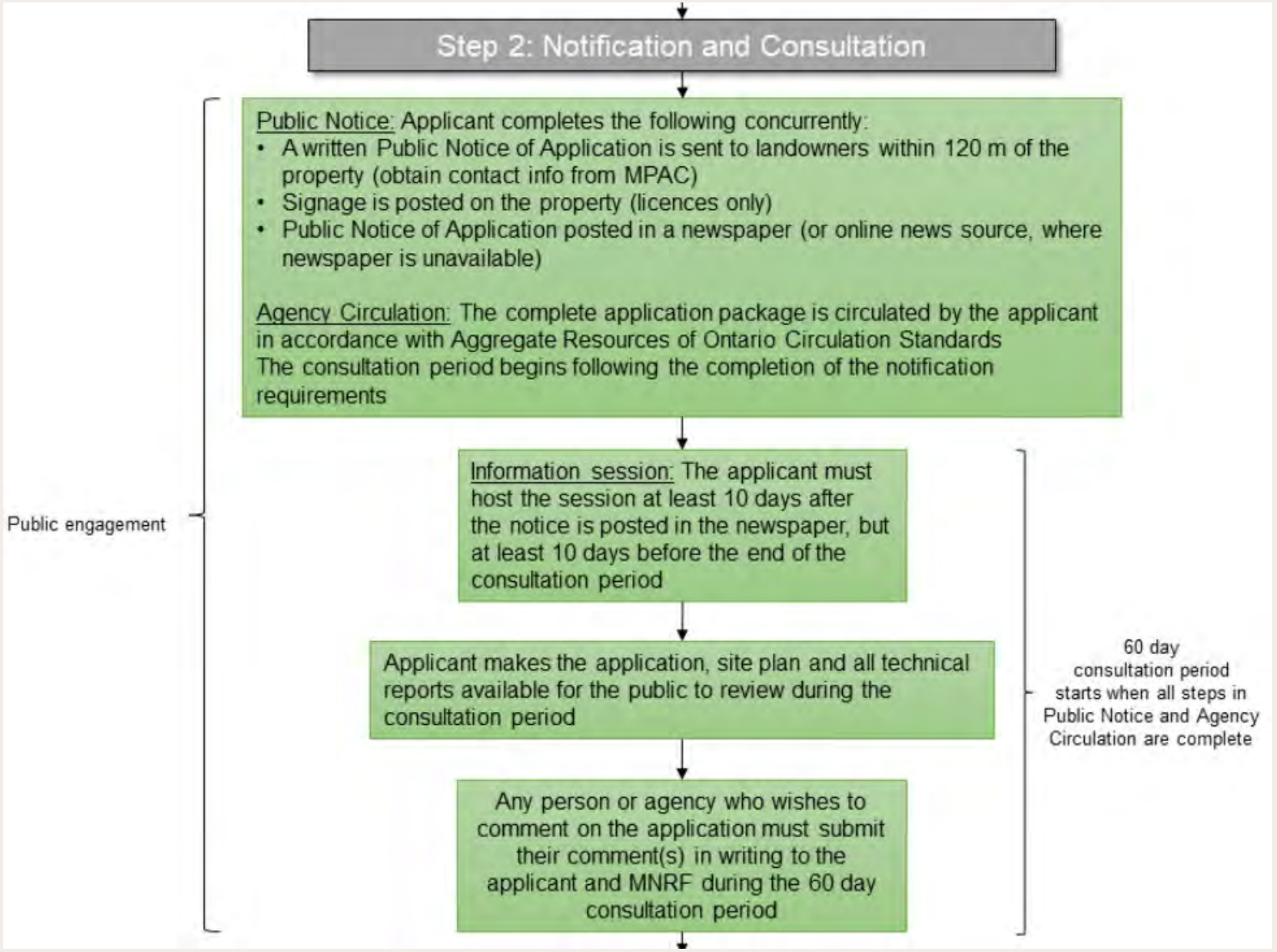
ARA Process – Step 2



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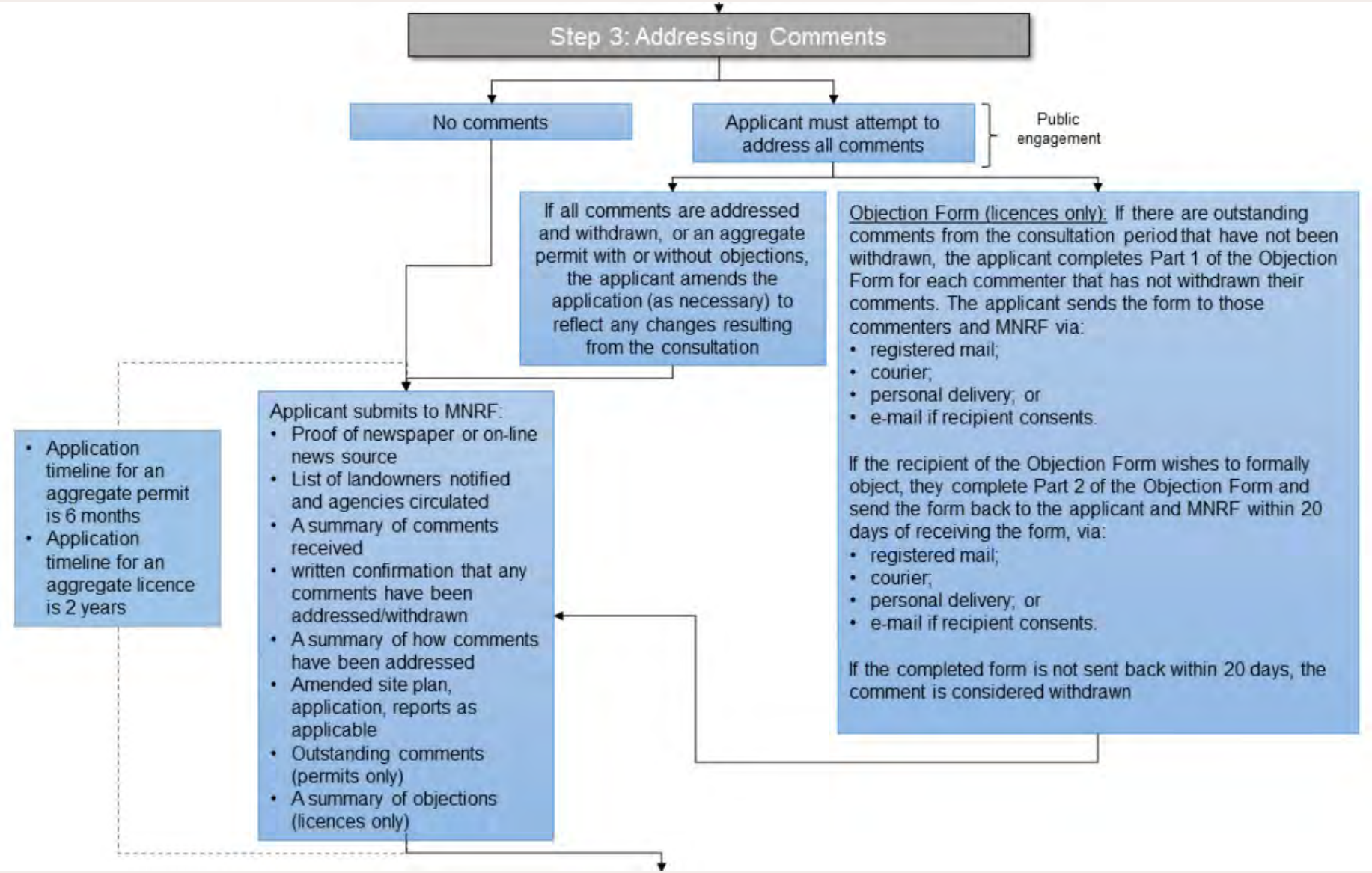
ARA Process – Step 3



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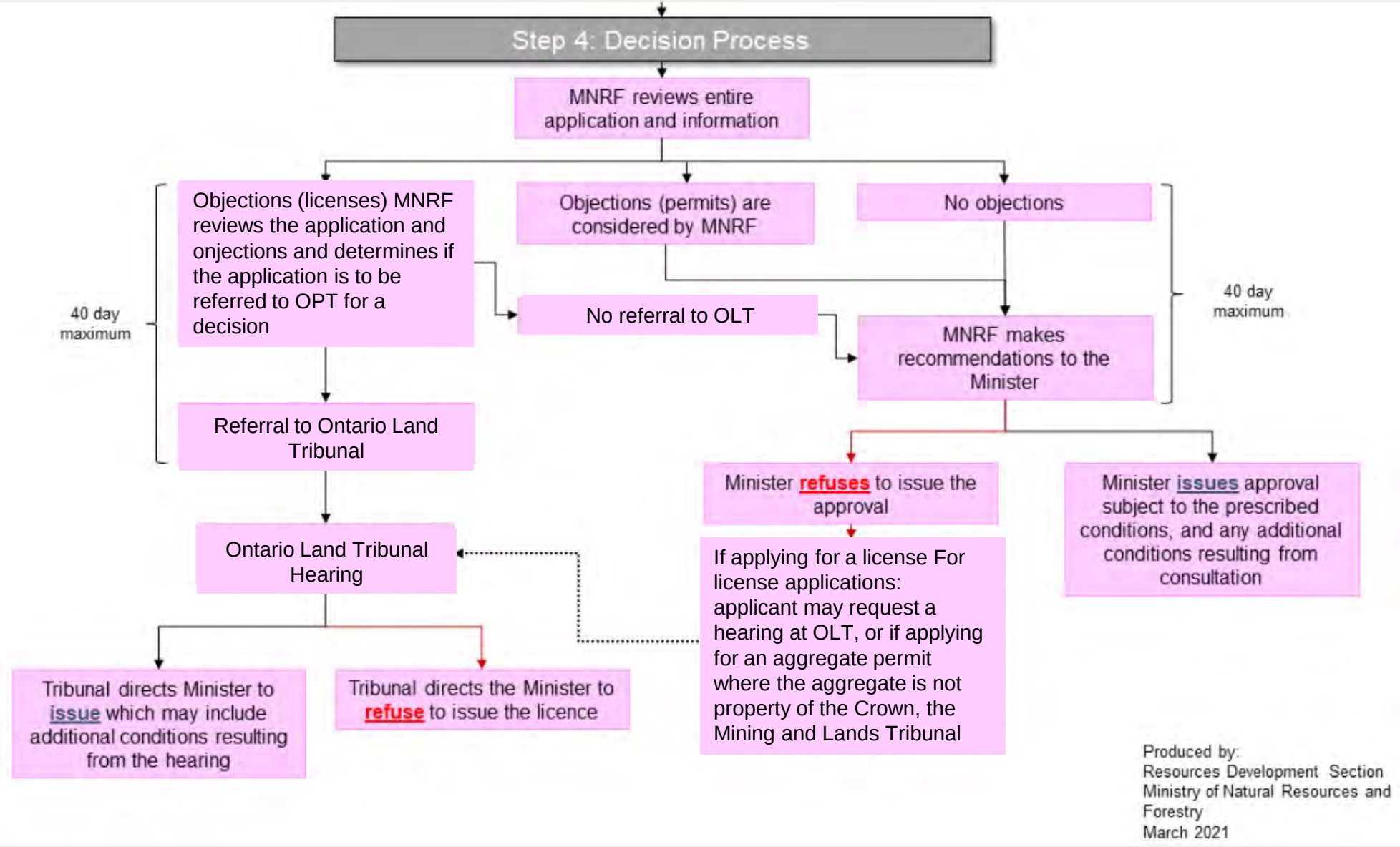
ARA Process – Step 4



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Next Steps

- Melancthon Township Staff will circulate the complete ARA Application Package to you once we have received it from the Applicant and the 60-day consultation period has started.
- You may wish to have your Staff review the application and prepare recommendations for your consideration.
- Any person or agency who wishes to comment on the application must submit their comment(s) in writing to the applicant and ministry during the 60-day consultation period.

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Resources Available

Visit Melancthon Township's Website for Further Information

- https://melancthontownship.ca/planning/strada-aggregates-opa-zba/

Visit Strada Aggregates Website for Additional Information

- https://stradaquarry.com/documents/

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Thank you

Township of Melancthon
519-925-5525
www.melancthontownship.ca
info@melancthontownship.ca

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STAFF REPORT

TO: **Council**
FROM: **Chris Wolnik, Director of Infrastructure**
MEETING DATE: **July 2, 2025**
SUBJECT: **Gravel Road Conversion Policy**

PURPOSE:

The purpose of this report is to seek Council approval of the Gravel Road Conversion policy.

BACKGROUND:

The road network is a critical component of the provision of safe and efficient transportation service. The Township of Mulmur's Public Works team manages a network of 233 kilometres of road in the Township of which 68 kilometres are asphalt surface. The remaining 165 kilometres of road are unpaved. Currently, road conversion decisions are made on a case-by-case basis without a formal policy which may result in inconsistent service delivery and a lack of transparency.

Within the 2024 Township of Mulmur's Strategic Plan there is a goal to cultivate a wise investor mindset with an action to lead by example through efficiency and quality service. One of the 2025 activities under this goal area is to formalize the process of selecting gravel roads to be upgraded which has the potential to result in operating cost savings.

As noted in the 2023 Asset Management Plan, the condition of most assets, including the road network, will deteriorate over time. This process is affected by a range of factors including an asset's characteristics, location, utilization, maintenance history and environment. Asset deterioration has a negative effect on the ability of an asset to fulfill its intended function, and may be characterized by increased cost, risk and even service disruption.

Access to maintenance gravel is an important component of maintaining a gravel road network. The Township gravel pit has a lifespan of 14-20 years which may result in potentially higher operating costs in the future for gravel road maintenance.

ANALYSIS:

The Gravel Road Conversion Policy is a systematic, consistent, data driven approach to determine which gravel roads should be considered for an upgrade to the traveling surface to drive continuous improvement within the road network. A small number of other municipalities including Town of New Tecumseth and Middlesex County with extensive gravel road networks use a similar approach.

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Four factors including traffic, functional classification, maintenance and driveways are proposed to be used to determine which of the gravel roads within the network should be prioritized for upgrading. Points are assigned for each criterion that is met. Total points are noted and any total scores over a pre-established number are considered high priority for upgrading a gravel road.

All gravel roads within the Township should be reviewed and prioritized concurrently with available budget, capital construction cost and effort, and strategic connecting link. The Township should review the capital costs associated with improving gravel roads to a desired minimum surface width with appropriate drainage required to support conversion to hard surface. Roads segments subject to upgrade should be considered individually and subject to available funding and approval by Council.

In the process of evaluating road conversions, the Township should assess impacts on scenic topography in order to maintain the Township's rural character without compromising the safety of the road users.

STRATEGIC PLAN ALIGNMENT:

1. Growing a Prosperous Mulmur: Responsibly managing the fiscal resources of Mulmur and providing opportunities for success.

2. Growing a Supportive Mulmur: Providing local services to support the needs of Mulmur residents and businesses.

4. Growing a Sustainable Mulmur: Being Proactive in Sustainable Initiatives to ensure the long term well being of Mulmur (includes Resources/Financial/People).

FINANCIAL IMPACTS:

The proposed policy will enable better capital planning. The estimated cost of upgrading gravel to a paved road is approximately $ 100,000/km based on the most recent gravel road update completed in 2024.

ENVIRONMENTAL IMPACTS:

Gravel roads typically require more frequent and ongoing operating maintenance resulting in higher environmental emissions for maintenance vehicles, including graders, gravel haul trucks, water trucks and dust suppressant trucks. Asphalt surfaces are likely to have higher environmental emissions during the production of the asphalt and installation stage but few emissions thereafter. Recent scientific research notes that there is no evidence of reduced air pollution, particularly in nitrogen oxides and particulate matter, from speed reduction measures.[1] Some may speculate that asphalt surfaces will attract more vehicles traveling at higher speeds during the life cycle again, resulting in higher environmental impacts than gravel rods.

[1] Folgero, I et all. (May 2020). Going Fast or Going Green- Evidence from Norway. Science Direct- Transportation Research- Part D.

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RECOMMENDATION:

THAT Council approve the Gravel Road Conversion Policy.

Submitted by: Chris Wolnik, Director of Infrastructure
Approved by: Tracey Atkinson, CAO

Schedule A – Gravel Road Conversion Policy

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TOWNSHIP OF MULMUR	**Infrastructure Policy**	Proc.: Issued: Rev.#: Pages:	 1-July-2025 0 1 of 3
Reviewed by: Public Works Foreperson		**Approved by:** Director of Infrastructure	

Gravel Road Conversion Policy

1.0 Purpose

To provide Township staff a consistent process to determine which gravel roads should be considered to be converted to a paved surface to ensure continuous improvement within road operations.

2.0 Scope

This policy applies to all gravel roads assumed and maintained by the Township of Mulmur.

3.0 Responsibility

Director of Infrastructure – make any required updates as well as ensuring the Policy is implemented.

Public Works Foreperson: Collect any of the data required by the Policy and participate in the evaluation of the established parameters.

4.0 Definitions

Average Annual Daily Traffic Count (AADT) means the average 24-hour two-way traffic count taken over a minimum of a three-day period under normal conditions.

Gravel Road(s) means a road surface that is not paved or surface treated.

Heavy truck means a motor vehicle or combination having a registered gross weight, actual gross weight, or a manufacturer's gross weight greater than 4,500 kilograms.
Highway Classification means the class based on speed limit and average daily traffic counts in accordance with the Minimum Maintenance Standards for Municipal Highways (O. Reg 239/02) as amended under the Municipal Act 2001, as amended

Paved Surface(s) means a surface with a wearing layer or layers of asphalt, concrete or asphalt emulsion.

Platform Surface Width means the horizontal distance measured from the top of the ditch slope on one side of the road to the top of the ditch slope on the opposite side.

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Priority Index (PI) means the classification determined by the considerations under Section 5.2

Roadway means the roadways defined in subsection 1 (1) of the Highway Traffic Act 1990.

Surface treated road means a pavement maintenance technique where a layer of asphalt emulsion or liquid bitumen is applied on an existing asphalt road or a fresh compacted granular surface, followed by a layer of cover aggregate.

5.0 Policy

5.1 Considerations

5.1.1 The Township may convert the travelling surface of Gravel Roads to a surface treated road based on the following considerations:

- **Priority:** Where the Gravel Road has been allotted as high priority, as determined in accordance with Section 5.2 of this Policy.
- **Financial:** Where an analysis of the capital costs, operational costs and the life cycle costs indicates a savings to the Township or where there is a significant savings to the Township by combining/splitting the upgrading of adjacent Roadways.
- **Traffic**: Where the Gravel Road meets the minimum vehicular volume of 150 AADT and the functional Highway Classification of the Roadway based on its use and purpose.
- **Truck volume** – Where the Roadway is experiencing high truck volumes. (15 % of traffic) not related to seasonal work.
- **Risk Management**: Where the non-standard condition of the Roadway is correctable by upgrading to a surface treated road or Paved Surface and upgrading is determined to reduce liability issues.
- **Operational Benefits:** Where there is a benefit by the reduction of operational and seasonal maintenance activities.
- Where the Roadway is included in a capital improvement plan.

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5.2 Prioritization calculation

5.2.1. The following formula to calculate the Priority Index

PI = TF + FC + MF + DW

Where,
PI = Priority Index
TF = Traffic Factor
FC = Functional Classification Factor
MF= Maintenance Factor
DW = Driveway Factor

5.2.2. The Priority index determines the priority classification

Priority Index (PI)	
0-9	Low
10-19	Medium
20 and over	High

5.2.3 Traffic factor is determined by AADT

Traffic Factor (TF) Ranges

AADT Range (vpd)	Traffic factor (TF)
0-60	2
61-100	4
101-200	6
201-300	8
301-400	10

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5.2.4 The Function Classification Factor (FC) is determined by average number of trucks (add 2 additional points if a school route)

Classification	Average Heavy Truck Criteria	FC Points Rating
Heavy truck	10% of traffic volume	5
	7% of traffic volume	3
	5% of traffic volume	2
	3 % of traffic volume	1

5.2.5 Maintenance factor

Each gravel road will be rated by Public Works and Infrastructure as requiring additional maintenance is given an additional 5 points. Additional maintenance is any work that exceeds the following routine maintenance:

Routine Maintenance	Frequency	MF Points
Regrade & reshape roads	>twice every spring and every fall	5
Dust suppressant	>once a year	5
Winter maintenance grading	>once a season	5
New gravel addition	>once every two years	5

5.2.6 Driveway factor

The Driveway Factor (DW) is determined by the number of commercial or residential driveways abutting the subject Roadway per kilometer.

Number of Driveways per Kilometer	Driveway Factor (DF)
0-3	0
4-6	2
7-9	4
10 and above	6

5.3 Final selection

Despite being given a priority rating under this section of the Policy, not all Gravel Roads will be considered for conversion. All Gravel Roads within the Municipality shall

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be reviewed and prioritized concurrently with available budget, capital construction cost and effort, and strategic connecting link. The Municipality will review the capital costs associated with improving gravel roads to a desired minimum surface width with appropriate drainage required to support conversion to hard surface. Roads segments subject to upgrade will be considered individually and subject to available funding and approval by Council.

In the process of evaluating the conversion of a gravel road, the Township should assess impacts on scenic topography to maintain the Township's rural character. The Township will provide public notice, education or engagement where appropriate.
.
With conversions of gravel roads it is important to note that there is the possibility of undesirable impacts arising from the conversion of gravel road to hard surface such as;

- Increased vehicle speed
- Increased cut through traffic
- Increased level of service required due to Minimum Maintenance Standards for pothole sizes on paved surfaces
- Increase in heavy trucks

6.0 Related Documents

7.0 Revision History

Date	Revision #	Reason for Revision
1July-2025	0	Policy Issued

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Staff Report

To: **Council**
From: **Heather Boston, Director of Corporate Services/Treasurer**
Meeting Date: **July 2, 2025**
Subject: **Human Resource Policy**

Purpose:

To present Council with proposed amendments to the Human Resource (HR) Policy.

Background and Analysis:

The current Human Resources Policy, 2021 was approved by Council substantially in 2015. Some of the rates have been increased while others have remained unchanged for the past decade.

Policy 3.4, Overtime provides that:

7. Employees are entitled to $30 per day when on-call. If the employee does not respond to the call-in then they forfeit the on-call pay and may face disciplinary actions.

The organizational changes to the Director position, being an engineering professional opposed to an operator, resulted in a need for weekend on-call by the operators. While the HR policy has been indexed for a number of specific policies, the on-call rate has not been increased. Based on inflation, $30 in 2015 is now equivalent to $40.48 (with an average annual inflation rate of 3.0%).

Section 3.3, Salary Administration provides for Acting Pay where an employee assumes the essential core duties of an approved position, being a 10% increase to their pay, where the role is assumed for a minimum of 15 days. Historically, the Foreperson and Director would provide coverage for supervision and leadership during the Foreperson's holidays. However, as a result of significant changes to the Director position, and for succession planning and leadership growth, there is an opportunity to appoint a Lead-Hand during vacation periods.
Identifying this new position, as a leadership and succession building opportunity is appropriate and differentiated from the Administration centre, where "stretch projects" are well received and cross-training long established.

A roster of those existing staff interested in the Lead hand position would be established and provided with some additional training to ensure consistent delivery while in the position.

A draft policy is attached.

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Strategic Plan Alignment:

It's in our Nature: Work - We commit to fostering a prosperous local economy that serves Mulmur's community and provides for local employment. We will proactively attract new investment opportunities, and work with Mulmur businesses, industries and institutions to retain, expand and enable local opportunities providing a balanced community and providing

Financial Impacts:

The financial implications of implementing the proposed changes on the next full paid period would be approximately $1300 for the 2025 fiscal year end.

Environmental Impacts:

Council may wish to discuss the environmental impacts associated with this report and recommendation.

Recommendation:

That Council approve the changes to the HR policy to provide for a $40 on-call rate and introduce a Lead Hand subsidy.

Submitted by: Heather Boston, Director of Corporate Services/Treasurer
Approved by: Tracey Atkinson, CAO

Schedule A – Draft Policy

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SCHEDULE A – HR POLICY

The on-call rate be changed from $30 to $40, to read as follows:

> “Policy 3.4 (7) Employees are entitled to $40 per day when on-call. If the employee does not respond to the call-in then they forfeit the on-call pay and may face disciplinary actions.”

The following new section be added:

> Policy 3.3 (4.1) Lead-Hand
>
> An employee who is directed to assume the Lead-Hand position during a period of at least five continuous working days, where the Foreperson is on vacation, shall be entitled to a 10% wage subsidy.

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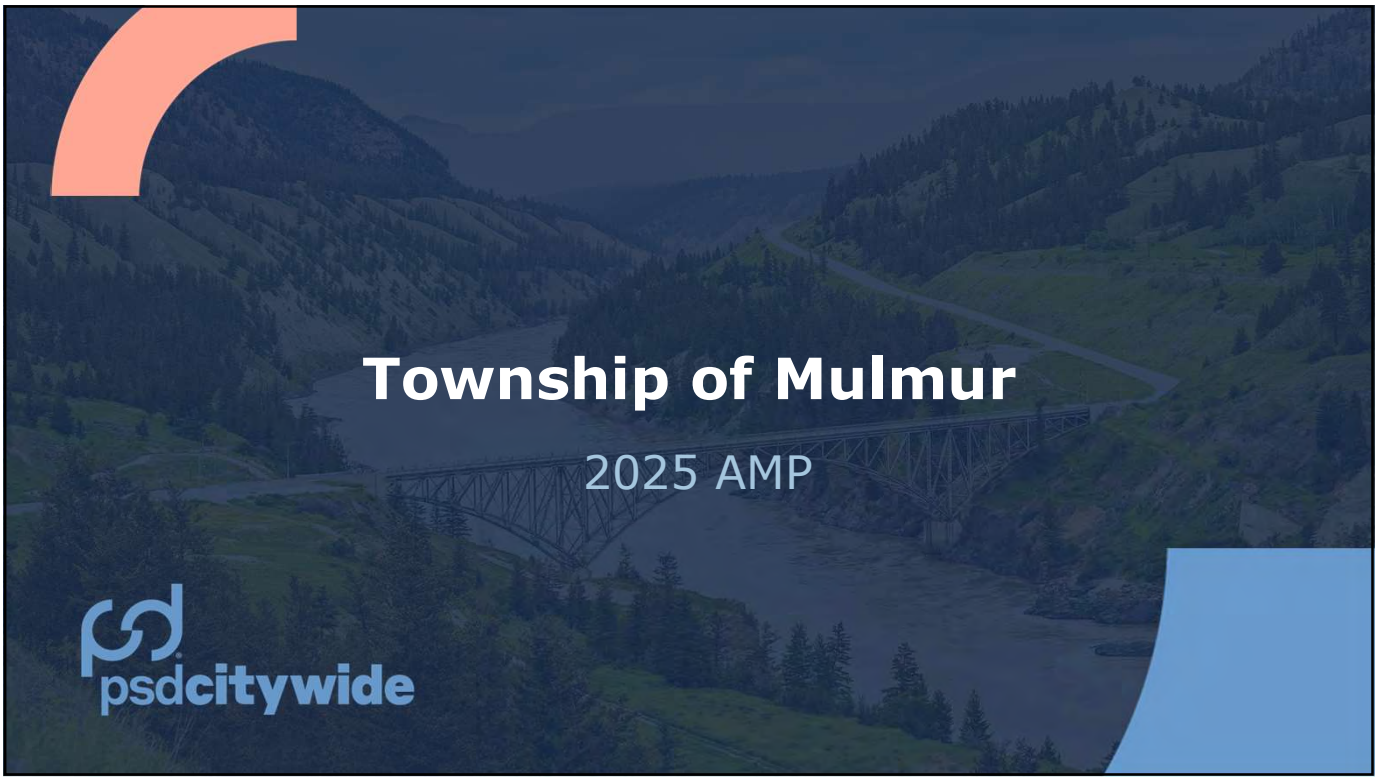

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1. Overview of Ontario Regulation
2. Asset Management 101
3. Summary of the AMP Findings
4. Recommendations

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O.Reg Compliance

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O.Reg 588/17 Requirements

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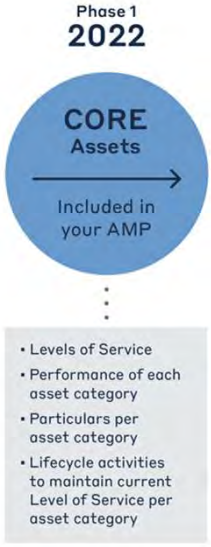
AMP Requirements 2022



Phase I (2022) requires **CORE** assets to be included in your AMP

- Current Levels of Service
- Current performance of each asset category
- Particulars per asset category*
- Per asset category—the lifecycle activities to maintain current levels of service
- <25,000 population requirements*
- >25,000 population requirements*

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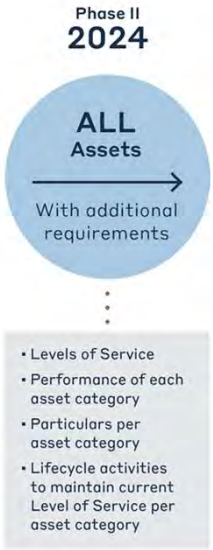
AMP Requirements 2024



Phase II (2024) requires **ALL** assets be included in your AMP

- Current Levels of Service
- Current performance of each asset category
- Particulars per asset category*
- Per asset category—the lifecycle activities to maintain current levels of service
- <25,000 population requirements*
- >25,000 population requirements*

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AMP Requirements 2025

Phase III requires **ALL** asset categories to be included with additional requirements

- Proposed Levels of Service
- Explanation of the proposed Levels of Service
- Proposed performance of each asset category
- A lifecycle management and financial strategy
- <25,000 population requirements*
- >25,000 population requirements*
- Other key assumptions

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Asset Management 101

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Asset Management is Service Management

- The asset is the conduit for the service
- Infrastructure provides services that bring our municipalities to life
  - Pipes provide a clean drinking water service
  - Roads provide a transportation service
  - Culverts and ditching provide properties with flood protection

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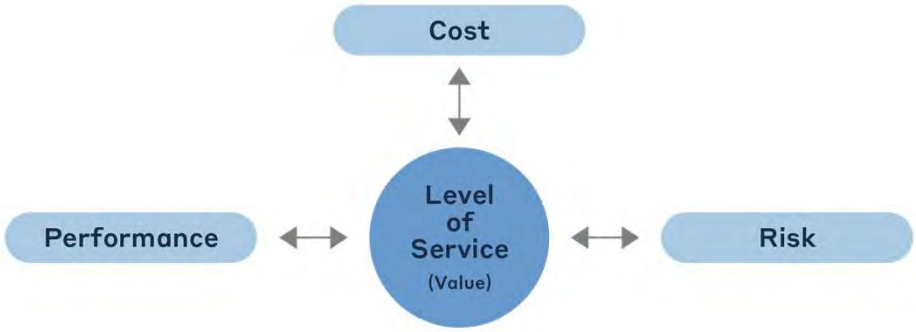
What Does Asset Management Involve?

ISO 55000: "Coordinated activity of an organization to realize value from assets"



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What Does an Asset Management Plan Provide?

- Documents current and/proposed work practices
- Communication tool with key stakeholders
- Meets legislative requirements
- Business case for long-term requirements

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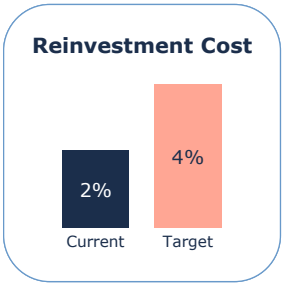
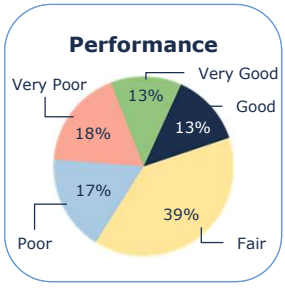
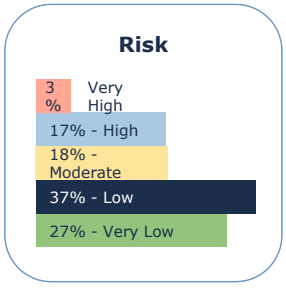
An Asset Management Plan Answers Questions

- What is the current state of municipal infrastructure?
- What process improvements can increase confidence in analysis and decision-making?
- What is the Township's financial capacity to meet long-term capital requirements?







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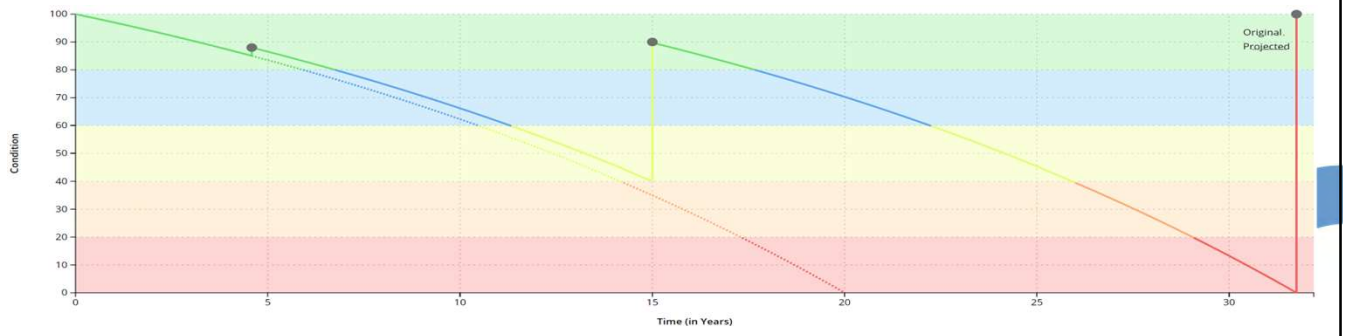
Lifecycle Management

Paved Roads (HCB)		
Event Name	**Event Class**	**Event Trigger**
Crack Sealing	Maintenance	85% Condition
Mill and Pave	Rehabilitation	Age of 15 Years
End of Life Replacement	Replacement	0% Condition



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Summary of the AMP Findings

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Valuation of Asset Portfolio
2024 Year-End Data

Total Replacement Cost of Asset Portfolio
$98.6 million

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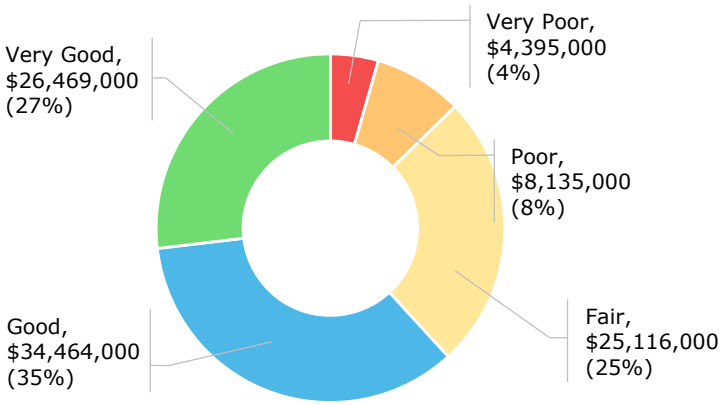
State of the Infrastructure – Condition



% of Portfolio with Fair or Better Condition
87%

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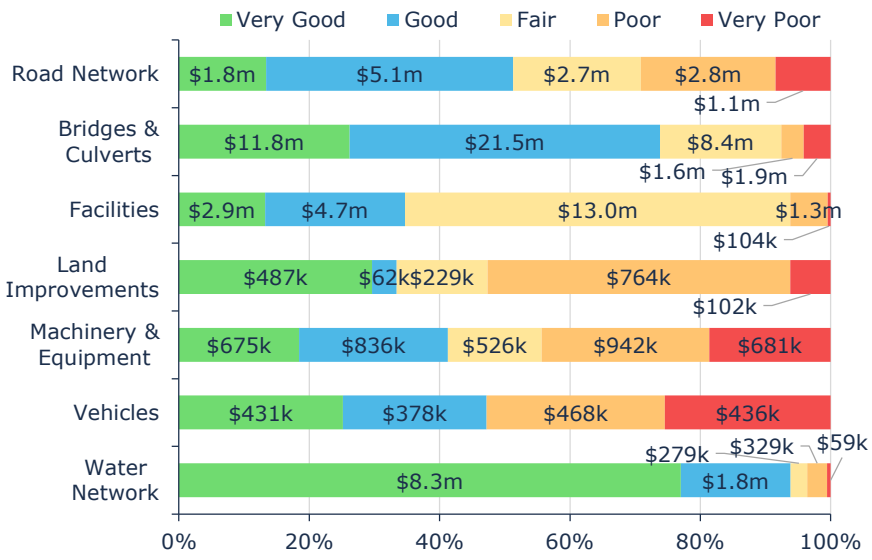
State of the Infrastructure – Condition



% of Portfolio with Assessed Condition

76%

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Proposed Levels of Service

Category	Segment	Baseline Condition	PLOS Strategy
Road Network	Barriers	50%	Maintain
	Paved Roads	50%	Maintain
	Road Signs	50%	Maintain
	Small Culverts	50%	Maintain
	Storm Drains	50%	Maintain
	Streetlights	50%	Maintain
Bridges & Structural Culverts	Bridges	60%	Increase 5%
	Structural Culverts	60%	Increase 5%
Facilities	Administration Building	60%	Maintain
	Arena	60%	Increase 5%
	Fire Hall	60%	Maintain
	Gravel Pit Scale House	60%	Maintain
	Mansfield Public Washroom	60%	Maintain
	Public Works Building	60%	Maintain
	Sand Dome	60%	Maintain
	Utility Storage	60%	Maintain
Land Improvements	Ball Diamond	50%	Maintain
	Fencing	50%	Maintain
	Multipurpose Pad	50%	Maintain
	Outdoor Furnishings	50%	Maintain

Category	Segment	Baseline Condition	PLOS Strategy
Land Improvements (continued)	Parking Lot	50%	Maintain
	Play Structure	50%	Maintain
	Trail	50%	Maintain
	Wells	50%	Maintain
Machinery & Equipment	Attachments	50%	Maintain
	Fueling Station	50%	Maintain
	Heavy Equipment	50%	Maintain
	Medium Equipment	50%	Maintain
	Small Equipment	50%	Maintain
	Solar Panels	50%	Maintain
Vehicles	Heavy Duty	50%	Maintain
	Light Duty	50%	Maintain
Water Network	Hydrants	50%	Maintain
	Municipal Wells	50%	Maintain
	Valves & Fittings	50%	Maintain
	Water Buildings	50%	Maintain
	Water Equipment	50%	Maintain
	Water Mains	50%	Maintain
	Water Meters	50%	Maintain

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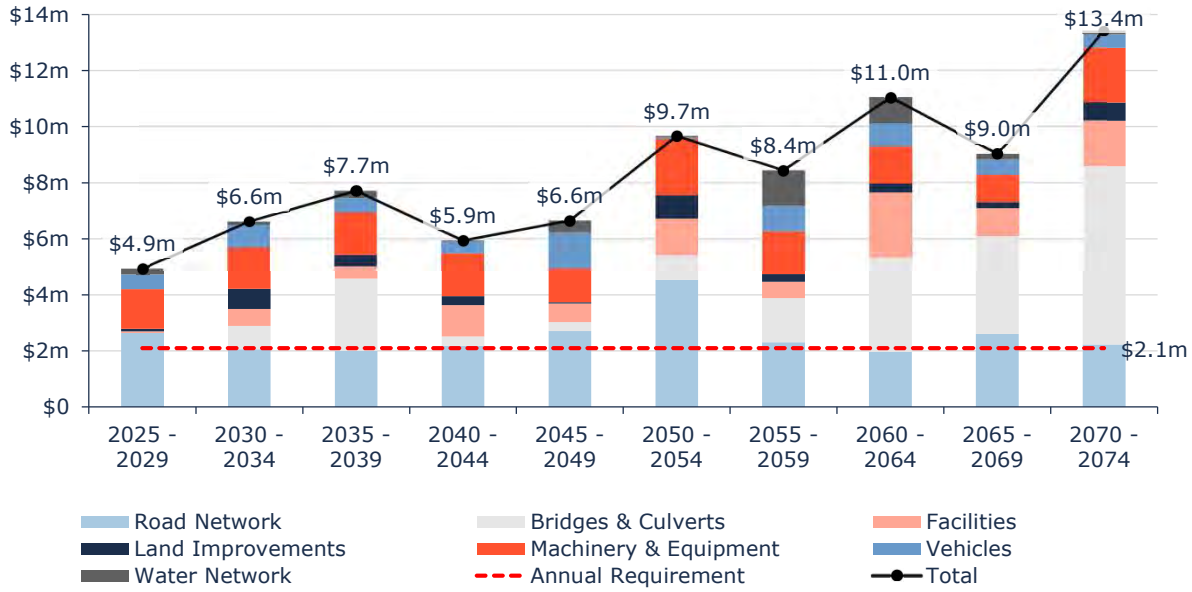
Forecasted Capital Requirements



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Annual Capital Requirement & Infrastructure Deficit

Asset Type	Avg. Annual Capital Requirement	Funding Available	Annual Capital Deficit
Tax-Funded Assets	$1,970,000	$1,301,000	$669,000
Rate-Funded Assets	$125,000	$39,000	$86,000
TOTAL	**$2,095,000**	**$1,340,000**	**$755,000**

- Funding available is all **regular and sustainable funding**
- One-time grants are not included as per O. Reg. 588/17 requirements
- The financial strategy and its recommendations are based on the capital replacement/rehabilitation needs required to maintain the **proposed** levels of service, including any existing backlog

Current % Funded to Achieve PLOS

66% tax-funded
31% rate-funded

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Recommendations

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Financial Strategy Recommendations

- Increase taxes by 0.8% per year over 15 years, rates by 4.0% over 20 years
- Both sustainable and one-time grants/transfers will continue to be an essential source of revenue for investment in capital infrastructure and to offset tax change requirements
- Adjustments to taxes/rates should be supplemented with project prioritization and continued evaluation/monitoring of desired level of service

Tax-Funded	5 Years	10 Years	15 Years	20 Years
Infrastructure Deficit	$669k	$669k	$669k	$669k
Change in Debt Costs	-$5k	-$12k	-$39k	-$39k
Resulting Deficit:	$664k	$657k	$630k	$630k
Tax Increase Required	14.1%	14.1%	14.1%	14.1%
Annually:	**2.6%**	**1.3%**	**0.8%**	**0.6%**

Rate-Funded	5 Years	10 Years	15 Years	20 Years
Infrastructure Deficit	$86k	$86k	$86k	$86k
Change in Debt Costs	N/A	N/A	N/A	N/A
Resulting Deficit:	$86k	$86k	$86k	$86k
Rate Increase Required	120.4%	120.4%	120.4%	120.4%
Annually:	**17.1%**	**8.2%**	**5.4%**	**4.0%**

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Key AM Program Recommendations

- **Continuous refinement of asset inventory data**
  - Accurate in-service dates, condition, and replacement cost information is especially important.
    - Update replacement cost information on a regular basis, every 1-2 years, especially for the linear road segments
  - Consider developing a condition assessment program that identifies assessment methodology, persons responsible, frequency of assessment, and updates of assessment information to the asset management database
- **Capital Requirements**
  - Review future contracts and quotes to obtain and update replacement costs, ideally on an annual basis
  - Regularly review short- and long-term asset capital requirements and incorporate this information into budget deliberations

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Key AM Program Recommendations (cont'd)

- **Evaluate and update strategies**
  - Evaluate the efficacy of the Township's lifecycle management strategies at regular intervals to determine the impact cost, condition, and risk. This could be done by updating the condition assessment data whenever new data becomes available and rerunning the capital projections and risk reports
- **Evaluation of Levels of Service**
  - Available data on current performance should be centralized and tracked to support any calibration of service levels on proposed levels of service in the future

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Key Takeaways from AMP

- 2025 compliant – AMP must be updated every five years barring any new requirements
- Snapshot in time – based on current available data
- Asset management is a continuous process. The AMP should be used to guide decision making
- Centralized source of asset information and Township practices
- Communication tool for staff, council, and public

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Next Steps

- Review and refine inventory
  - Prioritize recommendations with internal stakeholders
  - Increase accuracy and confidence in data with condition assessments where possible
- Aim for Proposed Levels of Service goals
  - Align budget where necessary to achieve the goals set out in the AMP
  - Determine current levels of service annually to track trends and evaluate if PLOS realization is making headway

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Questions?

Nikki Pittman, P.Eng.
Asset Management Advisor

npittman@psdcitywide.com

psdcitywide

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Asset Management Plan

Township of Mulmur

APRIL 2025

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This Asset Management Plan was prepared by:

psdcitywide

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

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Key Statistics

$98.6 m	2024 Replacement Cost of Asset Portfolio
87%	Percentage of Assets in Fair or Better Condition
76%	Percentage of Assets with Assessed Condition Data
$755,000	Annual Capital Infrastructure Deficit
2.12%	Target Investment Rate
1.36%	Actual Investment Rate
+0.8% Annually	Tax Increase for 15 Years to Fully Fund Proposed Levels of Service
+4.0% Annually	Water Rate Increase for 20 Years to Fully Fund Proposed Levels of Service

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1 Executive Summary

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

1.1 Scope

This Asset Management Plan (AMP) identifies the current practices and strategies that are in place to manage public infrastructure and makes recommendations where they can be further refined. Through the implementation of sound asset management strategies, the Township of Mulmur can ensure that public infrastructure is managed to support the sustainable delivery of municipal services. Figure 1 outlines the asset categories included in this AMP:

Figure 1 Core and Non-Core Asset Categories

Core Assets

- Road Network
- Bridges & Structural Culverts
- Water Network

Non-Core Assets

- Facilities
- Land Improvements
- Vehicles
- Machinery & Equipment

1.2 Compliance

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

1.3 Findings

The overall replacement cost of the asset categories included in this AMP totals $98.6 million. Weighted by replacement cost, 87% of all assets analyzed in this AMP are in fair or better condition and assessed condition data was available for 76% of assets. For the remaining 24% of assets, assessed condition data was unavailable, and asset age was used to approximate condition – a data gap that persists in most municipalities. Generally, age misstates the true condition of assets, making assessments essential to accurate asset management planning, and a recurring recommendation in this AMP.

The development of a long-term, sustainable financial plan requires an analysis of whole lifecycle costs. This AMP uses replacement only strategies to determine the lowest cost option to maintain the current level of service.

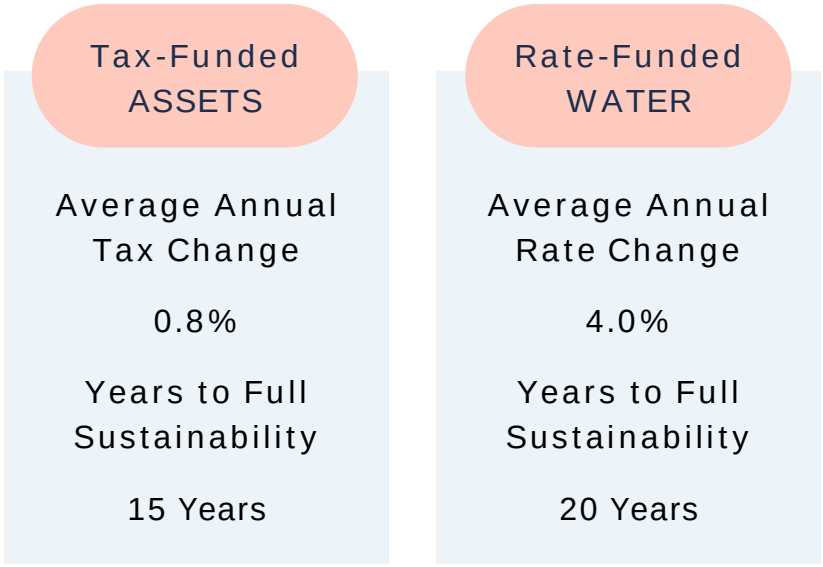
To meet capital replacement and rehabilitation needs for existing infrastructure, prevent infrastructure backlogs, and achieve long-term sustainability, the Township's average annual capital requirement totals $2,095,000. Based on a historical analysis of sustainable capital funding sources, the Township is committing approximately $1,340,000 towards capital projects or reserves per year. As a result, there is currently an annual funding gap of $755,000.

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

1.4 Recommendations

A financial strategy was developed to address the annual capital funding gap. The following graphic shows annual tax change required to eliminate the Township's infrastructure deficit based on a 20-year plan:

Figure 2 Proposed Tax/Rate Changes



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

- Review data to update and maintain a complete and accurate dataset
- Develop a condition assessment strategy with a regular schedule
- Review and update lifecycle management strategies
- Develop and regularly review short- and long-term plans to meet capital requirements
- Continue to measure current levels of service and verify sustainability of proposed levels of service

2 Introduction & Context

2.1 Community Profile

Table 1 Township of Mulmur Community Profile

Census Characteristic	Township of Mulmur[1]	Ontario
Population 2021	3,571	14,223,942
Population Change 2016-2021	2.7%	5.8%
Total Private Dwellings	1,682	5,929,250
Population Density	12.5 / km^2	15.9 / km^2
Land Area	5,286.17 km^2	892,411.76 km^2

The Township of Mulmur is a lower-tier municipality, part of Dufferin County, which is located within southern Ontario. It is situated south of Georgian Bay and west of Lake Simcoe.

Mulmur is comprised of various communities such as Mansfield, Honeywood, Terra Nova, Whitfield, Primrose, and more. Each contributes unique elements to the Township, ranging from outdoor recreation to agricultural heritage, creating a diverse and scenic rural area. The area has a long history of settlement and development, with agriculture playing a central role in its community and economy over the years.

The region is characterized for its natural landscapes, featuring rolling hills, agricultural fields, and parts of the Niagara Escarpment. The presence of the Bruce Trail, one of Canada's oldest and longest footpaths, highlights the area's commitment to preserving natural beauty and providing public access to outdoor activities. This rural setting is also known for its agricultural heritage, with numerous farms and local markets contributing to a strong sense of community and sustainability.

[1] As per 2021 Census from Statistics Canada.

The region's demand is driven by those looking for a quiet escape from city life, with its scenic beauty and outdoor opportunities attracting residents and tourists alike. People are drawn to Mulmur for its rural lifestyle, opportunities for country living, and its growing reputation as a destination for sustainable living and local farming. This interest supports the local real estate market, boosts agriculture-based tourism, and sustains the community's vibrant local economy.

The Township of Mulmur's infrastructure priorities include enhancing essential services and infrastructure to support growth, focusing on water preservation, safety, and environmental sustainability. Key efforts will aim at balancing residential and commercial development while ensuring the preservation of natural and agricultural lands.

2.2 Asset Management Overview

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

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

Figure 3 Total Cost of Asset Ownership

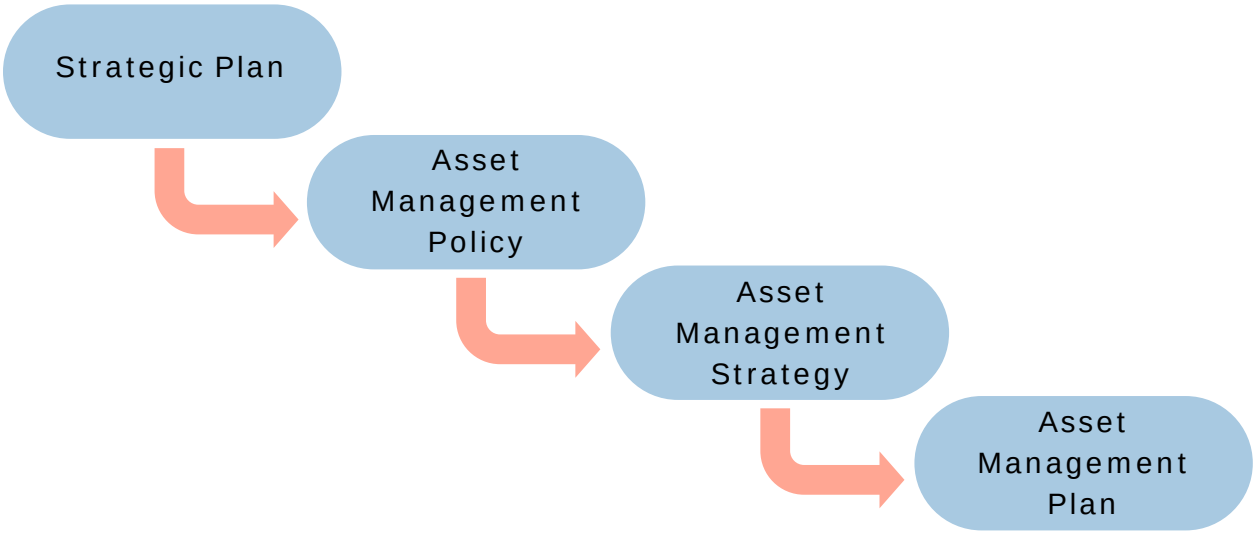
These costs can span decades, requiring planning and foresight to ensure financial responsibility is spread equitably across generations. An asset management plan is

critical to this planning, and an essential element of broader asset management program.

2.2.1 Foundational Asset Management Documentation

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

Figure 4 Foundational Asset Management Documents



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

Asset Management Policy

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

The Township adopted a Strategic Asset Management Policy on June 5th, 2019, in accordance with Ontario Regulation 588/17.

The objectives of the policy include:

- Fiscal responsibilities
- Infrastructure priorities that are forward-looking
- Environmental consciousness that minimizes infrastructure impact on the environment
- Community-focused, aiming to enhance job opportunities, public spaces, and accessibility

Asset Management Strategy

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

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

Asset Management Plan

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

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

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

2.2.2 Key Concepts in Asset Management

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

Lifecycle Management Strategies

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

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

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

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

Table 2 Lifecycle Management: Typical Lifecycle Interventions

Lifecycle Activity	Cost	Typical Associated Risks
Maintenance Activities that prevent defects or deteriorations from occurring	$	♦ Balancing limited resources between planned maintenance and reactive, emergency repairs and interventions; ♦ Diminishing returns associated with excessive maintenance activities, despite added costs; ♦ Intervention selected may not be optimal and may not extend the useful life as expected, leading to lower payoff and potential premature asset failure;

Lifecycle Activity	Cost	Typical Associated Risks
Rehabilitation / Renewal Activities that rectify defects or deficiencies that are already present and may be affecting asset performance	$$$	♦ Useful life may not be extended as expected; ♦ May be costlier in the long run when assessed against full reconstruction or replacement; ♦ Loss or disruption of service, particularly for underground assets;
Replacement / Reconstruction Asset end-of-life activities that often involve the complete replacement of assets	$$$$$	♦ Incorrect or unsafe disposal of existing asset; ♦ Costs associated with asset retirement obligations; ♦ Substantial exposure to high inflation and cost overruns; ♦ Replacements may not meet capacity needs for a larger population; ♦ Loss or disruption of service, particularly for underground assets;

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

Risk & Criticality

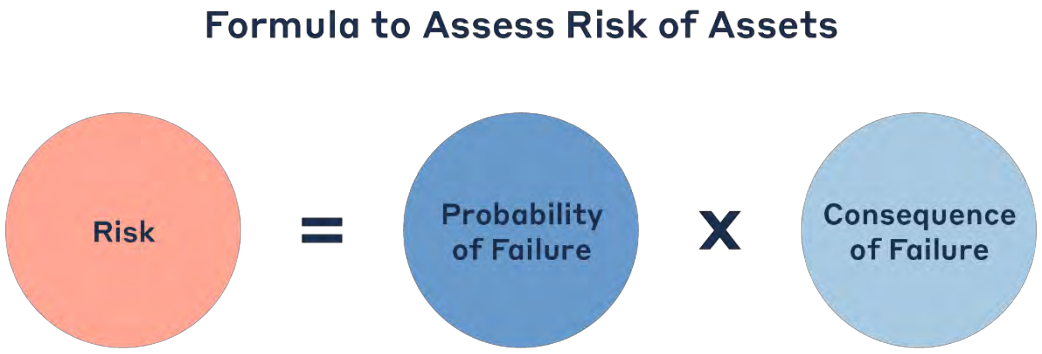
Quantitative Risk

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

and the extent to which they support a high quality of life for community stakeholders.

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

Figure 5 Risk Equations



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

Probability of Failure

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

Typically, a model is selected for a group of similar assets (e.g. all roads, water distribution system etc.). Often, parameters for estimating probability of failure include asset condition, service life remaining, and/or asset material.

For each risk model, probability of failure (PoF) is determined through the following steps:

1. Identification of *available* attribute data *suitable* for determining the probability of failure for selected assets. In some instances, available asset data may be limited requiring a more simplified PoF model, at least initially.
2. Determination of the type of risk that applies to the selected attribute.
    - Condition, Design Capacity, Economic, Environmental, Health and Safety, Operational, Social, Strategic
3. Where there are multiple parameters included in the PoF model, determine suitable weighting of each parameter.
    - Weighting allows the model to recognize that each factor may impact the probability of failure to a different degree. Where the weight is higher, the impact that factor has on the model increases too.

Consequence of Failure

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

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

Table 3 Risk Analysis: Types of Consequences of Failure

Type of Consequence	Description
Direct Financial	Direct financial consequences are typically measured as the replacement costs of the asset(s) affected by the failure event, including interdependent infrastructure.
Economic	Economic impacts of asset failure may include disruption to local economic activity and commerce, business closures, service disruptions, etc. Whereas direct financial impacts can be seen immediately or estimated

Type of Consequence	Description
	within hours or days, economic impacts can take weeks, months and years to emerge, and may persist for even longer.
Socio-Political	Socio-political impacts are more difficult to quantify and may include inconvenience to the public and key community stakeholders, adverse media coverage, and reputational damage to the community and the Township.
Environmental	Environmental consequences can include pollution, erosion, sedimentation, habitat damage, etc.
Public Health and Safety	Adverse health and safety impacts may include injury or death, or impeded access to critical services.
Strategic	These include the effects of asset failure on the community's long-term strategic objectives, including economic development, business attraction, etc.

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

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

Qualitative Risk

Qualitative risk assessments in municipal asset management go beyond numbers and statistics to capture the broader picture of potential vulnerabilities. This approach recognizes that not all risks can be easily quantified, especially when dealing with factors that involve human judgment, institutional knowledge, and unpredictable external conditions. Here's a deeper look at how and why qualitative risk is vital:

Understanding the Nuances

- Human Expertise and Experience: Rather than solely relying on historical data or mathematical models, qualitative risk assessments tap into the insights of experienced staff and stakeholders. Their first-hand knowledge can highlight emerging issues—such as gaps in asset data or unanticipated maintenance challenges—that might be overlooked in quantitative reviews.
- Contextual Factors: Municipalities face a range of unique challenges including aging infrastructure, rapid growth, and climate change impacts. Qualitative assessments take into account the specific context of the community, such as local environmental conditions, regulatory landscapes, and historical performance of assets.

Methodological Approach

- Workshops and Interviews: Facilitated risk workshops and structured interviews are key methods used in qualitative assessments. These sessions encourage open dialogue among staff from various departments, ensuring that diverse perspectives are considered. Through guided questions—covering topics from asset data confidence to lifecycle management strategies—municipalities can identify risks that are not immediately obvious from a numerical analysis.
- Identifying Hidden Vulnerabilities: The qualitative process allows teams to explore risks that are dynamic and interrelated. For instance, while data might show a certain asset has reached the end of its useful life, qualitative insights might reveal that a lack of proactive maintenance, compounded by extreme weather conditions, poses a more immediate risk to service delivery.

Strategic Benefits

- Informed Decision-Making: By combining qualitative insights with quantitative data, municipal planners can develop more holistic asset management strategies. This integrated approach enables better prioritization of capital investments, ensuring that both the immediate and long-term needs of the community are addressed.
- Proactive Risk Management: Qualitative risk assessments foster a forward-looking mindset. Rather than simply reacting to failures after they occur, this methodology encourages the development of proactive measures—such as enhanced maintenance programs and updated lifecycle strategies—that can mitigate risks before they escalate.
- Adaptability to Change: As external conditions evolve, qualitative assessments provide the flexibility needed to capture new risks. Whether it's

the onset of climate change-related events or shifts in funding availability, qualitative methods allow municipal asset managers to continuously refine their strategies in response to real-world developments.

By grounding the assessment process in real-world expertise and contextual analysis, qualitative risk evaluation becomes an essential tool for developing resilient, adaptive, and well-informed asset management strategies. This ensures that municipalities are not only prepared to handle current challenges but are also equipped to navigate the uncertainties of the future.

Levels of Service

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

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

Community Levels of Service

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

Technical Levels of Service

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

For core asset categories as applicable the province, through O. Reg. 588/17, has also provided technical metrics that are required to be included in this AMP. For all categories where not already prescribed by the province, the Township has opted to include the average condition, percentage of the category in fair or better condition, percentage of the category in poor or lower condition, and a ratio of the average annual requirement (AAR) against the amount budgeted towards each category.

Current and Proposed Levels of Service

Current levels of service are the past performance metrics of an asset category up until present day. In contrast, proposed levels of service look toward the Township's goal for asset performance by a defined future date.

Once current levels of service have been measured, proposed levels of service over a 10-year period should be established, in accordance with O. Reg. 588/17.

Proposed levels of service should be realistic and achievable within the timeframe outlined by the Township. They should also be determined by consideration of a variety of community expectations, fiscal capacity, regulatory requirements, corporate goals and long-term sustainability. Once proposed levels of service have been established, and prior to July 2025, the Township must identify a lifecycle management and financial strategy which allows these targets to be achieved.

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

Both current and proposed levels of service for all included asset categories are outlined in this AMP.

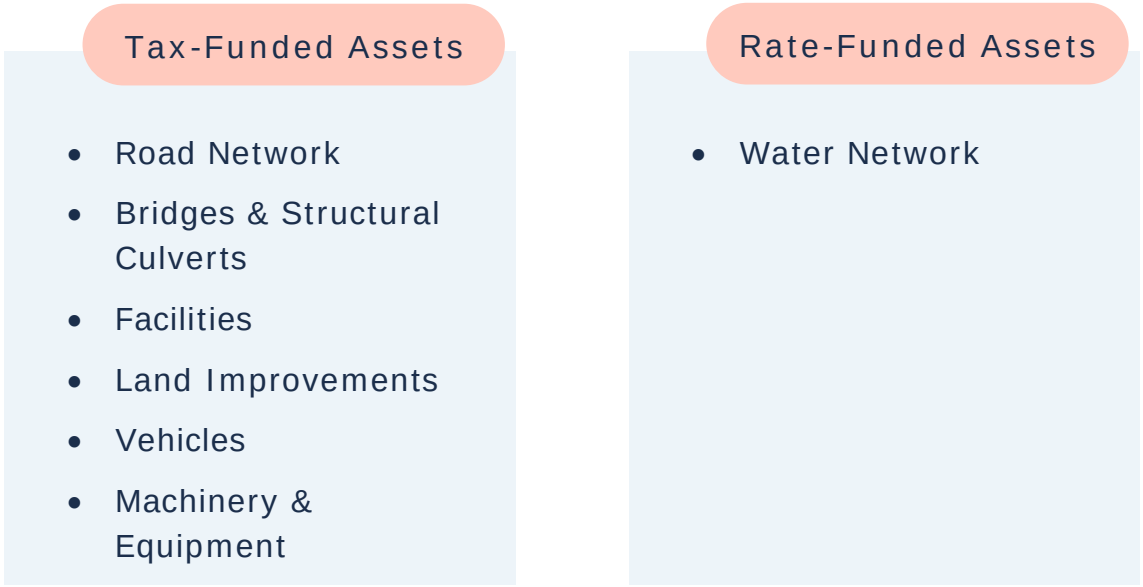
2.3 Scope & Methodology

2.3.1 Asset Categories for this AMP

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

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

Figure 6 Tax-Funded Asset Categories



2.3.2 Data Effective Date

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

2.3.3 Defining Replacement Costs

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

User-Defined Cost and Cost Per Unit

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

Cost Inflation / CPI Tables

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

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

2.3.4 Estimated Service Life & Service Life Remaining

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

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

Figure 7 Service Life Remaining Calculation

2.3.5 Average Annual Requirement

The Average Annual Requirement (AAR) is the estimated amount of money the Township would need to set aside each year to ensure sufficient funds are available to carry out major rehabilitation or replacement work when it is due. It is a long-term financial planning tool used to support sustainable asset management and service delivery.

In essence, it treats infrastructure investment like a savings plan: "If we spread the total lifecycle cost of this asset over its useful life, how much do we need to reserve each year to be ready when major costs arise?"

Why the AAR matters:

- Long-Term Planning: Encourages proactive financial planning rather than reactive crisis spending.
- Sustainability: Ensures assets are properly maintained and replaced without burdening future budgets.
- Transparency: Helps identify whether current funding levels are sufficient—or if there is a funding gap.
- Optimized Investment: Supports lifecycle strategies that lower total costs and extend asset life.

Lifecycle interventions (e.g., resurfacing a road, relining a pipe) may require upfront investment, but they can extend the life of the asset, which means the cost is spread out over a longer period. This often results in a lower AAR, because the asset is delivering value for a longer time before needing full replacement.

Table 4 Average Annual Requirement Example

Scenario	Total Lifecycle Cost	Useful Life	AAR
No Rehab	$2.5M (replace at Year 25)	25 years	$100,000/year
With Rehab	$2.5M + $500K rehab at Year 15	40 years	$75,000/year

In the example outlined in Table 4, the life of the road would be extended by 15 years if a $500K mid-life rehabilitation was performed, thus reducing the annual amount that must be reserved. The $25,000 that would have been put aside for the road can now be reallocated to another project.

2.3.6 Reinvestment Rate

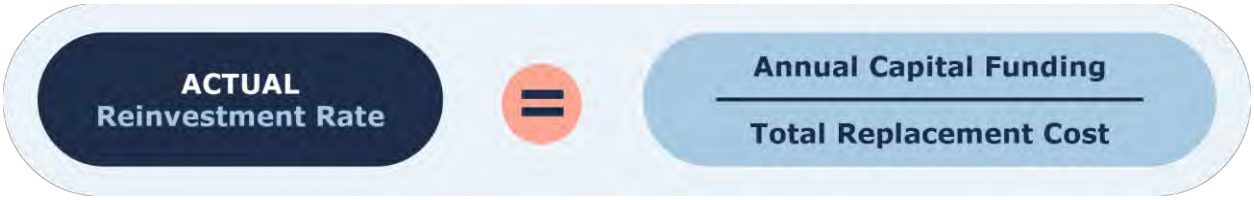
As assets age and deteriorate they require additional investment to maintain a state of good repair. The reinvestment of capital funds, through asset renewal or replacement, is necessary to sustain an adequate level of service. The reinvestment

rate is a measurement of available or required funding relative to the total replacement cost.

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

Figure 8 Target Reinvestment Rate Calculation

Figure 9 Actual Reinvestment Rate Calculation



2.3.7 Establishing Asset Condition

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

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

Table 5 Standard Condition Rating Scale

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

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

2.3.8 Evaluating Quantitative Risk

As outlined in Risk & Criticality, risk ratings are derived from the total probability of failure multiplied by the total consequence of failure. In this model, risk ratings may range from 0-25. The table below provides ranges of Very Low, Low, Moderate, High, and Very High dependent on the risk rating value.

Table 6 Probability of Failure, Consequence of Failure, and Overall Risk Ratings

Probability of Failure	Consequence of Failure	Risk Rating
1 – Rare	1 – Insignificant	1 - 4 – Very Low
2 – Unlikely	2 – Minor	5 - 7 – Low
3 – Possible	3 – Moderate	8 - 9 – Moderate
4 – Likely	4 – Major	10 - 14 – High
5 – Almost Certain	5 – Severe	15 - 25 – Very High

Additionally, risk ratings can be displayed as a matrix with the probability of failure from 1-5 along the bottom and the consequence of failure from 1-5 along the side.

Table 7 Example of Risk Matrix

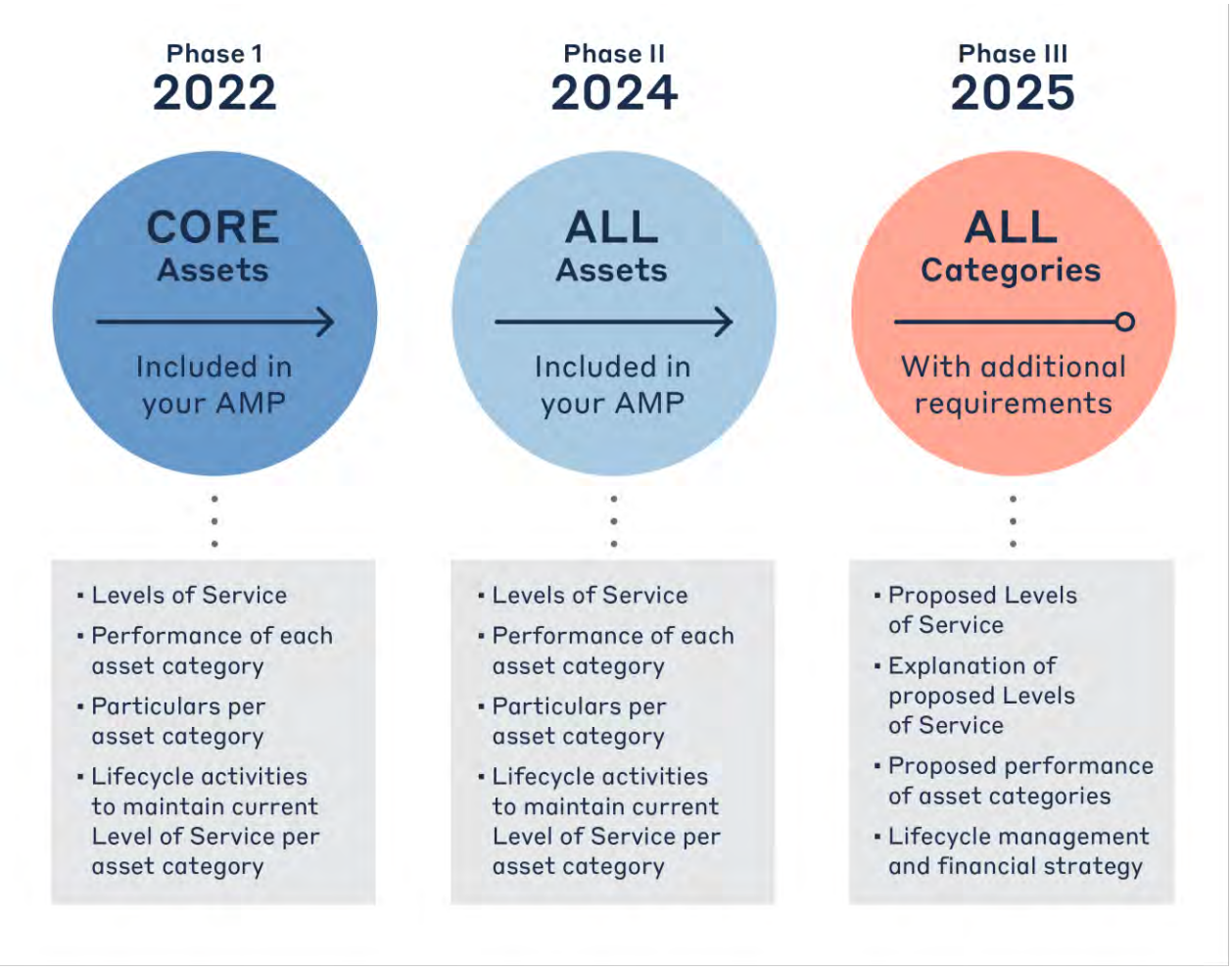
Consequence of Failure	1	2	3	4	5
5	# Assets Quantity Cost	# Assets Quantity Cost	# Assets Quantity Cost	# Assets Quantity Cost	# Assets Quantity Cost
4	# Assets Quantity Cost	# Assets Quantity Cost	# Assets Quantity Cost	# Assets Quantity Cost	# Assets Quantity Cost
3	# Assets Quantity Cost	# Assets Quantity Cost	# Assets Quantity Cost	# Assets Quantity Cost	# Assets Quantity Cost
2	# Assets Quantity Cost	# Assets Quantity Cost	# Assets Quantity Cost	# Assets Quantity Cost	# Assets Quantity Cost
1	# Assets Quantity Cost	# Assets Quantity Cost	# Assets Quantity Cost	# Assets Quantity Cost	# Assets Quantity Cost

Probability of Failure

2.4 Ontario Regulation 588/17

As part of the Infrastructure for Jobs and Prosperity Act, 2015, the Ontario government introduced Regulation 588/17 - Asset Management Planning for Municipal Infrastructure (O. Reg 588/17)[2]. Along with creating better performing organizations, more livable and sustainable communities, the regulation is a key, mandated driver of asset management planning and reporting. It places substantial emphasis on current and proposed levels of service and the lifecycle costs incurred in delivering them. Figure 10 below outlines key reporting requirements under O. Reg 588/17 and the associated timelines.

Figure 10 O. Reg. 588/17 Requirements and Reporting Deadlines



[2] O. Reg. 588/17: Asset Management Planning for Municipal Infrastructure https://www.ontario.ca/laws/regulation/170588

2.4.1 O. Reg. 588/17 Compliance Review

Requirement	O. Reg. 588/17 Section	AMP Section Reference	Status
Summary of assets in each category	S.5(2), 3(i)	5.1 – 13.1	Complete
Replacement cost of assets in each category	S.5(2), 3(ii)	5.1 – 13.1	Complete
Average age of assets in each category	S.5(2), 3(iii)	5.3 – 13.3	Complete
Condition of core assets in each category	S.5(2), 3(iv)	5.2 – 13.2	Complete
Description of municipality's approach to assessing the condition of assets in each category	S.5(2), 3(v)	5.2 – 13.2	Complete
Current levels of service in each category	S.5(2), 1(i-ii)	5.7 – 13.7	Complete
Current performance measures in each category	S.5(2), 2	5.7 – 13.7	Complete
Lifecycle activities needed to maintain current levels of service for 10 years	S.5(2), 4	5.4 – 13.4	Complete
Costs of providing lifecycle activities for 10 years	S.5(2), 4	Appendix B	Complete
Growth assumptions	S.5(2), 5(i-ii) S.5(2), 6(i-vi)	12.1	Complete

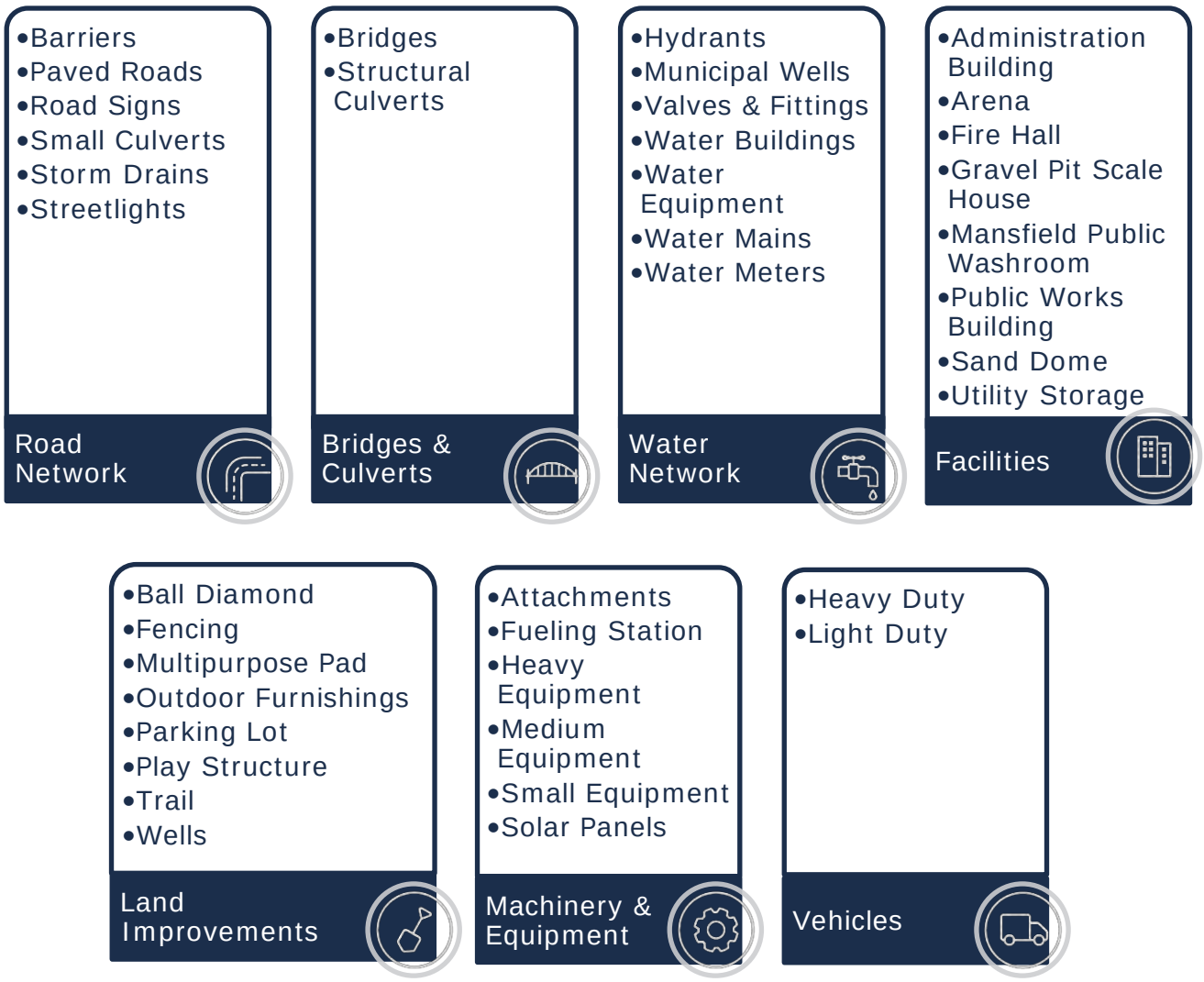
Portfolio Overview

3 State of the Infrastructure

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

3.1 Asset Hierarchy & Data Classification

Figure 11 Asset Hierarchy and Data Classification



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Asset hierarchy shows how individual assets, and their components, relate to the broader system. The structure influences how data is interpreted. Assets are organized to support clear, efficient reporting, with key details summarized at the segment level.

3.2 Portfolio Overview

3.2.1 Total Replacement Cost of Asset Portfolio

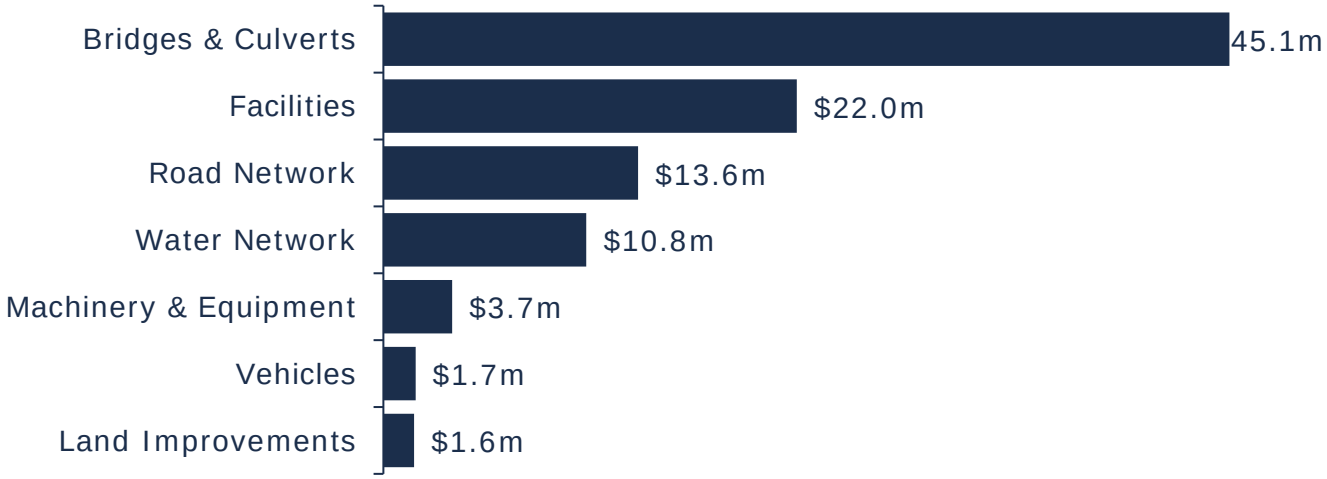
The six asset categories analyzed in this Asset Management Plan have a total current replacement cost of $98.6 million. This estimate was calculated using user-defined costing, as well as inflation of historical or original costs to current date. This estimate reflects the replacement of historical assets with similar, not necessarily identical, assets available for procurement today. Table 8 provides a detailed breakdown of replacement cost and average annual requirement[3] by asset category. Figure 12 illustrates the replacement cost of each asset category; at 46% of the total portfolio, bridges and structural culverts form the largest share of the Township's asset portfolio, followed by the facilities at 22%.

Table 8 Detailed Asset Inventory Valuation: Portfolio Overview`

Category	Replacement Cost	Replacement Cost Method	% of Total[4]	AAR[3]
Road Network	$13,584,462	Cost per Unit	14%	$505,598
Bridges & Culverts	$45,118,373	User-Defined	46%	$573,107
Facilities	$22,036,581	User-Defined	22%	$354,293
Land Improvements	$1,644,272	User-Defined	2%	$75,668
Machinery & Equipment	$3,660,700	CPI	4%	$312,131
Vehicles	$1,713,410	User-Defined	2%	$148,815
Water Network	$10,820,882	Cost per Unit	11%	$124,960
TOTAL	$98,578,680	User-Defined	100%	$2,094,572

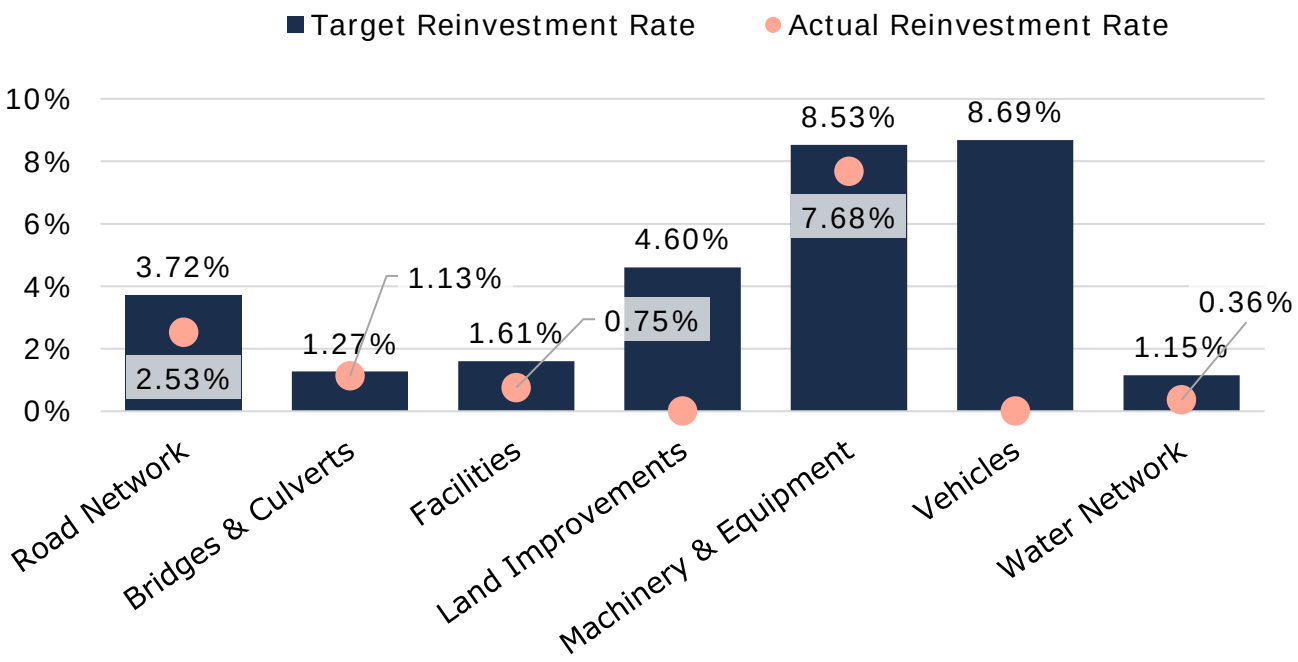
[3] For further clarification on Average Annual Requirement (AAR), see section 2.3.5 Average Annual Requirement.
[4] Weighted by replacement cost.

Figure 12 Current Replacement Cost: Portfolio Overview



3.2.2 Target vs. Actual Reinvestment Rate

Figure 13 Current Vs. Target Reinvestment Rate: Portfolio Overview



The chart above depicts funding gaps by comparing the target to the current reinvestment rate. To meet the existing long-term capital requirements, the Township requires an annual capital investment of $2,095,000, for a target portfolio reinvestment rate of 2.12%. Currently, annual investment from sustainable

revenue source is $1,340,000, for a current portfolio reinvestment rate of 1.36%. This leads to an annual infrastructure budget deficit of $755,000. Target and current re-investment rates by asset category are detailed below.

3.2.3 Condition of Asset Portfolio

Figure 14 Asset Condition: Portfolio Overview

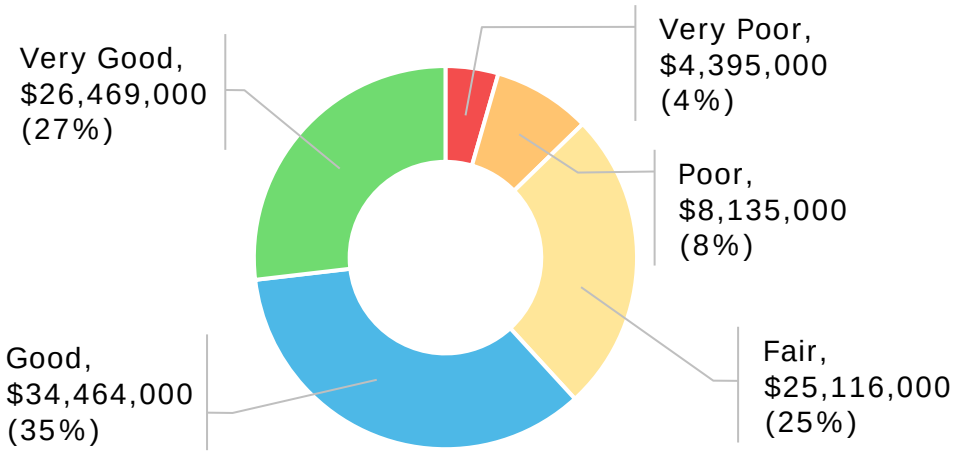


Figure 14 and Figure 15 summarize asset condition at the portfolio and category levels, respectively. Based on both assessed condition and age-based analysis, 87%[5] of the Township's infrastructure portfolio is in fair or better condition, with the remaining 13%[5] in poor or lower condition, and an overall condition rating of 66%[5]. Typically, assets in poor or lower condition may require replacement or major rehabilitation in the immediate or short-term. Targeted condition assessments may help further refine the list of assets that may be candidates for immediate intervention, including potential replacement or reconstruction.

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

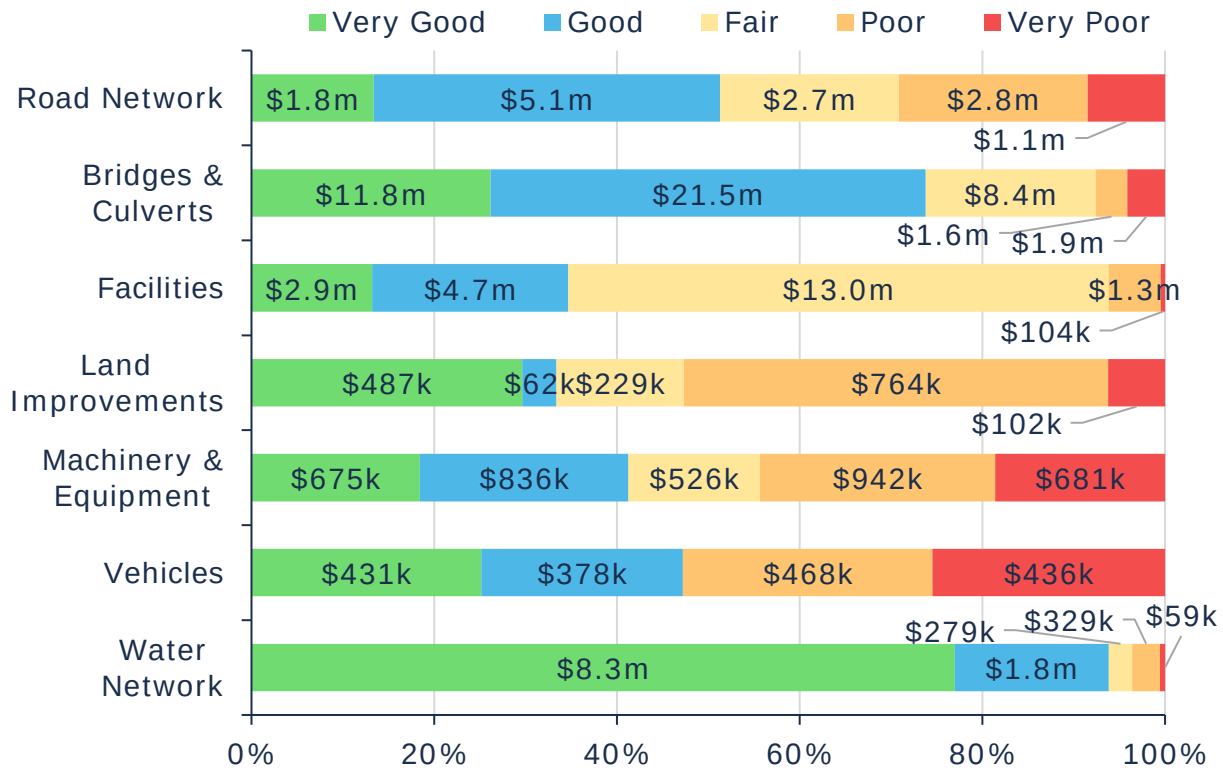
Condition data was available for 76% of the overall asset portfolio. Further breakdown by category is outlined in Table 10. Age-based condition estimations can skew data and lead to potential under- or overstatement of asset needs.

Further, when assessed condition data was available, it was projected to current year-end (2024). This 'projected condition' can generate lower condition ratings

[5] Average weighted by replacement cost.

than those established at the time of the condition assessment. The rate of this deterioration will also depend on lifecycle curves used to project condition over time.

Figure 15 Asset Condition: Portfolio Overview by Category



As further illustrated in Figure 15 at the category level, the majority of infrastructure categories are in fair or better condition, based primarily on assessed condition. See Table 10 for details on how condition data was derived for each asset segment.

Table 9 Detailed Asset Condition: Portfolio Overview

Asset Category	**≤ Poor $**	**≤ Poor** %	**≥ Fair $**	**≥ Fair** %	Average Condition
Road Network	$3,955,690	29%	$9,628,772	71%	Fair (55%)
Bridges & Culverts	$3,424,404	8%	$41,693,969	92%	Good (69%)
Facilities	$1,368,094	6%	$20,668,487	94%	Good (66%)

Asset Category	≤ Poor $	≤ Poor %	≥ Fair $	≥ Fair %	Average Condition
Land Improvements	$866,104	53%	$778,168	47%	Fair (52%)
Machinery & Equipment	$1,623,184	44%	$2,037,516	56%	Fair (50%)
Vehicles	$904,272	53%	$809,138	47%	Fair (52%)
Water Network	$388,747	4%	$10,432,135	96%	Good (78%)
TOTAL	$12,530,495	13%	$86,048,185	87%	Good (66%)

Source of Condition Data

This AMP relies on assessed condition for 76% of assets, based on and weighted by replacement cost. For the remaining assets, age is used as an approximation of condition. Assessed condition data is invaluable in asset management planning as it reflects the true condition of the asset and its ability to perform its functions. Table 10 below identifies the source of condition data used throughout this AMP.

Table 10 Source of Condition Data: Portfolio Overview

Asset Category	% Assessed[6]	Source of Condition Data
Road Network	59%	Township Staff
Bridges & Culverts	100%	2024 OSIMs Report
Facilities	83%	Keller Engineering
Land Improvements	51%	Keller Engineering/ Township Staff
Machinery & Equipment	24%	Township Staff
Vehicles	0%	N/A
Water Network	13%	Keller Engineering/ Township Staff

[6] Percentage of the assets within the category with condition assessment data, weighted by replacement cost.

3.2.4 Risk & Criticality

Using the risk equation and preliminary risk models, Figure 16 shows how assets across the different asset categories are stratified within the 1-25 risk rating ranges while Table 11 provides a breakdown of the probability of failure, consequence of failure, and risk ratings by asset category.

Figure 16 Risk Ratings: Portfolio Overview

1 - 4	5 - 7	8 - 9	10 - 14	15 - 25
Very Low	Low	Moderate	High	Very High
$39,303,805	$18,189,418	$7,840,149	$14,476,482	$18,768,826
(40%)	(18%)	(8%)	(15%)	(19%)

The analysis shows that based on current risk models, approximately 19% of the Township's assets, with a current replacement cost of roughly $18.8 million, carry a risk rating of 15 or higher (red) out of 25. Assets in this group may have a high probability of failure based on available condition data and age-based estimates and were considered to be most essential to the Township.

Table 11 Probability of Failure, Consequence of Failure, and Risk Rating: Portfolio Overview by Category

Asset Category	Probability of Failure	Consequence of Failure	Risk Rating
Road Network	2.73 / 5	4.27 / 5	11.82 / 25
Bridges & Culverts	2.0 / 5	2.4 / 5	4.5 / 25
Facilities	2.59 / 5	4.49 / 5	11.63 / 25
Land Improvements	2.96 / 5	3.35 / 5	10.39 / 25
Machinery & Equipment	3.03 / 5	4.01 / 5	11.59 / 25
Vehicles	3.05 / 5	4.68 / 5	14.09 / 25
Water Network	1.33 / 5	3.75 / 5	5.16 / 25
TOTAL	2.25 / 5	3.41 / 5	7.7 / 25

Overall, the average risk rating for the entire portfolio is 7.7, which is considered Low.

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

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

Similarly, assets with very high condition ratings can receive a moderate to high-risk rating despite a low probability of failure. These assets may be deemed as highly critical to the Township based on their costs, economic importance, social significance, and other factors. Continued calibration of an asset's criticality and regular data updates are needed to ensure these models more accurately reflect an asset's actual risk profile.

3.2.5 Forecasted Capital Requirements

Aging assets require maintenance, rehabilitation, and replacement. Figure 17 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for all asset categories analyzed in this AMP over a 50-year time horizon. To achieve and maintain the capital replacement needs for the proposed levels of service, an average of $1.6 million is required each year (red dotted line). Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise. This figure relies on age and available condition data. Figure 17 illustrates relatively consistent capital requirements for each five-year segment through the forecast period.

Additionally, there is currently an approximate $1.5 million backlog comprised of assets that remain in service beyond their estimated useful life. The 10-year capital requirements expanded in Appendix B have accounted for removing this accumulation and continuing to rehabilitate or replace assets in alignment with the proposed levels of service. It is unlikely that all such assets are in a state of disrepair, requiring immediate replacements. This makes continued and expanded targeted and consistent condition assessments integral. Risk frameworks, proactive lifecycle strategies, and levels of service targets should continue to be used to

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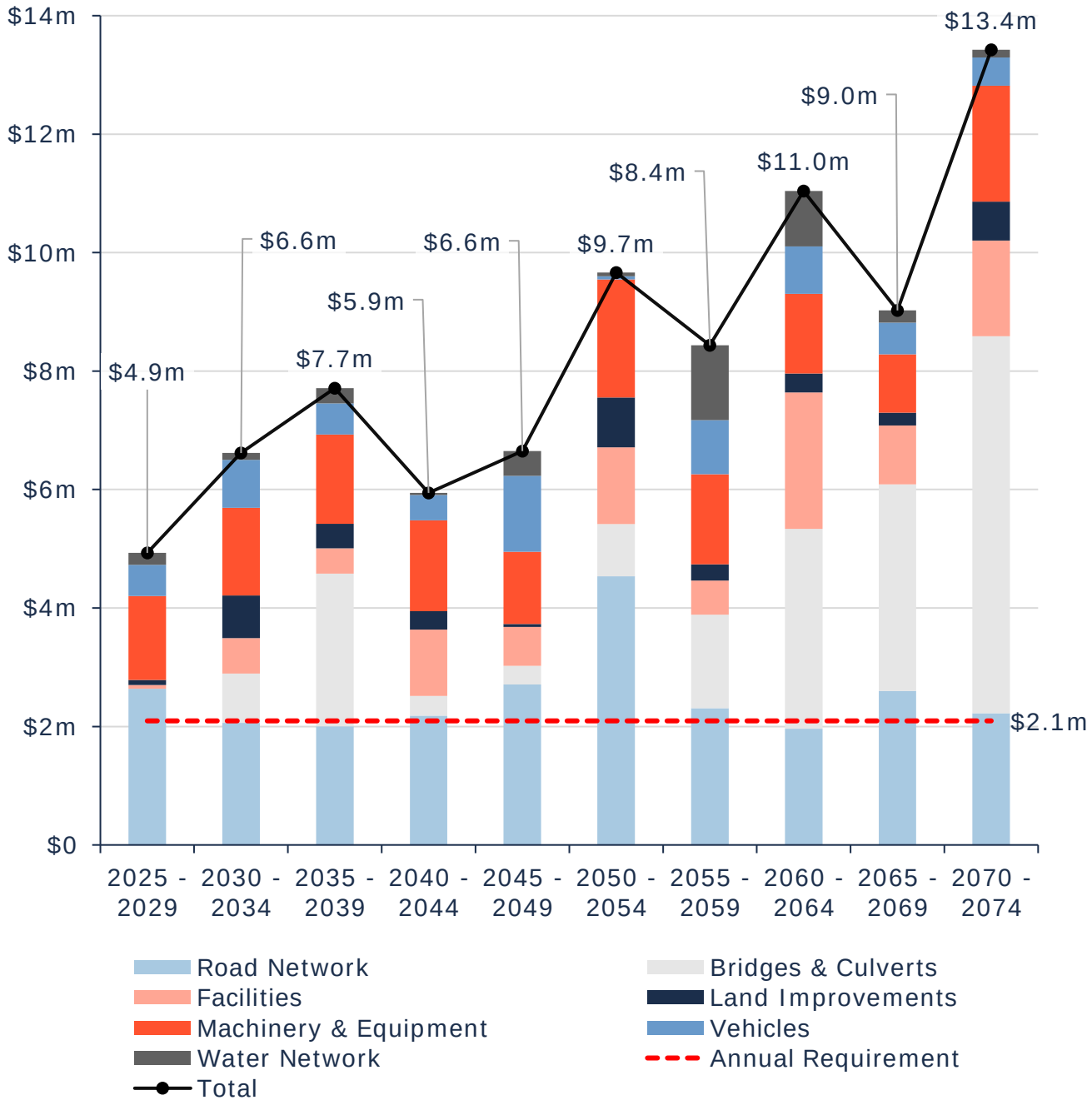
prioritize projects, continuously refining estimates for ongoing capital needs, and helping to select the right treatment for each asset.

Figure 17 Capital Replacement Needs: Portfolio Overview 2025-2074



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4 Proposed Levels of Service Analysis

4.1 Overview

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

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

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

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

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

4.1.2 Considerations

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

Financial Impact Assessments

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

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Infrastructure Condition Assessments

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

Service Metrics

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

Service Impact Assessments

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

Key Lifecycle Activities

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

Risk Management

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

Infrastructure Condition Enhancements

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

Timelines

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

Stakeholder Engagement

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

Flexibility

- Priorities may change over time due to a variety of factors, such as:

- Financial state of the municipality
- Availability of grants
- Significant increases or decreases in population
- Changes in political priorities
- Changes in resident priorities
- New technologies
- Changes in legislation

- Any proposed changes to LOS should be flexible and able to adapt to changes listed above, and other unforeseen circumstances

4.1.3 Community Engagement

A key element for developing the Township's proposed levels of service must be the voice of the community. While it should be recognized that many factors, such as available funding, staff capacity, and operational priorities, must be considered to ensure realistic and achievable targets for the proposed LOS.

To incorporate the priorities of the public, the Township put forth an online community engagement survey. This survey received 29 responses from the current population of 3,571. The questions and results can be seen in Appendix E.

As the Township's asset management approach continues to grow and evolve, and as budget and resource limitations become less restrictive, there may be an opportunity to launch a project focused entirely on engaging with the community and gathering input on infrastructure and service priorities. At that point, community feedback could have an even greater influence on shaping LOS goals.

4.2 Proposed Levels of Service Scenarios

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

Although all three scenarios were considered, the Township adopted a segment-by-segment approach in determining its path forward. In most cases, the baseline condition was maintained, while a 5% increase from the baseline was applied to select segments.

4.2.1 Scenario Development & Selection

The Township adopted a practical and data-informed approach to determine its proposed LOS for each segment within the six asset categories. This process ensures that service delivery remains reliable over the long term while also balancing affordability and infrastructure needs

To begin, the Township used the current average condition of each asset group (such as roads, buildings, and other municipal infrastructure) as a reference point to help determine appropriate baseline condition targets. However, these current conditions were used as a guide rather than a fixed rule. In some cases, a more consistent and strategic target was applied—for instance, setting a 60% condition target for all Township buildings rather than creating a separate target for each facility.

Once these baseline condition targets were confirmed (see Table 12), the Township used the Decision Support (DS) module within the Citywide Asset Management software to model different asset management scenarios over a 50-year period. These scenarios were built to maintain the selected baseline condition as the service level goal and determine the resulting AAR[7].

Table 12 Baseline Conditions: PLOS

Category	Segment	Baseline Condition
Road Network	Barriers	50%
	Paved Roads	50%
	Road Signs	50%
	Small Culverts	50%
	Storm Drains	50%
	Streetlights	50%
Bridges & Structural Culverts	Bridges	60%
	Structural Culverts	60%
Facilities	Administration Building	60%
	Arena	60%

[7] For further clarification on Average Annual Requirement (AAR), see section 2.3.5 Average Annual Requirement.

Return to Agenda

Category	Segment	Baseline Condition
	Fire Hall	60%
	Gravel Pit Scale House	60%
	Mansfield Public Washroom	60%
	Public Works Building	60%
	Sand Dome	60%
	Utility Storage	60%
Land Improvements	Ball Diamond	50%
	Fencing	50%
	Multipurpose Pad	50%
	Outdoor Furnishings	50%
	Parking Lot	50%
	Play Structure	50%
	Trail	50%
	Wells	50%
Machinery & Equipment	Attachments	50%
	Fueling Station	50%
	Heavy Equipment	50%
	Medium Equipment	50%
	Small Equipment	50%
	Solar Panels	50%
Vehicles	Heavy Duty	50%
	Light Duty	50%
Water Network	Hydrants	50%
	Municipal Wells	50%
	Valves & Fittings	50%
	Water Buildings	50%

Category	Segment	Baseline Condition
	Water Equipment	50%
	Water Mains	50%
	Water Meters	50%

The DS tool helps predict when assets will need major rehabilitation or replacement. When an asset reaches the point where work is recommended, the software checks whether deferring that work to the following year would cause the overall average condition of all assets in the scenario to fall below the target. If the target would still be met without immediate action, the work is deferred to the following year and the process is repeated. This method reduces unnecessary spending by allowing the Township to postpone work that is not yet critical—without lowering the overall quality of service.

In some instances, the AAR may not change from scenario to scenario. This can happen for two reasons:

1. A low number of assets are included in the scenario and therefore there are fewer opportunities for rehabilitation/replacement deferral
2. There is a very low condition threshold for replacement.
    - Even if the average condition of all assets in the scenario drops below the set target, an activity cannot be performed until the replacement threshold for an individual asset is met. DS will not plan a replacement early.
    - For example, if the replacement threshold for all assets in a scenario is 0%, even if the overall average condition continues to drop further and further below the target condition each year, until an asset hits a 0% condition it cannot be replaced.

To fully explore options and potential impacts, the Township also modeled three alternative scenarios:

- A 5% reduction in the average condition target to see how a lower standard might reduce costs or affect service quality
- A 5% increase to explore the cost and benefit of delivering a higher service level

- A no-target scenario, where assets are replaced immediately once they reach their end-of-life, with no consideration for overall system condition or available budget. This approach results in the highest annual cost and is generally considered less sustainable

These four scenarios—maintaining, lowering (-5%), raising (+5%), or removing the baseline condition target—were compared side by side. They provided insight into how different strategies would affect long-term costs, asset performance, and service reliability.

Following this analysis, and after receiving feedback from both Township staff and the community, the most suitable proposed LOS were selected. These reflect a balance between public expectations, financial responsibility, and long-term sustainability.

Table 13 provides the AAR for each of the scenarios outlined above. The final selection for each segment is highlighted in green.

Table 13 AAR for Scenarios: PLOS

Category	Segment	Average Annual Requirement			
		-5% Condition	Maintain Baseline	+5% Condition	No Target
Road Network	Barriers	$8,109	$8,260	$8,260	$8,343
	Paved Roads	$335,590	$373,812	$407,846	$423,964
	Road Signs	$21,234	$21,753	$21,753	$21,970
	Small Culverts	$93,330	$93,330	$93,330	$103,166
	Storm Drains	$2,148	$2,148	$2,148	$2,170
	Streetlights	$5,946	$6,295	$6,649	$7,661
	Total	$466,357	$505,598	$539,986	$567,274
Bridges & Structural Culverts	Bridges	$424,408	$429,615	$429,615	$486,069
	Structural Culverts	$143,493	$143,493	$143,493	$182,200
	Total	$567,900	$573,107	$573,107	$668,269
Facilities	Administration Building	$37,279	$37,684	$37,730	$41,520
	Arena	$181,325	$195,187	$197,123	$172,622
	Fire Hall	$16,027	$16,027	$16,027	$16,187
	Gravel Pit Scale House	$8,360	$8,360	$8,360	$8,443

Category	Segment	Average Annual Requirement			
		-5% Condition	Maintain Baseline	+5% Condition	No Target
	Mansfield Public Washroom	$13,702	$13,702	$13,702	$13,839
	Public Works Building	$33,402	$33,437	$34,190	$34,532
	Sand Dome	$45,287	$45,287	$45,287	$49,250
	Utility Storage	$2,673	$2,673	$2,673	$2,700
	Total	$338,056	$352,357	$355,092	$339,093
Land Improvements	Ball Diamond	$3,465	$3,465	$3,465	$3,333
	Fencing	$3,194	$3,427	$3,484	$3,384
	Multipurpose Pad	$10,657	$10,657	$10,900	$11,009
	Outdoor Furnishings	$4,052	$4,402	$4,745	$5,215
	Parking Lot	$35,901	$35,901	$35,901	$36,260
	Play Structure	$11,461	$11,461	$11,461	$12,634
	Trail	$2,451	$2,451	$2,451	$2,476
	Wells	$3,903	$3,903	$4,014	$3,613
	Total	$75,085	$75,668	$76,421	$77,924
Machinery & Equipment	Attachments	$53,029	$54,776	$55,652	$53,782
	Fueling Station	$5,629	$5,952	$5,952	$5,228
	Heavy Equipment	$156,971	$156,971	$156,971	$148,138

Category	Segment	Average Annual Requirement			
		-5% Condition	Maintain Baseline	+5% Condition	No Target
	Medium Equipment	$41,605	$41,605	$41,756	$42,695
	Small Equipment	$37,541	$39,920	$41,443	$40,884
	Solar Panels	$12,906	$12,906	$12,906	$14,484
	Total	$307,681	$312,131	$314,680	$305,210
Vehicles	Heavy Duty	$132,987	$133,561	$136,730	$119,197
	Light Duty	$14,202	$15,254	$15,254	$15,672
	Total	$147,189	$148,815	$151,984	$134,869
Water Network		$1,620	$1,691	$1,798	$2,010
	Hydrants	$10,508	$11,776	$11,776	$12,581
	Municipal Wells	$12,727	$14,125	$15,454	$22,451
	Valves & Fittings	$37,370	$38,122	$38,122	$39,287
	Water Buildings	$17,860	$17,860	$17,860	$18,039
	Water Equipment	$34,960	$37,515	$41,122	$61,595
	Water Mains	$3,871	$3,871	$3,871	$3,910
	Total	$118,915	$124,960	$130,003	$159,872
TOTAL		$2,021,184	$2,092,636	$2,141,273	$2,252,512

4.2.2 Lifecycle Changes

The current lifecycle strategy remains appropriate, as it is based on the overall average condition of the Township's assets. No immediate changes to the strategy are necessary.

However, to better align with target condition levels, it is recommended to adjust the timing of specific maintenance and renewal activities to follow the 10-year capital requirements as outlined in Appendix B. By scheduling these interventions during optimal periods—when they are most effective and cost-efficient—the Township can enhance asset performance and extend their service life.

This proactive approach will allow the Township to maintain high service standards and fiscal responsibility while following the existing strategy. Regular monitoring will ensure that these timing adjustments continue to meet the Township's evolving infrastructure needs.

4.2.3 Affordability / Achievability

As the AAR closely corresponds to the Township's current capital budget, the selected proposed LOS are achievable.

For a more in-depth breakdown, see Section 13.

4.2.4 Changes to Community and Technical Levels of Service

The Township does not anticipate any changes to qualitative community levels of services for any of the asset categories included within this AMP. All asset categories will see adjustments to their technical levels of service over time, particularly relating to the average condition of assets. Refer to each asset category for more details

4.2.5 Proposed LOS Risks

The majority of the proposed LOS are designed to maintain existing—or baseline—asset conditions. As a result, the implementation of these scenarios does not introduce any new or additional risks to service delivery.

The risk profile associated with each asset category remains unchanged. Previously identified risks—such as those related to aging infrastructure and environmental

factors—continue to apply under the proposed approach. These risks have already been evaluated and documented as part of the Township's overall asset management planning.

By focusing on maintaining current asset conditions rather than improving or reducing service levels, the Township can continue to deliver consistent service without increasing exposure to unforeseen operational or financial risks. This also allows for more predictable long-term planning and resource allocation.

Ongoing monitoring and regular updates to the risk register will ensure that any changes in asset performance or external conditions are promptly addressed.

Category Analysis: Core Assets

5 Road Network

The Township's road network has a current replacement cost of $13.6 million, distributed primarily to paved roads. The Township also owns and manages other supporting infrastructure and capital assets, including barriers, road signs, small culverts, storm drains, and streetlights.

5.1 Inventory & Valuation

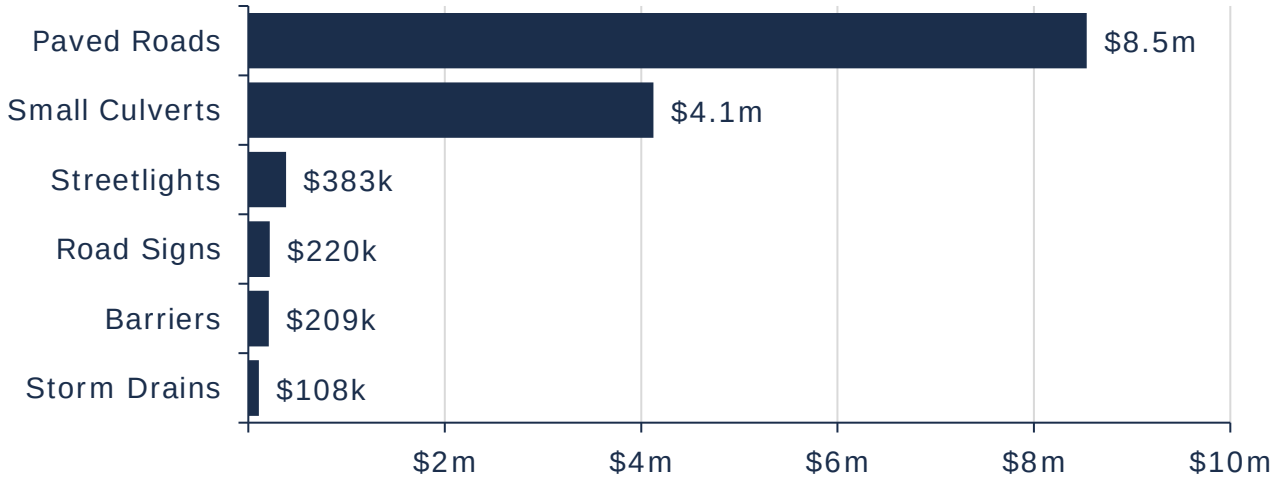
Table 14 summarizes the quantity and current replacement cost of the Township's various road network assets as managed in its primary asset management register, Citywide.

Table 14 Detailed Asset Inventory: Road Network

Segment	Quantity	Unit of Measure	Replacement Cost (RC)	Primary RC Method	AAR[8]
Barriers	29	Assets	$208,569	CPI	$8,260
Paved Roads	65.7	KM	$8,538,010	Cost per Unit	$373,812
Road Signs	725	Assets	$219,701	CPI	$21,753
Small Culverts	30	Assets	$4,126,641	User-Defined	$93,330
Storm Drains	1	Assets	$108,489	CPI	$2,148
Streetlights	186	Assets	$383,052	CPI	$6,295
Unpaved Roads	193.2	KM	Not Planned for Replacement[9]		
TOTAL			$13,584,462	Cost per Unit	$505,598

[8] Average Annual Capital Requirement (AAR) based on selected proposed levels of service scenarios For further detail, see section 2.3.5 Average Annual Requirement and section 4 Proposed Levels of Service Analysis.
[9] Gravel roads undergo perpetual operating and maintenance activities. If maintained properly, they can theoretically have a limitless service life.

Figure 18 Portfolio Valuation: Road Network



5.2 Asset Condition

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets more confidently. The following describes the Township's current approach:

- The Township's Public Works Department currently conducts annual condition assessments for asphalt roads.
- In the future, the Township may consider having these assessments conducted through a Roads Needs Study by an engineering firm, depending on budgeting constraints.
- Condition assessments for gravel roads are completed annually by the Township's Public Works department.
- Streetlight conditions are determined based on their age and estimated useful life.
- Sign condition assessments are occasionally conducted by the Township's insurance agency. However, similar to the Roads Needs Study, the Township may consider developing an internal condition assessment framework, incorporating signs into other asset assessment projects/studies, or increasing the frequency of evaluation by the insurance agency.

In this AMP, the following rating criteria is used to determine the current condition of road network assets and forecast future capital requirements:

Table 15 Condition Ranges: Paved Roads – Road Network

Condition Ranges	Description
Very Good (80% – 100%)	♦ New or recently rehabilitated pavement, with no significant defects. ♦ Smooth surface with no visible cracks, rutting, or deterioration. ♦ Excellent drainage and stable shoulders. ♦ Minimal maintenance required beyond routine inspections. ♦ Long expected service life with preventive maintenance.
Good (60% – 80%)	♦ Minor cracking and minimal surface distress, with good ride quality. ♦ No significant rutting or potholes. ♦ Drainage functioning well, with stable shoulders and ditches. ♦ Periodic crack sealing or surface treatment can maintain condition. ♦ No major rehabilitation required in the near future.
Fair (40% – 60%)	♦ Moderate cracking, surface wear, and minor rutting, but road remains serviceable. ♦ Some patched areas and minor potholes, but no immediate safety risks. ♦ Drainage mostly functional, with some minor erosion or edge distress. ♦ Surface treatments or overlays needed to extend pavement life. ♦ Routine maintenance required to slow further deterioration.

Condition Ranges	Description
Poor (20% – 40%)	♦ Major cracking and moderate to severe rutting, affecting ride quality. ♦ Widespread patching and pothole formation, requiring frequent repairs. ♦ Drainage issues and edge failures, leading to erosion and shoulder deterioration. ♦ Structural integrity weakened, with potential load restrictions. ♦ Requires resurfacing or deep rehabilitation to restore function.
Very Poor (0% –20%)	♦ Severe pavement failures, including large potholes, deep rutting, and widespread alligator cracking. ♦ Significant surface distortion and heaving, making travel unsafe. ♦ Extensive base failure, with visible pumping, settlement, and subgrade exposure. ♦ Frequent maintenance required, but rehabilitation is no longer cost-effective. ♦ Requires full-depth reconstruction or major rehabilitation.

As illustrated in Figure 19, the majority of the Township's road network asset categories are in fair or better condition; however, the majority of the road signs are in poor condition.

Figure 19 Asset Condition: Road Network

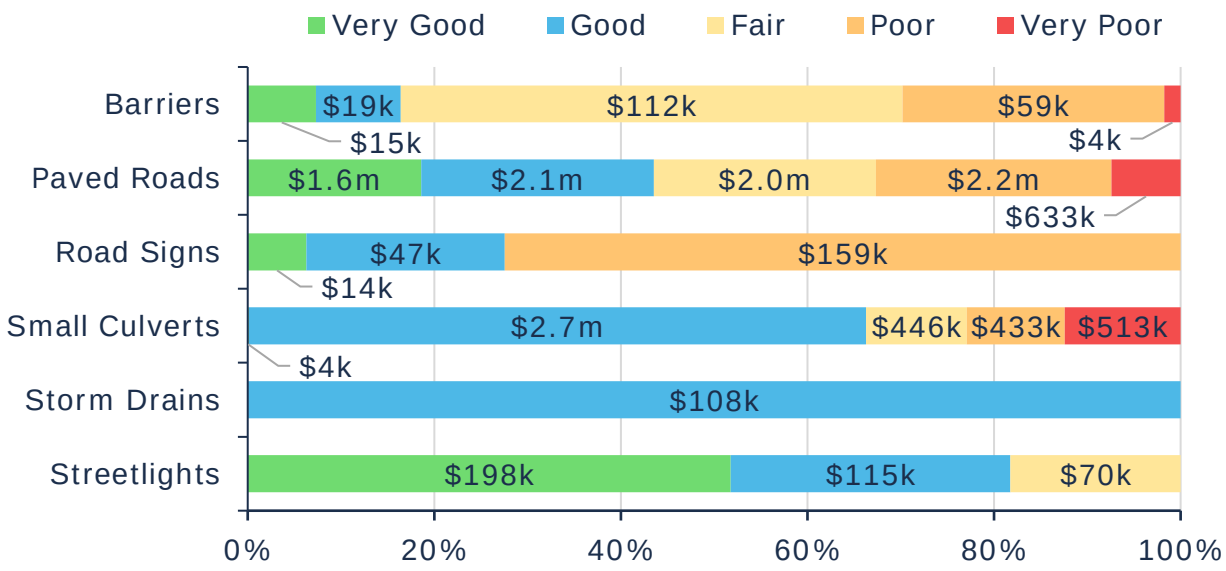


Table 70 summarizes the replacement cost-weighted condition of the Township's road network portfolio. Based primarily on assessed condition data, 71% of road network portfolio is in fair or better condition, with the remaining 29% in poor or lower condition. These assets may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition.

Table 16 Asset Condition: Road Network by Segment

Asset Category	≤ Poor $	≤ Poor %	≥ Fair $	≥ Fair %	Average Condition[10]
Barriers	$62,194	30%	$146,375	70%	Fair (48%)
Paved Roads	$2,788,385	33%	$5,749,625	67%	Fair (54%)
Road Signs	$159,158	72%	$60,543	28%	Poor (38%)
Small Culverts	$945,953	23%	$3,180,688	77%	Fair (56%)
Storm Drains	-	0%	$108,489	100%	Good (74%)
Streetlights	-	0%	$383,052	100%	Good (77%)
TOTAL	$3,955,690	29%	$9,628,772	71%	Fair (55%)

[10] Weighted by replacement cost.

Condition data was available for 59% of road network, based on replacement costs; age was used to estimate condition for the remaining 41% of assets.

5.3 Age Profile

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

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

Table 17 summarizes and Figure 20 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

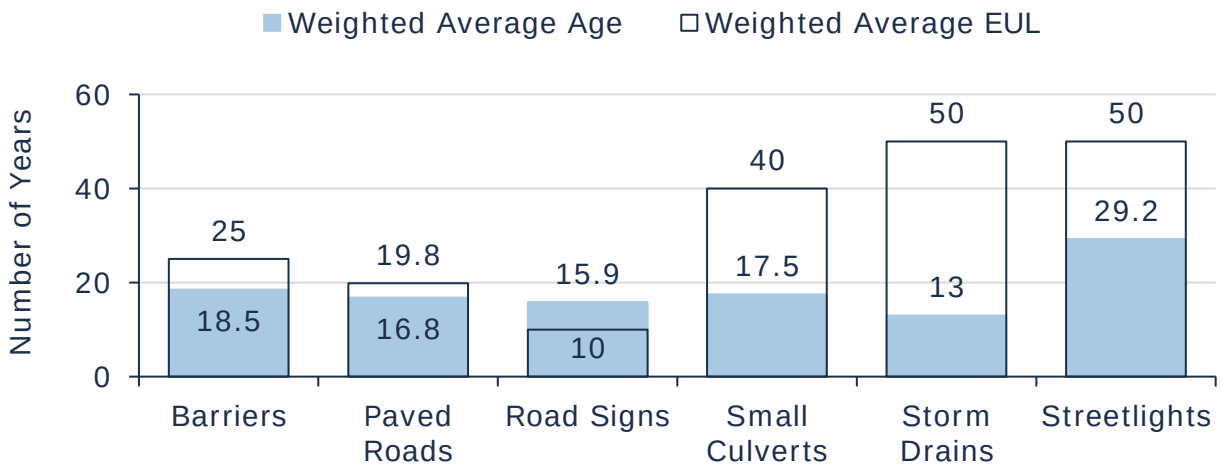
Table 17 Detailed Asset Age: Road Network

Segment	Weighted Average EUL	Weighted Average Age
Barriers	25.0	18.5
Paved Roads	19.8	16.8
Road Signs	10.0	15.9
Small Culverts	40.0	17.5
Storm Drains	50.0	13.0
Streetlights	50.0	29.2

Age analysis shows that the majority of paved roads have entered the latter stages of their expected useful life, with an average age of 16.8 years against a design life of approximately 20 years. Barriers are also in the latter stages of their useful lives while road signs continue to remain in service well beyond their design life. Small

culverts and streetlights are around the midpoint of their design lives while storm drains are in the earlier stages.

Figure 20 Estimated Useful Life vs. Asset Age: Road Network



Although asset age is an important measurement for long-term planning, condition assessments provide a more accurate indication of actual asset needs. An asset may perform past the established useful life if it has been maintained and kept in good condition. Therefore, it is important to consider asset condition when comparing asset age to its serviceable lifespan.

However, each asset's estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type. Further, useful life estimates established as part of the PSAB 3150 implementation may not be accurate and may not reflect in-field asset performance.

5.4 Current Approach to Lifecycle Management

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

The following table outlines the Township's current lifecycle management strategy for road network assets.

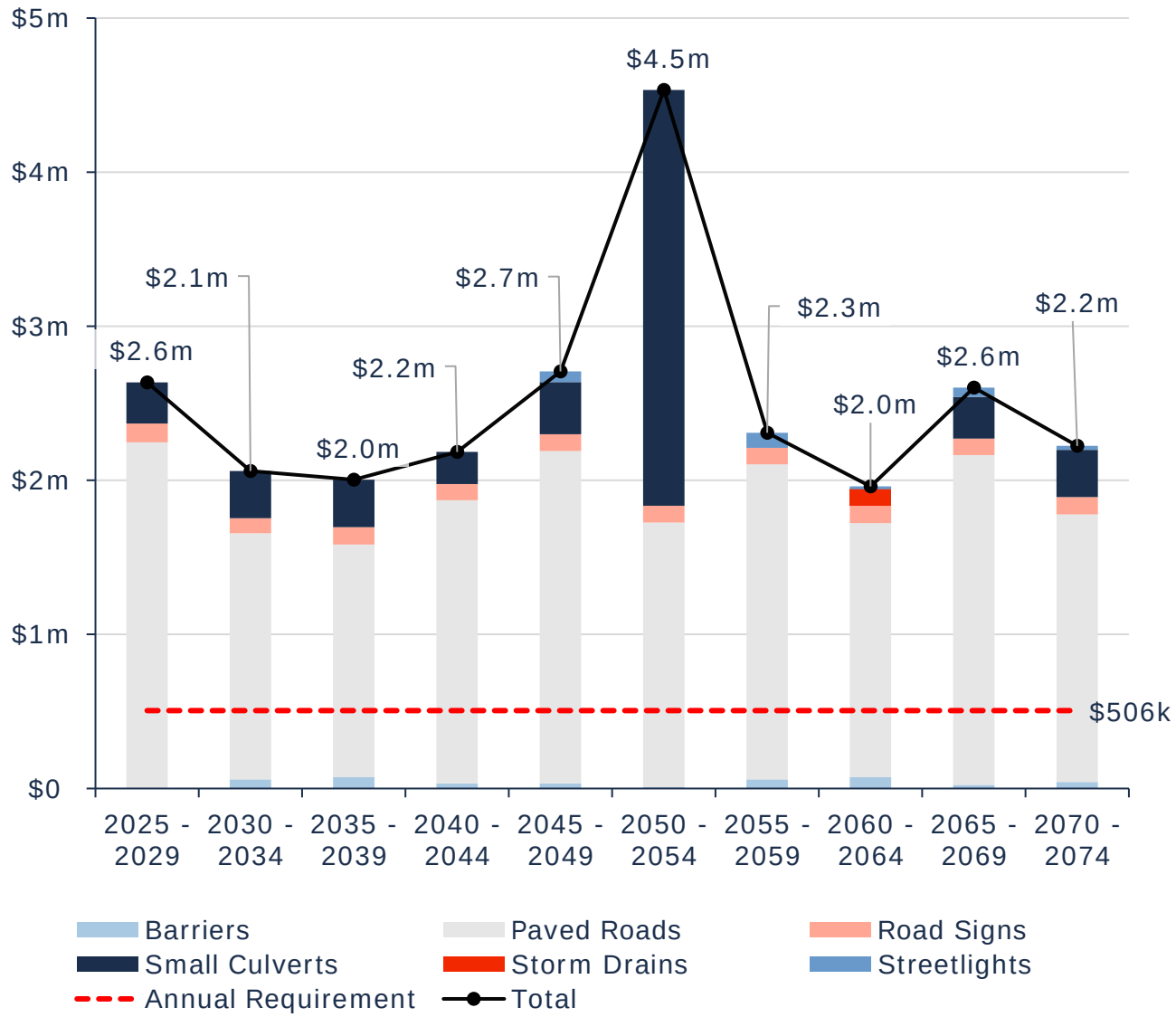
Table 18 Lifecycle Management Strategy: Road Network

Activity Type	Description of Current Strategy
Maintenance	Cold patching of asphalt roads is carried out as needed, based on visual inspections and Route Patrols conducted by our Public Works Department.
	Line painting on all asphalt roads within the Township is completed annually in the fall.
	Asphalt roads are visually inspected and undergo route patrols as per Minimum Maintenance Standards. Based on the findings of these inspections, maintenance activities are performed on an as-needed basis.
	Maintenance activities for gravel roads include re-stoning each gravel road every four years, applying calcium dust suppressant annually, and performing ditching maintenance on an annual rotation throughout the Township.
	The Township follows a four-year schedule where each year, a quarter of the Township's gravel roads are re-stoned. This ensures that each gravel road is re-stoned every four years.
	Maintenance on lights and signs is performed as needed, directed by the Public Works Department, which also handles resident concerns via the service request portal.
	Pathways are regularly cleared of snow and debris by the Public Works Department and seasonal contractors.
Rehabilitation	Milling and paving is conducted every 15 years to a depth of 60mm. After three mill and pave events, a complete road surface and road base reconstruction is carried out.
Replacement	Rehabilitation and replacement of road assets are prioritized based on an analysis of the type of road, remaining service life, condition rating, traffic volume, and location.
	Streetlights, bulbs, and signs are updated or replaced as needed through route patrols and residents. Signs are purchased annually, and an inventory of replacement signs are stored within the Public Works building.

5.5 Forecasted Long-Term Replacement Needs

Figure 13 illustrates the cyclical short-, medium- and long-term infrastructure rehabilitation and replacement requirements for the Township's road network. This analysis was run from 2025 until 2074 (a 50-year timespan) for assets included in Citywide Assets, the Township's primary asset management system and asset register.

Figure 21 Forecasted Capital Replacement Needs: Road Network 2025-2074



The Township's average annual requirements (red dotted line) total $505,598 for all assets in the road network category. Although actual spending may fluctuate

substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

The chart indicates that capital needs remain relatively stable, with a range from $2.0 million to $2.7 million, for each five-year grouping throughout this timeframe. There is an exception from 2050-2054 with a spike to $4.5 million.

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

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

A summary of the 10-year replacement forecast can be found in Appendix B.

5.6 Risk Analysis

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

5.6.1 Quantitative Risk

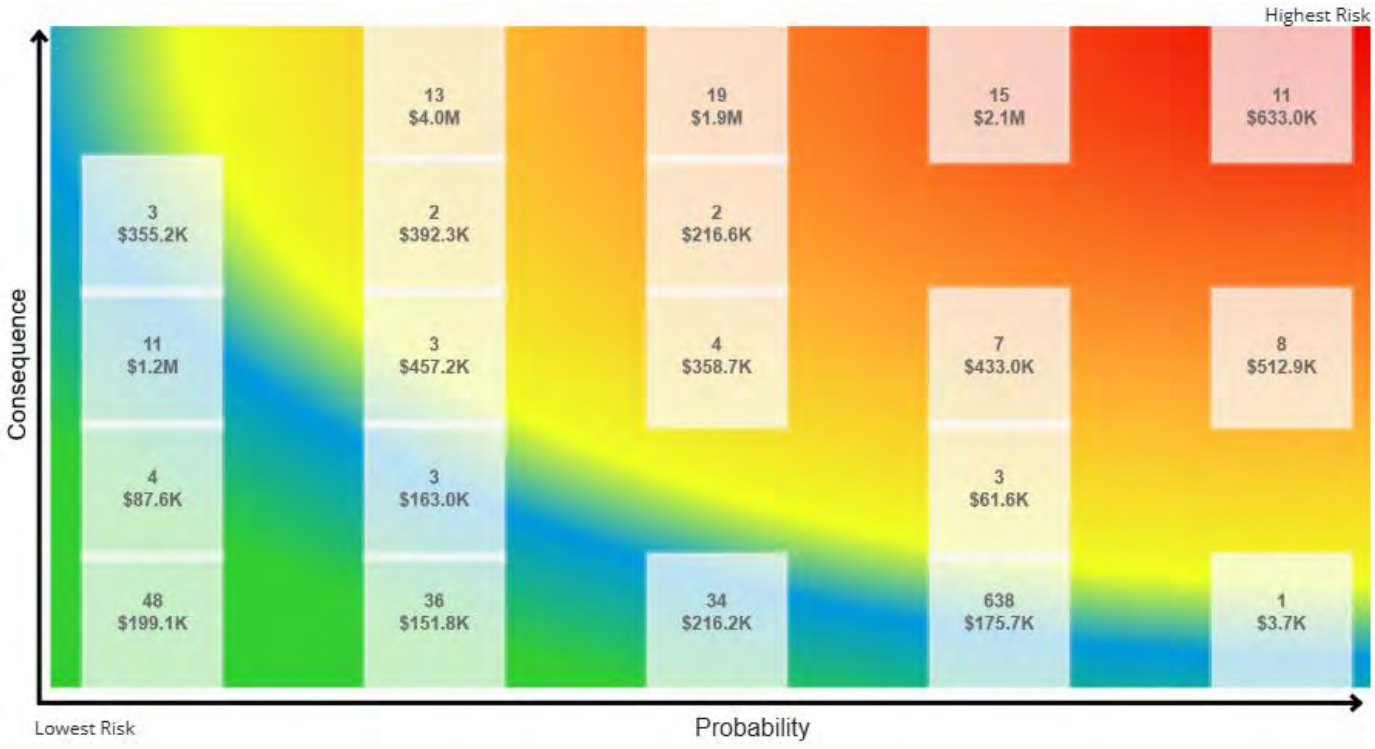
The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the road network assets based on 2024 inventory data. See Appendix D for the criteria used to determine the risk rating of each asset.

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

integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

These risk models have been built into the Township's Asset Management Database (Citywide Assets). See Quantitative Risk under Section 2.2.2 as well as Section 2.3.8 Evaluating Quantitative Risk for further details on the approach used to determine asset risk ratings and classifications.

Figure 22 Risk Matrix: Road Network



The following risk ratings are first shown for the overall category and then by segment for the road network assets.

Figure 23 Risk Rating Ranges: Road Network

1 - 4	5 - 7	8 - 9	10 - 14	15 - 25
Very Low	Low	Moderate	High	Very High
$2,440,025	$546,672	$656,637	$4,789,693	$5,151,436
(18%)	(4%)	(5%)	(35%)	(38%)

Table 19 Probability of Failure, Consequence of Failure, Risk Ratings: Road Network by Segment

Asset Category	Probability of Failure	Consequence of Failure	Risk Rating
Barriers	3.08 / 5	1.87 / 5	5.89 / 25
Paved Roads	2.78 / 5	4.55 / 5	13.24 / 25
Road Signs	3.39 / 5	1.21 / 5	3.81 / 25
Small Culverts	2.69 / 5	4.29 / 5	10.65 / 25
Storm Drains	2 / 5	4 / 5	8 / 25
Streetlights	1.66 / 5	1.08 / 5	1.75 / 25
TOTAL	2.73 / 5	4.27 / 5	11.82 / 25

Overall, the average risk rating for road network assets is 11.82, which is considered High.

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

5.6.2 Qualitative Risk

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

Infrastructure Reinvestment

The current level of financial reinvestment does not sufficiently address maintenance and capital rehabilitation requirements to ensure roads remain in an adequate state of repair and achieve their intended service life. The financial strategy in this report addresses the extent of this underfunding.

Organizational Resources

The Township has a large inventory of roads which require regular maintenance and assessment. Staff capacity and expertise are sometimes insufficient to deploy optimal maintenance and assessment strategies.

Climate Change & Extreme Weather Events

An increase in freeze/thaw cycles has been impacting the Township's roads. This causes the accelerated deterioration of road surfaces leading to a heightened need for maintenance and rehabilitation as well as reducing the useful life of the roads.

5.7 Current Levels of Service

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

5.7.1 Community Levels of Service

Table 20 O. Reg. 588/17 Community Levels of Service: Road Network

Service Attribute	Qualitative Description	Current LOS (2024)
Scope	Description, which may include maps, of the road network in the Township and its level of connectivity	See Appendix C
Quality	Description or images that illustrate the different levels of road class pavement condition	The Township conducts regular visual condition assessment for all Paved and Gravel Roads. Every road receives a condition rating (0-100).

Service Attribute	Qualitative Description	Current LOS (2024)
		0-20 – Very Poor. Road requires immediate reconstruction within the next 1-2 years. 20-59 – Poor/Fair. Road requires major rehabilitation and/or replacement in the next 3-6 years. 60-100 – Good/Very Good – Roads are functioning as required. Preventative maintenance is recommended.

5.7.2 Technical Levels of Service

Table 21 O. Reg. 588/17 Technical Levels of Service: Road Network

Service Attribute	Technical Metric	Current LOS (2024)
Scope	Lane-km of arterial roads (MMS classes 1 and 2) per land area (km/km2)	0 km / 287 km^2
	Lane-km of collector roads (MMS classes 3 and 4) per land area (km/km2)	443.97 km / 287 km^2
	Lane-km of local roads (MMS classes 5 and 6) per land area (km/km2)	71.06 km / 287 km^2
Quality	Average pavement condition index for paved roads in the Township	54%
	Average surface condition for unpaved roads in the Township (e.g. excellent, good, fair, poor)	Good
Performance	% of road network assets in fair or better condition	71%

Service Attribute	Technical Metric	Current LOS (2024)
	% of road network assets in poor or lower condition	29%
	Actual annual capital budget : average required annual capital requirements	($343,000 : $506,000) (0.68 : 1)

5.8 Proposed Levels of Service

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

Table 22 outlines the proposed LOS scenarios that were analyzed for the road network. Further explanation and proposed LOS analysis at the portfolio level can be found in Section 4 Proposed Levels of Service Analysis.

Table 22 Proposed LOS: Road Network

Segment	Average Annual Requirement				Selection
	-5% Condition (45%)	Maintain Baseline (50%)	+5% Condition (55%)	No Target	
Barriers	$8,109	$8,260	$8,260	$8,343	Maintain
Paved Roads	$335,590	$373,812	$407,846	$423,964	Maintain
Road Signs	$21,234	$21,753	$21,753	$21,970	Maintain
Small Culverts	$93,330	$93,330	$93,330	$103,166	Maintain
Storm Drains	$2,148	$2,148	$2,148	$2,170	Maintain
Streetlights	$5,946	$6,295	$6,649	$7,661	Maintain
TOTAL	$466,357	$505,598	$539,986	$567,274	$505,598

6 Bridges & Structural Culverts

The Township's transportation network includes bridges and structural culverts, with a current replacement cost of $45.1 million.

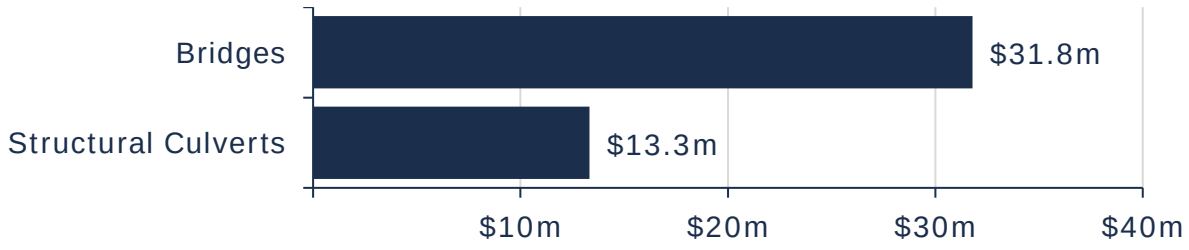
6.1 Inventory & Valuation

Table 23 summarizes the quantity and current replacement cost of bridges and structural culverts. The Township owns and manages one bridge and two structural culverts.

Table 23 Detailed Asset Inventory: Bridges & Structural Culverts

Segment	Quantity	Unit of Measure	Replacement Cost (RC)	Primary RC Method	AAR[11]
Bridges	28	Assets	$31,795,000	User-Defined	$429,615
Structural Culverts	19	Assets	$13,323,373	User-Defined	$143,493
TOTAL			$45,118,373	User-Defined	$573,107

Figure 24 Portfolio Valuation: Bridges & Structural Culverts



[11] Average Annual Capital Requirement (AAR) based on selected proposed levels of service scenarios For further detail, see section 2.3.5 Average Annual Requirement and section 4 Proposed Levels of Service Analysis.

6.2 Asset Condition

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets more confidently. The following describes the Township's current approach:

- Condition assessments for all bridges and structural culverts with a span of over 3 meters within the Township are conducted biennially, following the guidelines of the Ontario Structure Inspection Manual (OSIM)
- Bridges and structural culverts spanning less than 3 meters are inspected annually during internal road patrols

In this AMP, the following rating criteria is used to determine the current condition of bridge and structural culvert assets and forecast future capital requirements:

Table 24 Condition Ranges: Bridges & Structural Culverts

Condition Ranges	Description
Very Good (80% – 100%)	♦ New or recently rehabilitated structure, with no significant defects. ♦ Deck, beams, bearings, and abutments in excellent condition, with no visible wear. ♦ Efficient drainage, minimal surface wear, and no corrosion issues. ♦ Meets or exceeds all safety and design standards. ♦ Minimal maintenance required beyond routine inspections.
Good (60% – 80%)	♦ Minor surface wear and some cosmetic deterioration, such as light scaling or superficial cracking. ♦ Deck, joints, and bearings in good working condition, with no major structural concerns. ♦ Minimal corrosion or wear on steel and concrete elements. ♦ Routine inspections and preventive maintenance needed to extend lifespan. ♦ No major rehabilitation required in the near future.

Condition Ranges	Description
Fair (40% – 60%)	♦ Moderate wear and surface deterioration, including minor cracking, spalling, and some exposed reinforcing steel. ♦ Deck and joints in functional condition, but requiring increased maintenance. ♦ Bearings, beams, and abutments showing early signs of corrosion or wear. ♦ No immediate safety concerns, but planning for future rehabilitation needed. ♦ Regular maintenance and potential repairs required to maintain serviceability.
Poor (20% – 40%)	♦ Advanced deterioration of structural components, with noticeable concrete scaling, cracking, or steel corrosion. ♦ Deck, beams, or bearings showing significant wear, affecting bridge performance. ♦ Localized section loss on steel or concrete elements, requiring close monitoring. ♦ Possible minor load restrictions, but structure remains functional. ♦ Major rehabilitation or strengthening required in the near term.
Very Poor (0% –20%)	♦ Severe structural deterioration, including major section loss, deep cracking, and exposed or corroded reinforcing steel. ♦ Significant deck and beam damage, with failing expansion joints, delaminated concrete, and spalling. ♦ Major safety concerns, including load restrictions or risk of failure. ♦ Frequent water leakage and erosion, undermining abutments or footings. ♦ Immediate rehabilitation or full replacement required.

Figure 25 summarizes the replacement cost-weighted condition of the Township's bridges and structural culverts based on in-field condition assessments from the most recent Ontario Structures Inspection Manual (OSIM) report. Based on these assessments, 92% of bridges and structural culverts are in fair or better condition with the remaining 8% in poor or lower condition. These assets may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition.

Figure 25 Asset Condition: Bridges & Structural Culverts

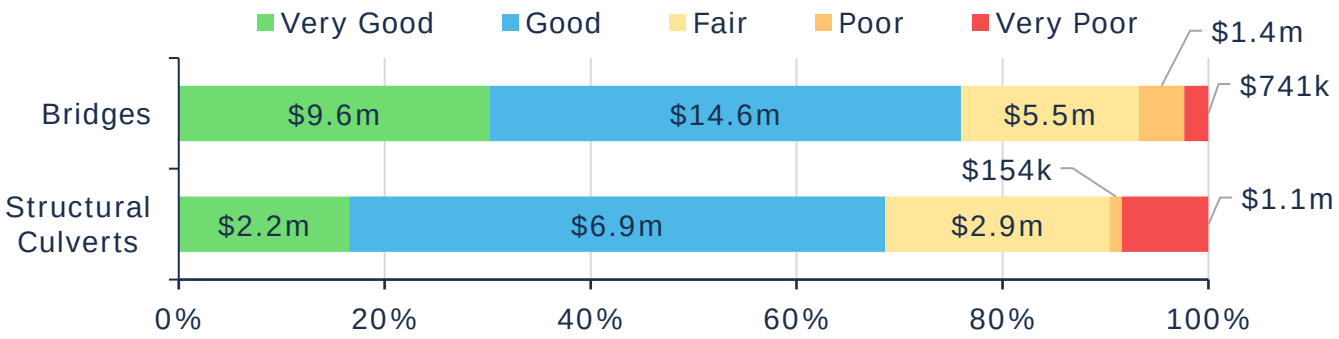


Table 25 Asset Condition: Bridges & Structural Culverts by Segment

Asset Category	≤ Poor $	≤ Poor %	≥ Fair $	≥ Fair %	Average Condition[12]
Bridges	$2,149,300	7%	$29,645,700	93%	Good (72%)
Structural Culverts	$1,275,104	10%	$12,048,269	90%	Good (62%)
TOTAL	$3,424,404	8%	$41,693,969	92%	Good (69%)

6.3 Age Profile

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

[12] Weighted by replacement cost.

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

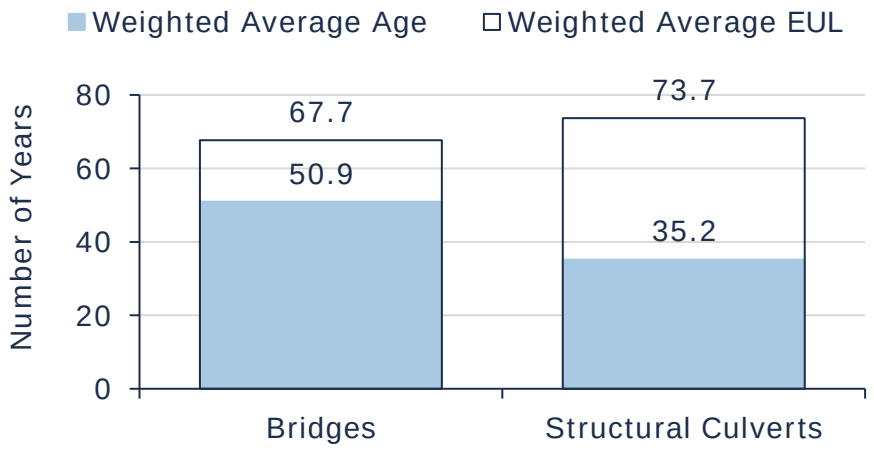
Table 26 summarizes and Figure 26 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

Table 26 Detailed Asset Age: Bridges & Structural Culverts

Segment	Weighted Average EUL	Weighted Average Age
Bridges	67.7	50.9
Structural Culverts	73.7	35.2

Age analysis reveals that on average, bridges have consumed the majority of their estimated useful life, with an average age of 50.9 years against an average EUL of 67.7 years. On average, structural culverts are about halfway through their design life, with an average age of 35.2 years, against an average EUL of 73.7 years.

Figure 26 Estimated Useful Life vs. Asset Age: Bridges & Structural Culverts



Although asset age is an important measurement for long-term planning, condition assessments provide a more accurate indication of actual asset needs. An asset may perform past the established useful life if it has been maintained and kept in

good condition. Therefore, it is important to consider asset condition when comparing asset age to its serviceable lifespan.

However, each asset's estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

OSIM assessments should continue to be used in conjunction with age and asset criticality to prioritize capital and maintenance expenditures.

6.4 Current Approach to Lifecycle Management

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

The following table outlines the Township's current lifecycle management strategy for bridges and structural culverts assets.

Table 27 Lifecycle Management Strategy: Bridges & Structural Culverts

Activity Type	Description of Current Strategy
Maintenance	Routine maintenance activities include regular sweeping and washing of bridge decks. Maintenance activities are performed annually, typically in the spring.
Rehabilitation / Replacement	All lifecycle activities are driven by the results of mandated structural inspections completed according to the Ontario Structure Inspection Manual (OSIM).
	Minor rehabilitations include concrete repair patchwork, waterproofing, localized repairs, etc. Major rehabilitation and replacement activities include the work on the barrier, deck, bridge widening, and structural beam replacement.

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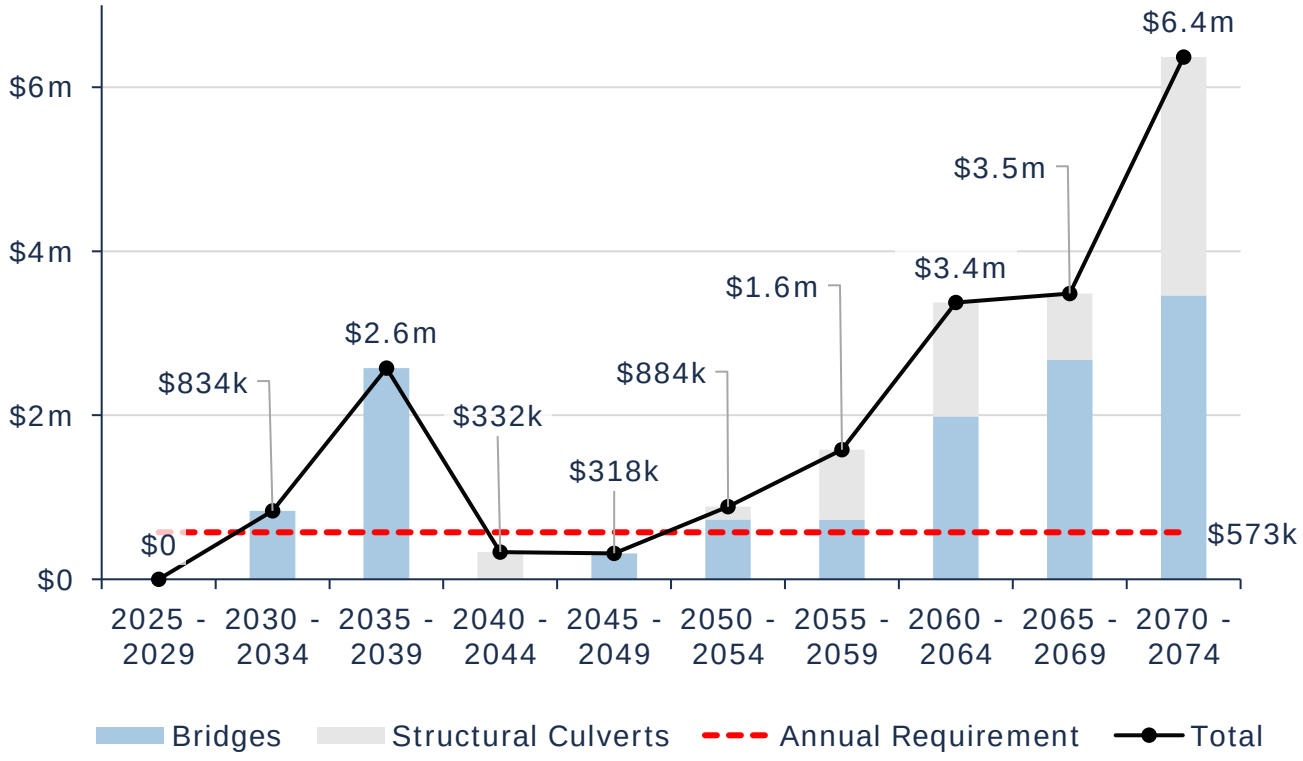
6.5 Forecasted Long-Term Replacement Needs

Figure 27 illustrates the cyclical short-, medium- and long-term infrastructure rehabilitation and replacement requirements for the Township's bridges and structural culverts. This analysis was run from 2025 until 2074 (a 50-year timespan) for assets included in Citywide Assets, the Township's primary asset management system and asset register

The Township's average annual requirements (red dotted line) for bridges and structural culverts total $24,020. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

Figure 27 Forecasted Capital Replacement Needs: Bridges & Structural Culverts 2025-2074



Although no major replacements are anticipated for the next 5 years, capital needs incline to a spike of $2.6 million in 2035-2039 with a subsequent drop. From there, a steady incline occurs until a peak of $6.4 million in 2070-2074. These projections

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

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

A summary of the 10-year replacement forecast can be found in Appendix B.

6.6 Risk Analysis

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

6.6.1 Quantitative Risk

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the bridges and structural culverts assets based on 2024 inventory data. See Appendix D for the criteria used to determine the risk rating of each asset.

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

These risk models have been built into the Township's Asset Management Database (Citywide Assets). See Quantitative Risk under Section 2.2.2 as well as Section 2.3.8 Evaluating Quantitative Risk for further details on the approach used to determine asset risk ratings and classifications.

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-

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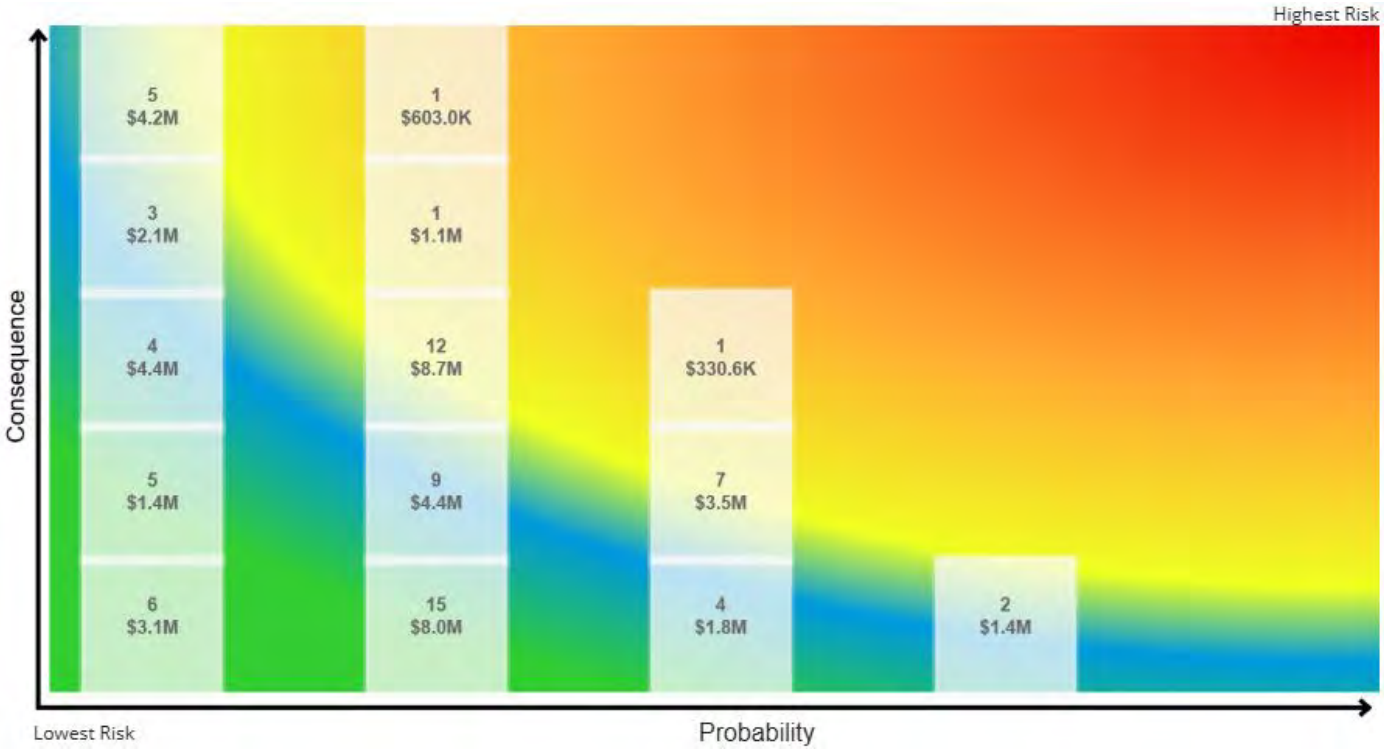
specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

Figure 28 Risk Matrix: Bridges & Structural Culverts



The following risk ratings are first shown for the overall category and then by segment for the bridges and structural culverts assets.

Figure 29 Risk Rating Ranges: Bridges & Structural Culverts

1 - 4	5 - 7	8 - 9	10 - 14	15 - 25
Very Low	Low	Moderate	High	Very High
$24,638,473	$16,059,300	$3,395,200	$1,025,400	-
(55%)	(36%)	(8%)	(2%)	(0%)

Overall, the average risk rating for bridges and structural culverts is 4.5 as shown in Table 28, which is considered Very Low.

Table 28 Probability of Failure, Consequence of Failure, Risk Ratings: Bridges & Structural Culverts by Segment

Asset Category	Probability of Failure	Consequence of Failure	Risk Rating
Bridges	2.1 / 5	2.4 / 5	4.3 / 25
Structural Culverts	2.0 / 5	2.6 / 5	5.0 / 25
TOTAL	2.0 / 5	2.4 / 5	4.5 / 25

6.6.2 Qualitative Risk

In addition to asset level risk, the Township may also face risk associated with not executing key lifecycle activities, including repairs, rehabilitation, and replacement of critical assets. These include:

- Missed opportunities for cost savings and increases in lifecycle costs
- Deferral of vital projects, or further lending and borrowing
- Accelerated asset deterioration and premature failure, which may lead to public health and safety hazards, and disruption of services to the Township's residential and commercial base
- A decline in public satisfaction with the Township's service standards and the resulting reputational damage
- Bridges are inherently vital to the Township's transportation infrastructure, and their failures can disconnect communities, lead to public health and safety incidents, and can impede the efficient flow of residential and commercial traffic

An asset's criticality rating, determined by the nature and magnitude of the consequences of its potential failure should be used to prioritize projects, particularly lifecycle management strategies. Using risk in conjunction with levels of service, and the recommended workplans in OSIM inspections, can assist in optimizing limited funds.

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

Climate Change & Extreme Weather Events

Washouts, steep slopes, high banks, and flooding cause damage to multiple components of the Township's bridges. The rising levels of freshwater and the increased frequency and intensity of precipitation events are likely to increase the deterioration of bridge components. Future bridge and structural culvert designs may need to consider upsizing in anticipation of handling bigger storm events. Over time, this risk is expected to become more impactful. Existing infrastructure may not be sufficiently sized to manage these conditions and may eventually require replacement.

Organizational Resources

The Township has a large inventory of bridges that require regular maintenance and assessment. Staff capacity and expertise are sometimes challenged to deploy optimal maintenance and assessment strategies.

6.7 Current Levels of Service

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

6.7.1 Community Levels of Service

Table 29 O. Reg. 588/17 Community Levels of Service: Bridges & Structural Culverts

Service Attribute	Qualitative Description	Current LOS (2024)
Scope	Description of the traffic that is supported by Township bridges (e.g., heavy transport vehicles,	Bridges and structural culverts are a key component of the municipal transportation network. None of the Township's structures currently have loading or dimensional restrictions meaning that most

Service Attribute	Qualitative Description	Current LOS (2024)
	motor vehicles, emergency vehicles, pedestrians, cyclists)	types of vehicles, including heavy transport, emergency vehicles, and cyclists can cross them without restriction.
Quality	Description or images of the condition of bridges & culverts and how this would affect use of the bridges & culverts	Bridges and structural culverts receive a bridge condition index (BCI) during OSIM inspections. BCI values range from 0 to 100 and are broken into the following ranges: 70-100 BCI: Considered to be in good/excellent condition and only routine maintenance is recommended. 50-70 BCI: Considered to be in fair condition and rehabilitation is recommended within the next 5 years. <50 BCI: Considered to be in poor/very poor condition with imminent replacement required in the next 1-3 years.

6.7.2 Technical Levels of Service

Table 30 O. Reg. 588/17 Technical Levels of Service: Bridges & Structural Culverts

Service Attribute	Technical Metric	Current LOS (2024)
Scope	% of bridges in the Township with loading or dimensional restrictions	0%
Quality	Average bridge condition index value for bridges in the Township	Good (72%)
	Average bridge condition index value for structural culverts in the Township	Good (62%)
Performance	% of assets in fair or better condition	92%

Service Attribute	Technical Metric	Current LOS (2024)
	% of assets in poor or lower condition	8%
	Actual annual capital budget : average required annual capital requirements	$510,000 : $573,000 (0.89 : 1)

6.8 Proposed Levels of Service

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

Table 31 outlines the proposed LOS scenarios that were analyzed for bridges and structural culverts. Further explanation and proposed LOS analysis at the portfolio level can be found in Section 4 Proposed Levels of Service Analysis.

Table 31 Proposed LOS: Bridges & Structural Culverts

Segment	Average Annual Requirement				Selection
	-5% Condition (55%)	Maintain Baseline (60%)	+5% Condition (65%)	No Target	
Bridges	$424,408	$429,615	$429,615	$486,069	+5% Condition
Structural Culverts	$143,493	$143,493	$143,493	$182,200	+5% Condition
TOTAL	$567,900	$573,107	$573,107	$668,269	$573,107

7 Water Network

The Township's water network includes hydrants, municipal wells, valves and fittings, water buildings, water equipment, water mains, and water meters with a current replacement cost of $10.8 million.

7.1 Inventory & Valuation

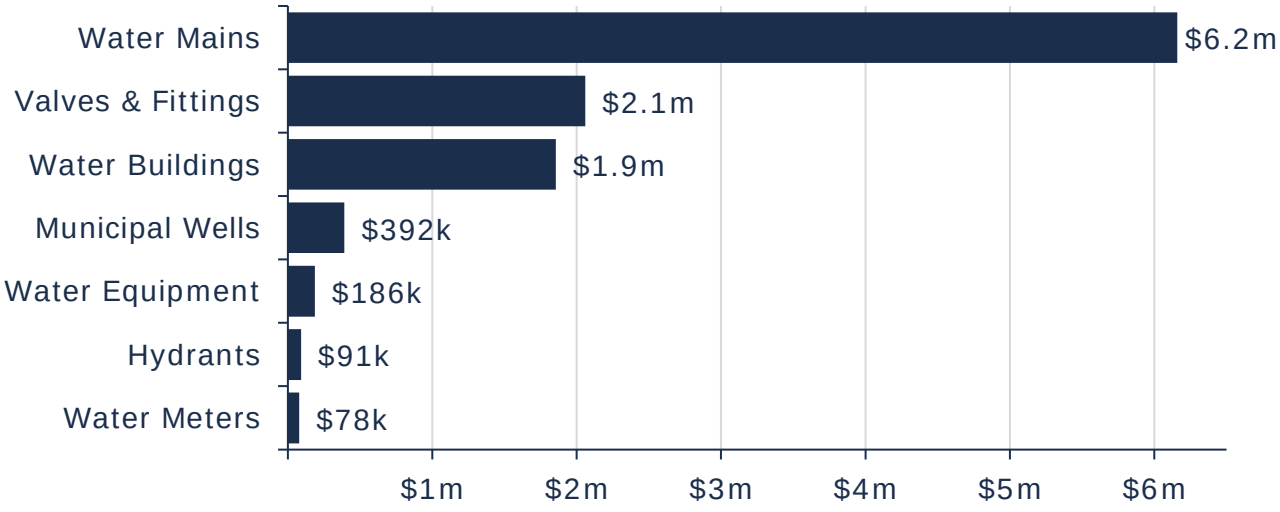
Table 32 summarizes the quantity and current replacement cost of the water network.

Table 32 Detailed Asset Inventory: Water Network

Segment	Quantity	Unit of Measure	Replacement Cost (RC)	Primary RC Method	AAR[13]
Hydrants	22	Assets	$90,526	Cost per Unit	$1,691
Municipal Wells	7	Assets	$391,618	User-Defined	$11,776
Valves & Fittings	385	Assets	$2,059,314	CPI	$14,125
Water Buildings	7	Assets	$1,855,487	User-Defined	$38,122
Water Equipment	3	Assets	$186,277	CPI	$17,860
Water Mains	8.8	KM	$6,159,470	Cost per Unit	$37,515
Water Meters	307	Assets	$78,190	Cost per Unit	$3,871
TOTAL			$10,820,882	Cost per Unit	$124,960

[13] Average Annual Capital Requirement (AAR) based on selected proposed levels of service scenarios For further detail, see section 2.3.5 Average Annual Requirement and section 4 Proposed Levels of Service Analysis.

Figure 30 Portfolio Valuation: Water Network



7.2 Asset Condition

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets more confidently. The following describes the Township's current approach:

- There is currently no program in place for the condition assessment of any water network assets
- In the future, the Township may consider performing a study or developing a condition assessment framework to assess all existing water meters to improve condition accuracy
- As the Township expands its water system to accommodate new residential developments, it may also develop more comprehensive condition assessment strategies

In this AMP, the following rating criteria is used to determine the current condition of water network assets and forecast future capital requirements:

Table 33 Condition Ranges: Water Network

Condition Ranges	Description
Very Good (90 – 100)	♦ New or recently upgraded infrastructure, with no defects or performance issues. ♦ Highly efficient system, with minimal water loss and strong pressure throughout the network. ♦ Pipes, pumps, and treatment facilities in excellent condition, requiring only routine inspections. ♦ Long-term sustainability and resilience, with no major capital investments needed in the near future.
Good (70 – 90)	♦ Reliable water supply with minimal leaks or service disruptions. ♦ Well-maintained infrastructure, with pipes and components in good working condition. ♦ Consistent water pressure and flow, meeting demand efficiently. ♦ Routine maintenance and minor upgrades are sufficient to maintain performance.
Fair (60 – 70)	♦ Some leaks or minor breaks, but overall system remains functional. ♦ Aging pipes and components showing signs of wear but still providing acceptable service. ♦ Moderate water pressure and flow, though occasional issues may arise during peak demand. ♦ Regular maintenance required, and planning for future upgrades or replacements is needed.
Poor (40 – 60)	♦ Significant leaks or breaks occurring regularly, leading to noticeable water loss.

Condition Ranges	Description
	♦ Aging infrastructure with corroded or weakened pipes, increasing the risk of failure. ♦ Reduced water pressure and occasional service interruptions in some areas. ♦ High maintenance costs due to frequent repairs; sections of the network may need replacement soon.
Very Poor (0 – 40)	♦ Frequent and severe leaks or breaks, causing major water loss and service disruptions. ♦ High risk of contamination due to corroded pipes, failing joints, or outdated materials. ♦ Inadequate pressure and flow, leading to unreliable service for residents and businesses. ♦ Requires emergency repairs and imminent replacement of major sections to ensure public health and safety.

As illustrated in Figure 31 below, the majority of the Township's water network is in fair or better condition.

Figure 31 Asset Condition: Water Network

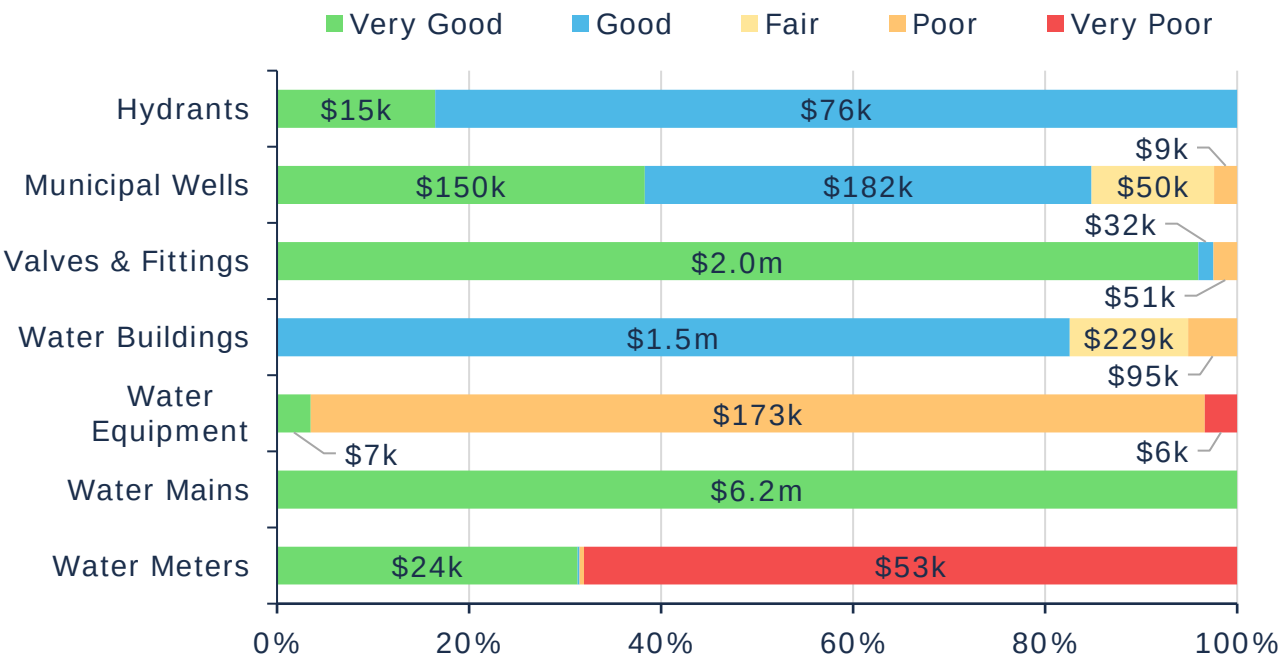


Table 34 summarizes the replacement cost-weighted condition of the Township's water network portfolio. Based primarily on age, 96% of water network assets are in fair or better condition, with the remaining 4% in poor or lower condition.

Condition data was available for 13% of the water network, based on replacement costs; age was used to estimate condition for the remaining 87% of assets.

Table 34 Asset Condition: Water Network by Segment

Asset Category	≤ Poor $	≤ Poor %	≥ Fair $	≥ Fair %	Average Condition[14]
Hydrants	-	0%	$90,526	100%	Good (71%)
Municipal Wells	$9,364	2%	$382,254	98%	Good (70%)
Valves & Fittings	$51,145	2%	$2,008,169	98%	Very Good (81%)
Water Buildings	$94,953	5%	$1,760,534	95%	Good (64%)
Water Equipment	$179,735	96%	$6,542	4%	Poor (31%)

[14] Weighted by replacement cost.

Asset Category	≤ Poor $	≤ Poor %	≥ Fair $	≥ Fair %	Average Condition[14]
Water Mains	-	0%	$6,159,470	100%	Very Good (83%)
Water Meters	$53,550	68%	$24,640	32%	Fair (44%)
TOTAL	$388,747	4%	$10,432,135	96%	Good (78%)

7.3 Age Profile

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

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

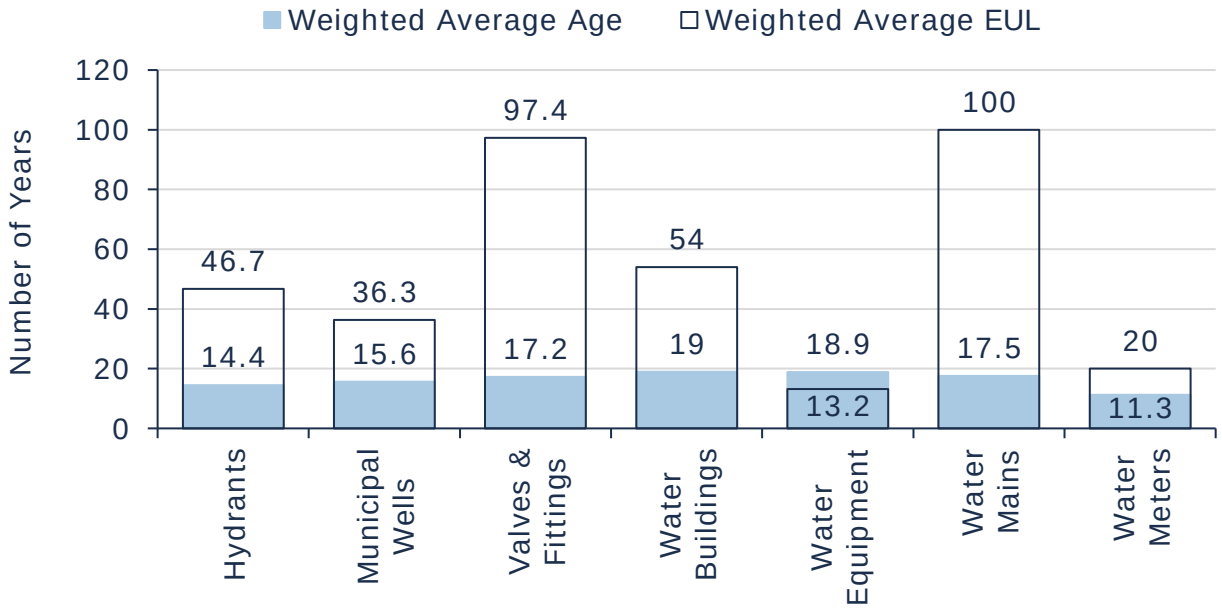
Table 35 summarizes and Figure 32 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

Table 35 Detailed Asset Age: Water Network

Segment	Weighted Average EUL	Weighted Average Age
Hydrants	46.7	14.4
Municipal Wells	36.3	15.6
Valves & Fittings	97.4	17.2
Water Buildings	54.0	19.0
Water Equipment	13.2	18.9
Water Mains	100.0	17.5

Segment	Weighted Average EUL	Weighted Average Age
Water Meters	20.0	11.3

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



Age analysis reveals that on average, the majority asset segments have more than half of their estimated useful life remaining. Water equipment, however, has surpassed its average estimated lifespan of 13.2 years with an average age of 18.9 years.

Although asset age is an important measurement for long-term planning, condition assessments provide a more accurate indication of actual asset needs. An asset may perform past the established useful life if it has been maintained and kept in good condition. Therefore, it is important to consider asset condition when comparing asset age to its serviceable lifespan.

However, each asset's estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type. Further, useful life estimates established as part of the PSAB 3150 implementation may not be accurate and may not reflect in-field asset performance.

7.4 Current Approach to Lifecycle Management

The condition or performance of most assets will deteriorate over time. To ensure that the Township's water network assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration. The following table outlines the Township's current lifecycle management strategy for water network assets.

Table 36 Lifecycle Management Strategy: Water Network

Activity Type	Description of Current Strategy
Maintenance	Well casings are inspected in the spring and fall.
	Flow meters are calibrated every 12 months.
	Flow control valves are serviced every 60 months or as necessary.
	Chlorine analyzers are calibrated three times per week.
	Computers and SCADA systems are checked annually or as needed.
	Heating and lighting systems are serviced annually or as needed.
	Generators are serviced every 24 months or as necessary.
	Generators are tested monthly, and results are recorded.
	Hydrants are serviced and flushed annually.
	Watermains are serviced and flushed in the spring and fall.
	Valves are operated every 36 months.
Rehabilitation / Replacement	Chemical pumps are re-built every 24 months or as necessary.
	Chemical tubing is replaced every 12 months or as necessary.

Activity Type	Description of Current Strategy
	Chemical check valves are replaced every 6 months or as necessary.
	Rehabilitation and replacement activities are determined by the asset's useful life, the presence of defects identified during an inspection, type of function, and asset failure and are typically proactive in nature due to regular monitoring and inspection schedules.

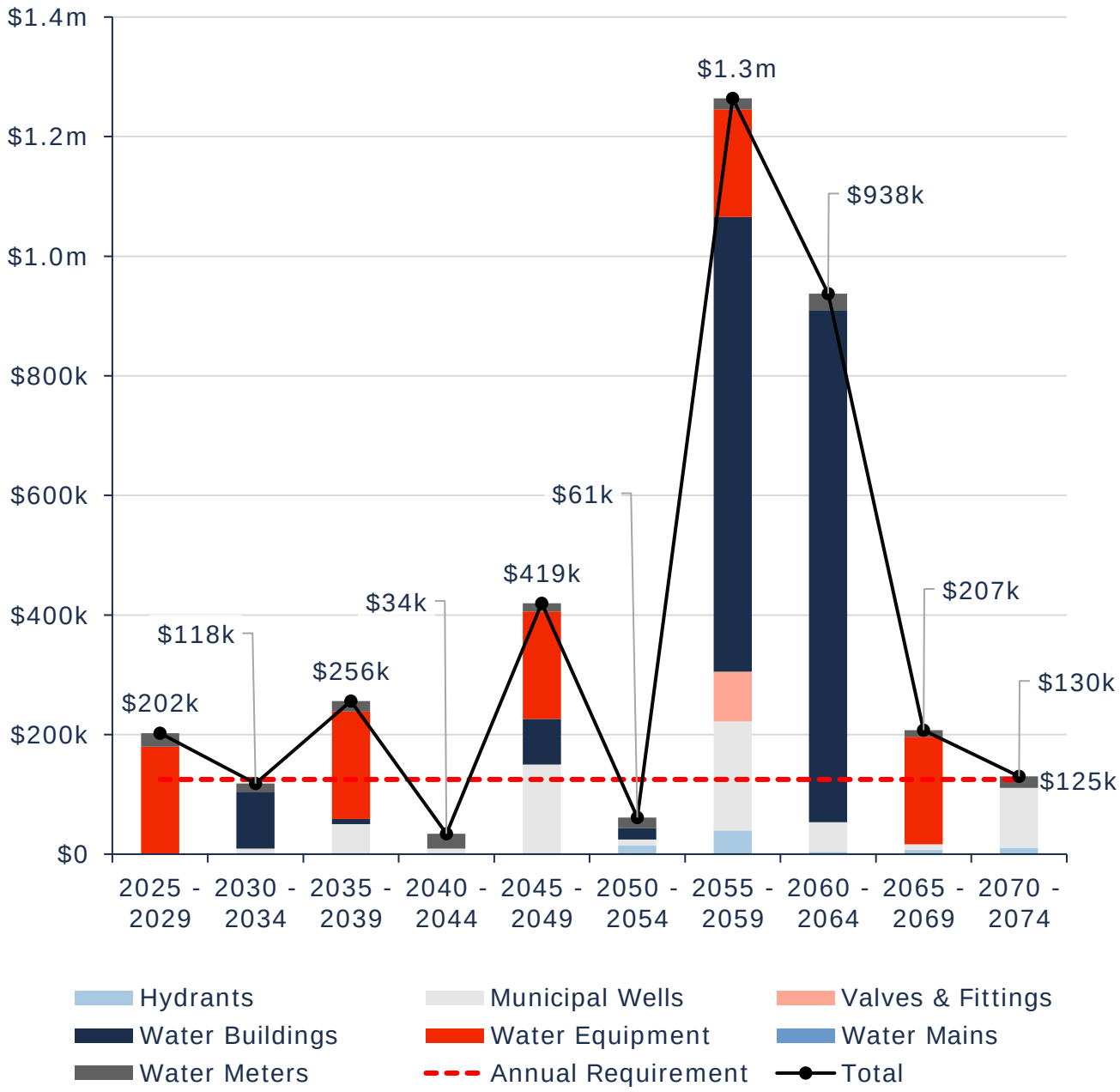
7.5 Forecasted Long-Term Replacement Needs

Figure 33 illustrates the cyclical short-, medium- and long-term infrastructure rehabilitation and replacement requirements for the Township's water network. This analysis was run from 2025 until 2074 (a 50-year timespan) for assets included in Citywide Assets, the Township's primary asset management system and asset register.

The Township's average annual requirements (red dotted line) for the water network total $124,960. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

The forecasted capital requirements fluctuate with peaks and valleys. The highest peaks occur in 2055-2059 with $1.3 million and 2060-2064 with just under $1.0 million. These projections and estimates are based on asset replacement costs, age analysis, and condition data. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

Figure 33 Forecasted Capital Replacement Needs: Water Network 2025-2074



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

A summary of the 10-year replacement forecast can be found in Appendix B.

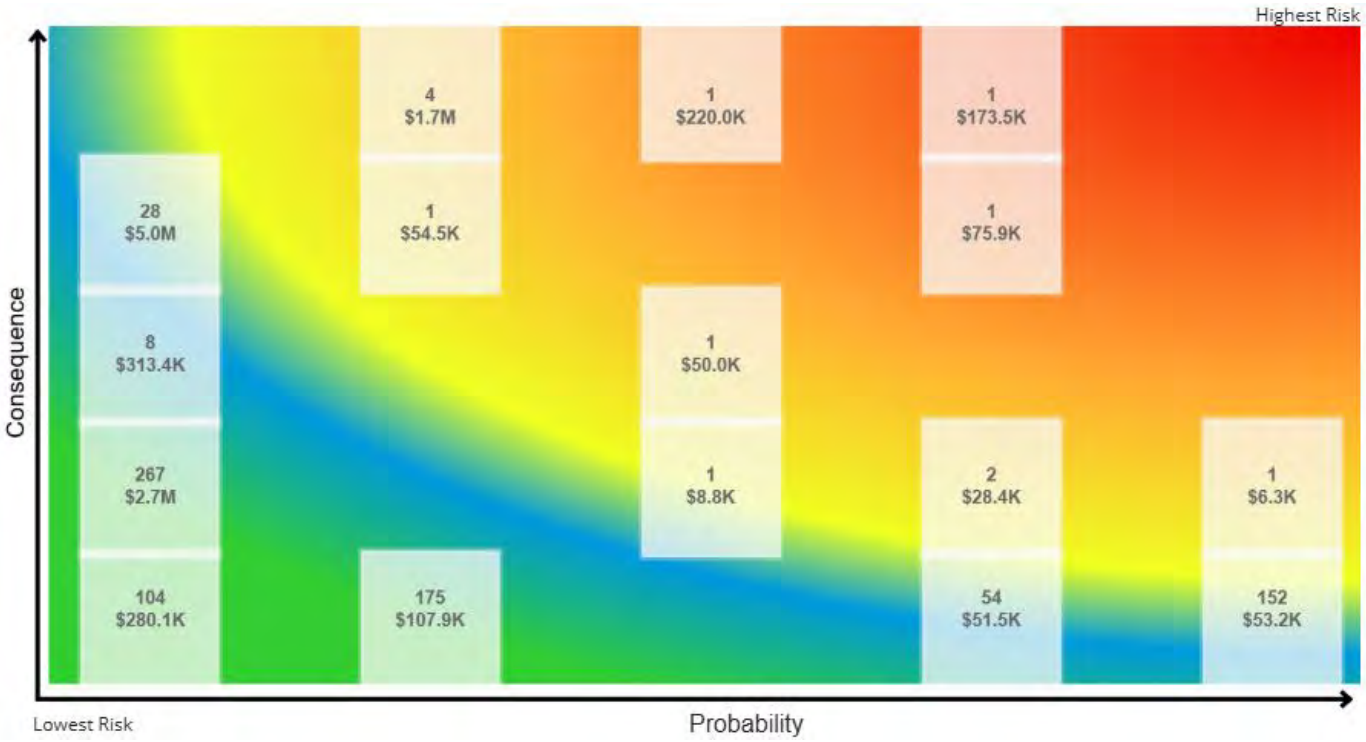
7.6 Risk Analysis

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

7.6.1 Quantitative Risk

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the water network assets based on 2024 inventory data. See Appendix D for the criteria used to determine the risk rating of each asset.

Figure 34 Risk Matrix: Water Network



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

These risk models have been built into the Township's Asset Management Database (Citywide Assets). See Quantitative Risk under Section 2.2.2 as well as Section 2.3.8 Evaluating Quantitative Risk for further details on the approach used to determine asset risk ratings and classifications.

The following risk ratings are first shown for the overall category and then by segment for the water network assets.

Figure 35 Risk Rating Ranges: Water Network

1 - 4	5 - 7	8 - 9	10 - 14	15 - 25
Very Low	Low	Moderate	High	Very High
$8,490,842	$61,960	$132,915	$1,665,763	$469,402
(78%)	(<1%)	(1%)	(15%)	(4%)

Table 37 Probability of Failure, Consequence of Failure, Risk Ratings: Water Network by Segment

Asset Category	Probability of Failure	Consequence of Failure	Risk Rating
Hydrants	1.84 / 5	1.16 / 5	2 / 25
Municipal Wells	1.79 / 5	3.77 / 5	6.86 / 25
Valves & Fittings	1.09 / 5	1.96 / 5	2.05 / 25
Water Buildings	2.23 / 5	4.91 / 5	10.8 / 25
Water Equipment	3.93 / 5	4.79 / 5	19.03 / 25
Water Mains	1 / 5	4.03 / 5	4.03 / 25
Water Meters	3.74 / 5	1.63 / 5	4.36 / 25
TOTAL	1.33 / 5	3.75 / 5	5.16 / 25

Overall, the average risk rating for the water network is 5.16, which is considered Low.

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

7.6.2 Qualitative Risk

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

Assessed Condition Data

Inspecting watermains presents greater challenges compared to sanitary and storm sewer mains, where CCTV camera inspections are feasible. Currently, staff rely on age-based estimates to project when pipes may require replacement. However, this method introduces some uncertainty regarding its effectiveness in assessing the current condition of watermains. Enhancing the accuracy and reliability of asset data and information will enable staff to develop more precise, data-driven strategies to address infrastructure needs with greater confidence.

7.7 Current Levels of Service

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

7.7.1 Community Levels of Service

Table 38 O. Reg. 588/17 Community Levels of Service: Water Network

Service Attribute	Qualitative Description	Current LOS (2024)
Scope	Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal water system	The Mansfield Water System currently serves 153 service connections within Mulmur Township and is classified as a large municipal residential water system. The user groups that are connected to the water system have adequate fire flow protection.
	Description, which may include maps, of the user groups or areas of the municipality that have fire flow	
Quality	Description of boil water advisories and service interruptions	The Township experienced no boil water advisories in 2024. However, water service interruptions may occur due to main breaks, maintenance activities or reconstruction projects. Staff attend to these interruptions in a timely manner, when possible.

7.7.2 Technical Levels of Service

Table 39 O. Reg. 588/17 Technical Levels of Service: Water Network

Service Attribute	Technical Metric	Current LOS (2024)
Scope	% of properties connected to the municipal water system	9.1%
	% of properties where fire flow is available	9.1%[15] of all properties 100% of properties connected to water network
Reliability	# of connection-days per year where a boil water advisory notice is in place compared to the total number of properties connected to the municipal water system	0
	# of connection-days per year where water is not available due to water main breaks compared to the total number of properties connected to the municipal water system	0
Performance	Average condition of water network assets	Good (78%)
	% of assets in fair or better condition	96%
	% of assets in poor or lower condition	4%
	Actual annual capital budget : average required annual capital requirements	$39,000 : $125,000 (0.31 : 1)

[15] Fire flow is currently available only to properties connected to the Township's water distribution network through hydrants. However, pumper trucks are equipped with onboard water storage and the necessary equipment to draw water from nearby sources when required.

7.8 Proposed Levels of Service

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

Table 40 outlines the proposed LOS scenarios that were analyzed for the water network. Further explanation and proposed LOS analysis at the portfolio level can be found in Section 4 Proposed Levels of Service Analysis.

Table 40 Proposed LOS: Water Network

Segment	Average Annual Requirement				Selection
	-5% Condition (45%)	Maintain Baseline (50%)	+5% Condition (55%)	No Target	
Hydrants	$1,620	$1,691	$1,798	$2,010	Maintain
Municipal Wells	$10,508	$11,776	$11,776	$12,581	Maintain
Valves & Fittings	$12,727	$14,125	$15,454	$22,451	Maintain
Water Buildings	$37,370	$38,122	$38,122	$39,287	Maintain
Water Equipment	$17,860	$17,860	$17,860	$18,039	Maintain
Water Mains	$34,960	$37,515	$41,122	$61,595	Maintain
Water Meters	$3,871	$3,871	$3,871	$3,910	Maintain
TOTAL	$118,915	$124,960	$130,003	$159,872	$124,960

Category Analysis: Non-Core Assets

8 Facilities

The Township owns and maintains several facilities that provide key services to the community. The total current replacement cost of facilities is $22.0 million.

8.1 Inventory & Valuation

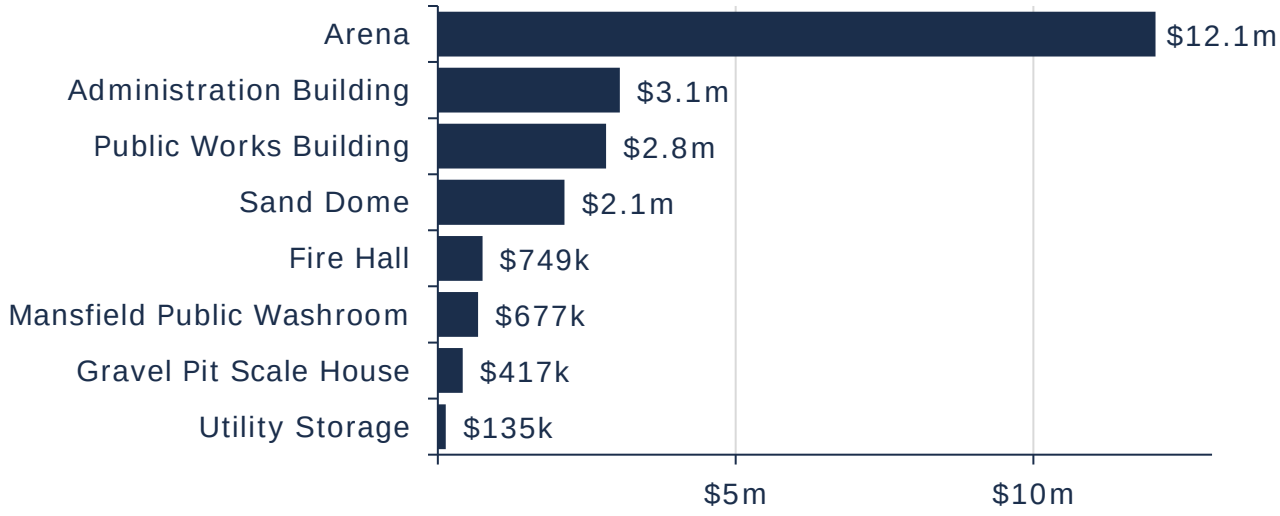
Table 41 summarizes the quantity and current replacement cost of all facilities assets available in the Township's asset register.

Table 41 Detailed Asset Inventory: Facilities

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method	AAR[16]
Administration Building	1	Assets	$3,054,209	User-Defined	$37,684
Arena	1	Assets	$12,050,336	User-Defined	$197,123
Fire Hall	1	Assets	$748,897	CPI	$16,027
Gravel Pit Scale House	1	Assets	$417,059	User-Defined	$8,360
Mansfield Public Washroom	1	Assets	$676,973	User-Defined	$13,702
Public Works Building	1	Assets	$2,826,107	User-Defined	$33,437
Sand Dome	1	Assets	$2,128,000	User-Defined	$45,287
Utility Storage	2	Assets	$135,000	User-Defined	$2,673
TOTAL			$22,036,581	User-Defined	$354,293

[16] Average Annual Capital Requirement (AAR) based on selected proposed levels of service scenarios For further detail, see section 2.3.5 Average Annual Requirement and section 4 Proposed Levels of Service Analysis.

Figure 36 Portfolio Valuation: Facilities



8.2 Asset Condition

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets more confidently. The following describes the Township's current approach:

- Monthly health and safety inspections are carried out to evaluate building conditions and identify health and safety risks

In this AMP, the following rating criteria is used to determine the current condition of facilities assets and forecast future capital requirements:

Table 42 Condition Ranges: Facilities

Condition Ranges	Description
Very Good (80% – 100%)	♦ Newly built or recently renovated with no visible defects. ♦ Modern, efficient, and fully functional mechanical, electrical, and plumbing systems. ♦ Well-maintained structural elements, finishes, and overall aesthetic. ♦ Minimal maintenance required beyond routine inspections and minor upkeep.

Condition Ranges	Description
Good (60% – 80%)	♦ Structurally sound with no major defects; minor wear and tear on finishes. ♦ Functional and well-maintained mechanical, electrical, and plumbing systems. ♦ Up-to-date aesthetics, with only minor improvements needed for modernization. ♦ Requires only regular maintenance to keep in good condition.
Fair (40% – 60%)	♦ Some visible signs of aging, such as minor wall cracks, roof wear, or uneven flooring. ♦ Mechanical, electrical, and plumbing systems function but may require repairs or efficiency upgrades. ♦ Cosmetic issues like faded paint, worn flooring, or outdated interior elements. ♦ Routine maintenance and moderate renovations can extend the building's service life.
Poor (20% – 40%)	♦ Noticeable structural issues, such as sagging floors, cracked walls, or roof leaks. ♦ Frequent repairs needed for electrical, plumbing, or HVAC systems due to aging components. ♦ Significant cosmetic wear, including peeling paint, damaged finishes, and outdated fixtures. ♦ Requires major repairs or system upgrades to maintain functionality.
Very Poor (0% – 20%)	♦ Severe structural deterioration, with major foundation issues, roof failures, or extensive wall cracking. ♦ Significant water damage, mold growth, or rot affecting habitability.

Condition Ranges	Description
	♦ Outdated or failing mechanical, electrical, and plumbing (MEP) systems, posing safety risks. ♦ Building is unsafe for occupancy without extensive rehabilitation or potential demolition.

As illustrated in Figure 37 below, the majority of the Township's facilities are in fair or better condition.

Figure 37 Asset Condition: Facilities

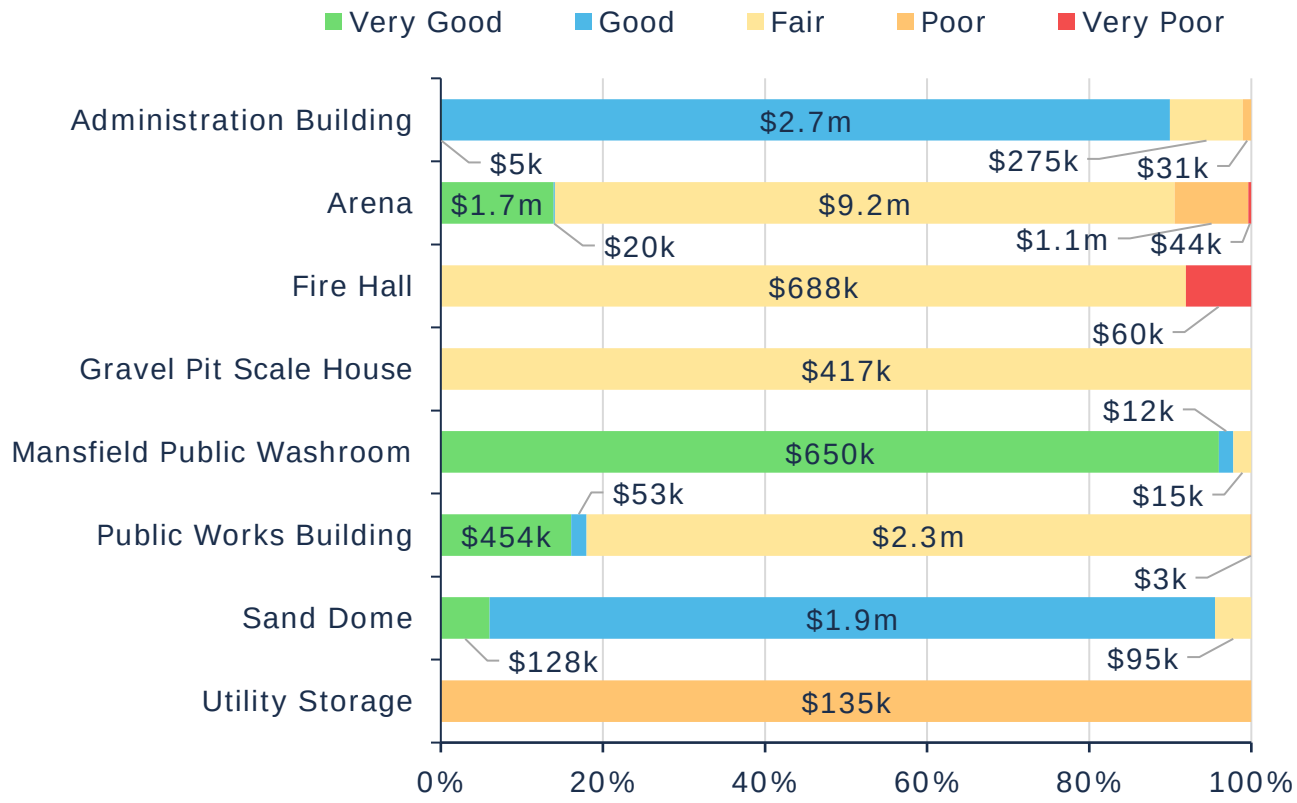


Table 43 summarizes the replacement cost-weighted condition of the Township's facilities portfolio. Based primarily on assessed condition data, 94% of facilities are in fair or better condition, with the remaining 6% in poor or lower condition.

Condition data was available for 83% of facilities, based on replacement costs; age was used to estimate condition for the remaining 17% of assets.

Table 43 Asset Condition: Facilities by Segment

Asset Category	≤ Poor $	≤ Poor %	≥ Fair $	≥ Fair %	Average Condition[17]
Administration Building	$31,481	1%	$3,022,728	99%	Good (76%)
Arena	$1,137,675	9%	$10,912,661	91%	Good (62%)
Fire Hall	$60,468	8%	$688,429	92%	Fair (55%)
Gravel Pit Scale House	-	0%	$417,059	100%	Fair (46%)
Mansfield Public Washroom	-	0%	$676,973	100%	Very Good (87%)
Public Works Building	$3,470	0%	$2,822,637	100%	Good (65%)
Sand Dome	-	0%	$2,128,000	100%	Good (77%)
Utility Storage	$135,000	100%	-	0%	Poor (39%)
TOTAL	$1,368,094	6%	$20,668,487	94%	Good (66%)

8.3 Age Profile

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

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

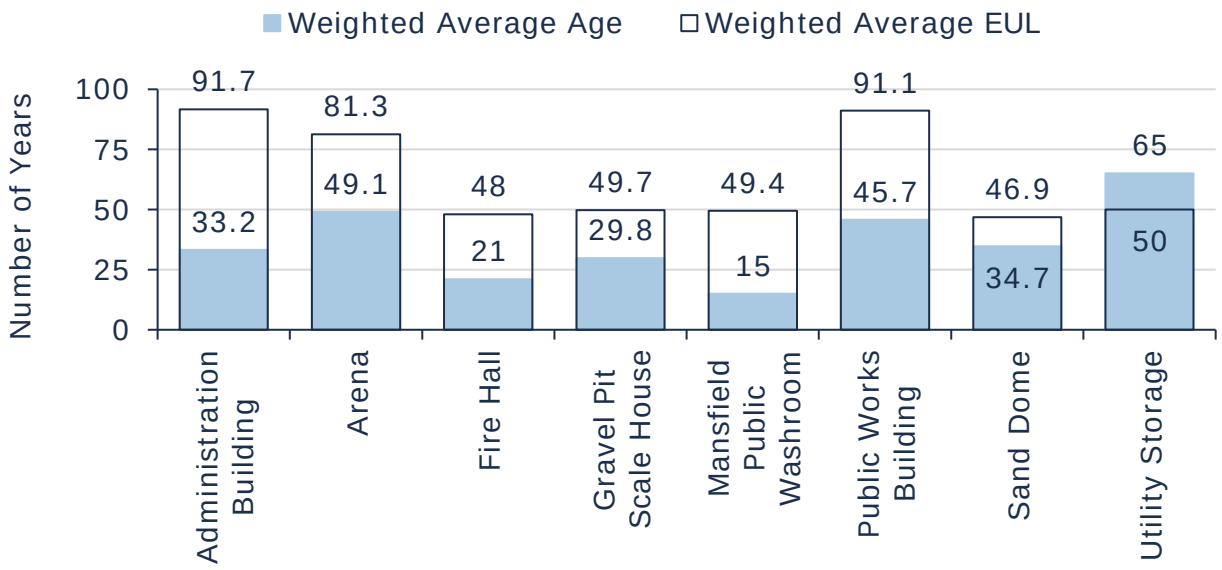
Table 44 summarizes and Figure 38 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

[17] Weighted by replacement cost.

Table 44 Detailed Asset Age: Facilities

Segment	Weighted Average EUL	Weighted Average Age
Administration Building	91.7	33.2
Arena	81.3	49.1
Fire Hall	48.0	21.0
Gravel Pit Scale House	49.7	29.8
Mansfield Public Washroom	49.4	15.0
Public Works Building	91.1	45.7
Sand Dome	46.9	34.7
Utility Storage	50.0	65.0

Figure 38 Estimated Useful Life vs. Asset Age: Facilities



Age analysis reveals that, on average, facilities assets are in the mid-stages of their serviceable life. It is important to note that meaningful and accurate age analysis of building assets relies heavily on effective componentization. Buildings are complex structures made up of many parts (e.g., roofs, HVAC systems, windows, and foundations), each with its own expected lifespan and maintenance needs.

A building's overall age does not always reflect the condition or serviceability of its individual components. By breaking down each building into its key components and tracking the age and condition of each one separately, staff can more accurately assess where investment is needed and avoid premature or unnecessary expenditures.

Although asset age is an important measurement for long-term planning, condition assessments provide a more accurate indication of actual asset needs. An asset may perform past the established useful life if it has been maintained and kept in good condition. Therefore, it is important to consider asset condition when comparing asset age to its serviceable lifespan.

However, each asset's estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type. Further, useful life estimates established as part of the PSAB 3150 implementation may not be accurate and may not reflect in-field asset performance.

8.4 Current Approach to Lifecycle Management

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

Table 45 outlines the Township's current lifecycle management strategy for facilities assets.

Table 45 Lifecycle Management Strategy: Facilities

Activity Type	Description of Current Strategy
Maintenance / Rehabilitation / Replacement	HVAC systems and furnaces of the administrative and Public Works buildings undergo annual servicing each fall.
	Maintenance, rehabilitation, and replacement of building components are performed as needed, based on the age, condition, and risk ratings of the assets. The impact of asset failure on building operations and public access is also considered when prioritizing projects.

8.5 Forecasted Long-Term Replacement Needs

Figure 39 Forecasted Capital Replacement Needs Facilities 2025-2074

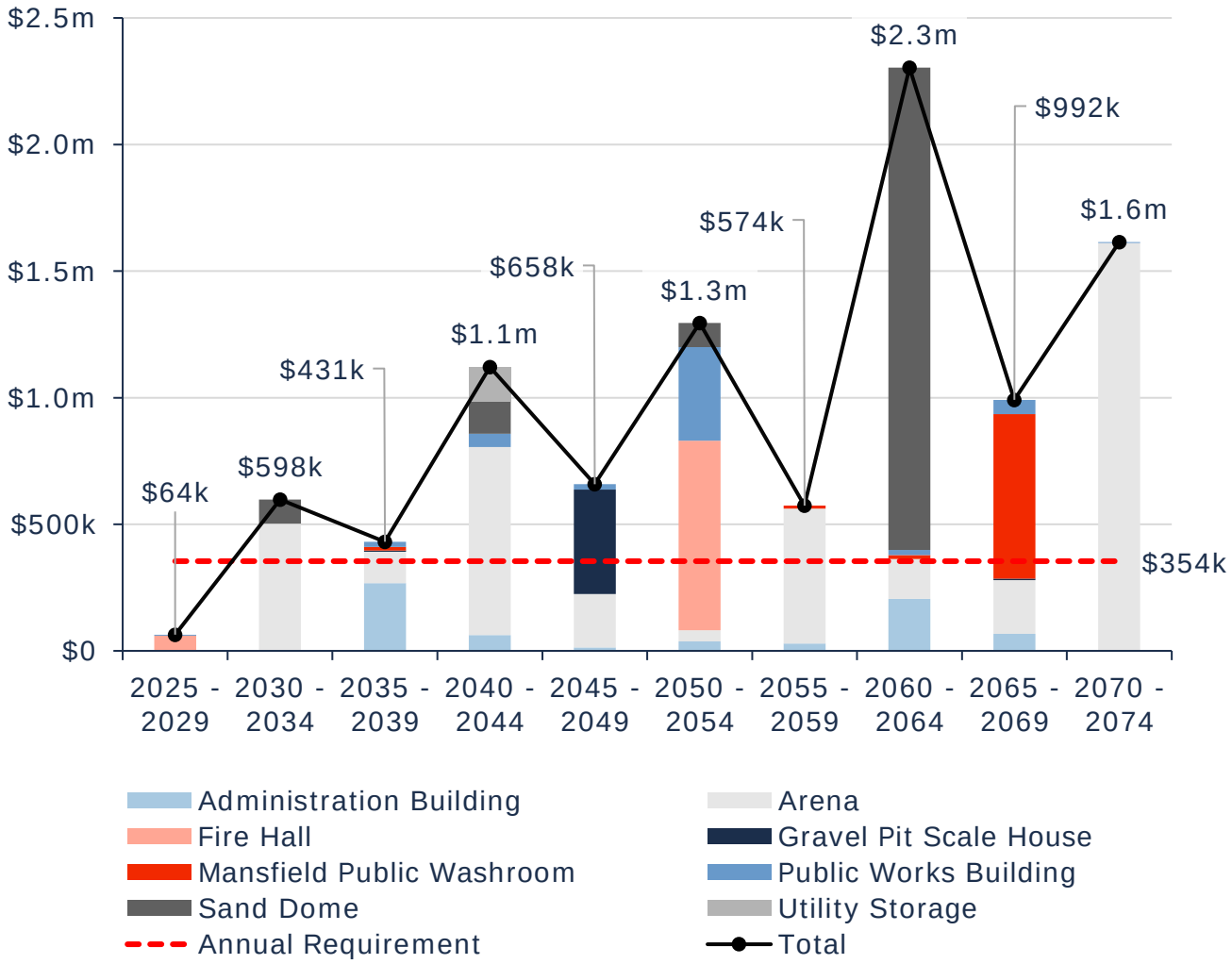


Figure 39 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Township's facilities portfolio. This analysis was run from 2025 until 2074 (a 50-year timespan) for assets included in Citywide Assets, the Township's primary asset management system and asset register. The Township's average annual requirements (red dotted line) total $354,293 for all facilities. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

Forecasted requirements align with the selected proposed levels of service. Replacement needs are forecasted to fluctuate with a peak of $2.3 million occurring in 2060-2064. These projections and estimates are based on current asset records, their replacement costs, and age analysis. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

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

A summary of the 10-year replacement forecast can be found in Appendix B.

8.6 Risk Analysis

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

8.6.1 Quantitative Risk

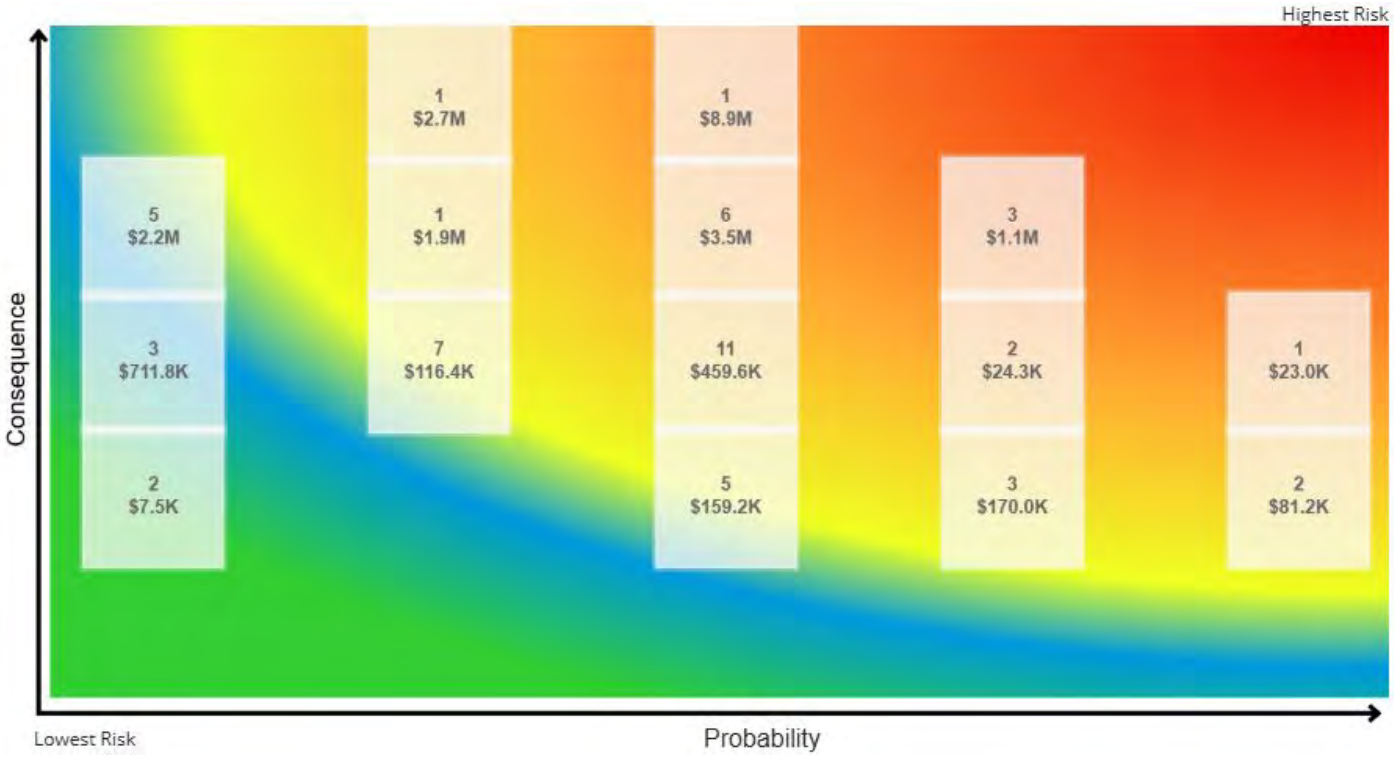
The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the facilities assets based on 2024 inventory data. See Appendix D for the criteria used to determine the risk rating of each asset.

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

These risk models have been built into the Township's Asset Management Database (Citywide Assets). See Quantitative Risk under Section 2.2.2 as well as Section

2.3.8 Evaluating Quantitative Risk for further details on the approach used to determine asset risk ratings and classifications.

Figure 40 Risk Matrix: Facilities



The following risk ratings are first shown for the overall category and then by segment for the facilities assets.

Figure 41 Risk Rating Ranges: Facilities

1 - 4	5 - 7	8 - 9	10 - 14	15 - 25
Very Low	Low	Moderate	High	Very High
$2,912,567	$275,621	$2,458,130	$6,352,609	$10,037,654
(13%)	(1%)	(11%)	(29%)	(46%)

Table 46 Probability of Failure, Consequence of Failure, Risk Ratings: Facilities by Segment

Asset Category	Probability of Failure	Consequence of Failure	Risk Rating
Administration Building	2.11 / 5	4.82 / 5	10.01 / 25
Arena	2.82 / 5	4.78 / 5	13.48 / 25
Fire Hall	3.16 / 5	3.63 / 5	11.28 / 25
Gravel Pit Scale House	3 / 5	4.08 / 5	12.24 / 25
Mansfield Public Washroom	1.06 / 5	3.01 / 5	3.2 / 25
Public Works Building	2.66 / 5	4.05 / 5	10.65 / 25
Sand Dome	1.98 / 5	3.94 / 5	7.7 / 25
Utility Storage	4 / 5	2 / 5	8 / 25
TOTAL	2.59 / 5	4.49 / 5	11.63 / 25

Overall, the average risk rating for facilities assets is 11.63, which is considered High.

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

8.6.2 Qualitative Risk

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

Infrastructure Reinvestment

Dependence on government grants for facilities carries inherent risks. Funding can be unpredictable due to political and economic changes, and grants often come with conditions that may not align with local priorities. Securing grants is competitive and resource-intensive, and they typically provide temporary funding, leading to

short-term fixes. Managing grants involves considerable administrative work, which can strain resources and cause delays. To ensure sustainable support for township facilities, it is important to diversify funding sources, balancing local revenue with external grants.

8.7 Current Levels of Service

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

8.7.1 Community Levels of Service

Table 47 Community Levels of Service: Facilities

Service Attribute	Qualitative Description	Current LOS (2024)
Accessible & Reliable	List of facilities that meet accessibility standards and any work that has been undertaken to achieve alignment	The Township's Administrative Building meets current accessibility standards.
Safe & Regulatory	Description of monthly and annual facilities inspection process	Internal health and safety inspections are performed monthly by the Township's designated Health and Safety Representative. Annual servicing of the administrative and Public Works building's HVAC systems takes place each fall. Annual fire inspection and an annual fire drill are also conducted annually.
Affordable	Description of the lifecycle activities (maintenance, rehabilitation and replacement) performed on municipal facilities	Internal health and safety inspections are performed monthly by the Township's designated Health and Safety Representative. Annual servicing of the administrative and Public Works building's HVAC and fire alarm systems takes place annually.

Service Attribute	Qualitative Description	Current LOS (2024)
		Maintenance activities such as septic services and additional repairs are performed on facilities as needed by Township Staff or through contracted services. Cleaning takes place bi-weekly at the Township office, and weekly at the North Dufferin Community Centre.
Sustainable	Description of the current condition of municipal facilities and the plans that are in place to maintain or improve the provided level of service	Currently, the Township's administrative and public works buildings are considered in good condition. The North Dufferin Community Centre (NDCC) is considered to be in fair/poor condition. The replacement of the arena's ice surface floor and dasher board system, and the replacement of the flat roof portion of the arena were completed in 2024. Future planned improvements to the building include improvements to the arena's upper floor community hall (the "Norduff Room"), and the addition of more changerooms. The Township has and will continue to seek out and apply for grants to make improvements to the NDCC to help offset budget constraints.

8.7.2 Technical Levels of Service

Table 48 Technical Levels of Service: Facilities

Service Attribute	Technical Metric	Current LOS (2024)
Accessible & Reliable	Number of unplanned facility closures	0
Safe & Regulatory	Number of service requests related to unsafe conditions in facilities	0
Affordability	O&M Annual Cost Administration Building	$17,251.67

Service Attribute	Technical Metric	Current LOS (2024)
	O&M Annual Cost Arena	$104,507.98
	O&M Annual Cost Fire Department	$10,794.33
	O&M Annual Cost Gravel Pit House	$0.00
	O&M Annual Cost Mansfield Park Pavilion	$557.17
	O&M Annual Cost Public Works Building's (PW building, Sand Dome, and Storage Shed)	$37,136.10
	Arena usage (hours)	1,195 hours
	Rental space usage (hours)	39 hours
	Annual Capital Reserve Contribution	$118,500.00
Sustainability	Average condition of facilities assets in the Township	Good (66%)
	% of facilities assets that are in fair or better condition	94%
	% of facilities assets that are in poor or lower condition	6%
	Actual annual capital budget : average required annual capital requirements	$166,000 : $354,000 (0.47 : 1)

8.8 Proposed Levels of Service

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

Table 49 outlines the proposed LOS scenarios that were analyzed for facilities. Further explanation and proposed LOS analysis at the portfolio level can be found in Section 4 Proposed Levels of Service Analysis.

Table 49 Proposed LOS: Facilities

Segment	Average Annual Requirement				Selection
	-5% Condition (55%)	Maintain Baseline (60%)	+5% Condition (65%)	No Target	
Administration Building	$37,279	$37,684	$37,730	$41,520	Maintain
Arena	$181,325	$195,187	$197,123	$172,622	+5% Condition
Fire Hall	$16,027	$16,027	$16,027	$16,187	Maintain
Gravel Pit Scale House	$8,360	$8,360	$8,360	$8,443	Maintain
Mansfield Public Washroom	$13,702	$13,702	$13,702	$13,839	Maintain
Public Works Building	$33,402	$33,437	$34,190	$34,532	Maintain
Sand Dome	$45,287	$45,287	$45,287	$49,250	Maintain
Utility Storage	$2,673	$2,673	$2,673	$2,700	Maintain
TOTAL	$338,056	$352,357	$355,092	$339,093	$354,293

9 Land Improvements

The Township's land improvements portfolio has a current replacement cost of $1.6 million.

9.1 Inventory & Valuation

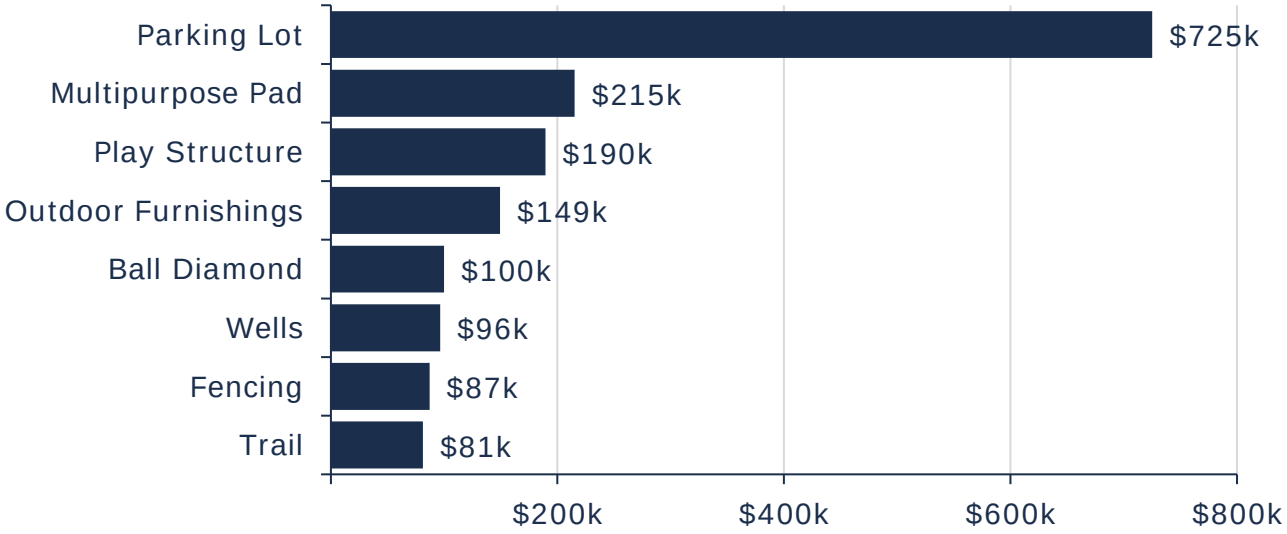
Table 50 summarizes the quantity and current replacement cost of all land improvements assets available in the Township's asset register.

Table 50 Detailed Asset Inventory: Land Improvements

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method	AAR[18]
Ball Diamond	2	Assets	$100,000	User-Defined	$3,465
Fencing	10	Assets	$87,147	CPI	$3,427
Multipurpose Pad	4	Assets	$215,279	CPI	$10,657
Outdoor Furnishings	10	Assets	$149,466	CPI	$4,402
Parking Lot	4	Assets	$725,208	User-Defined	$35,901
Play Structure	3	Assets	$189,511	CPI	$11,461
Trail	0.7	KM	$81,280	Cost per Unit	$2,451
Wells	5	Assets	$96,381	User-Defined	$3,903
TOTAL			$1,644,272	User-Defined	$75,668

[18] Average Annual Capital Requirement (AAR) based on selected proposed levels of service scenarios For further detail, see section 2.3.5 Average Annual Requirement and section 4 Proposed Levels of Service Analysis.

Figure 42 Portfolio Valuation: Land Improvements



9.2 Asset Condition

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets more confidently. The following describes the Township's current approach:

- Condition assessments and inspections of park playground equipment are conducted externally by the Township's insurance agency every 5 years at a minimum

In this AMP, the following rating criteria is used to determine the current condition of land improvements assets and forecast future capital requirements:

Table 51 Condition Ranges: Land Improvements

Condition Ranges	Description
Very Good (80% – 100%)	♦ The asset is new, recently rehabilitated, or very well maintained. ♦ It functions as intended with no significant signs of deterioration. ♦ No immediate maintenance or repair needs are present. ♦ Examples: A newly installed playground, freshly resurfaced trail, or pristine fencing and landscaping in a public park.

Condition Ranges	Description
Good (60% – 80%)	♦ The asset is in overall good condition, showing minor wear from regular use. ♦ It is fully operational and meets community expectations for use, safety, and appearance. ♦ Only routine or preventative maintenance is needed. ♦ Examples: A well-maintained sports field, a dock with slight wear on surface materials, or a parking lot with minor surface cracking.
Fair (40% – 60%)	♦ The asset is functional but aging, with noticeable wear and some minor safety or usability concerns. ♦ It meets basic performance standards but may require minor repairs or surface improvements to avoid accelerated decline. ♦ Examples: A trail with minor erosion, faded playground surfacing, or a parking lot with cracked pavement and early signs of edge failure.
Poor (20% – 40%)	♦ The asset has serious signs of deterioration and frequent functional issues. ♦ It may still be partially usable but fails to meet service expectations. ♦ Corrective maintenance or planning for replacement should be prioritized. ♦ Examples: A dock with unstable decking, fencing with missing sections, or sports fields with bare patches and poor drainage.
Very Poor (0% – 20%)	♦ The asset is in critical condition with extensive structural or surface deterioration. ♦ It is unsafe, unusable, or completely non-functional, posing a risk to public safety or the environment. ♦ Immediate action is required, including potential closure, major rehabilitation, or full replacement.

Condition Ranges	Description
	♦ Examples: A playground with broken equipment, a trail washed out or impassable, or a parking lot with large potholes and failing subbase.

As illustrated in Figure 43, the majority of the Township's land improvements are in poor or lower condition.

Figure 43 Asset Condition: Land Improvements by Segment

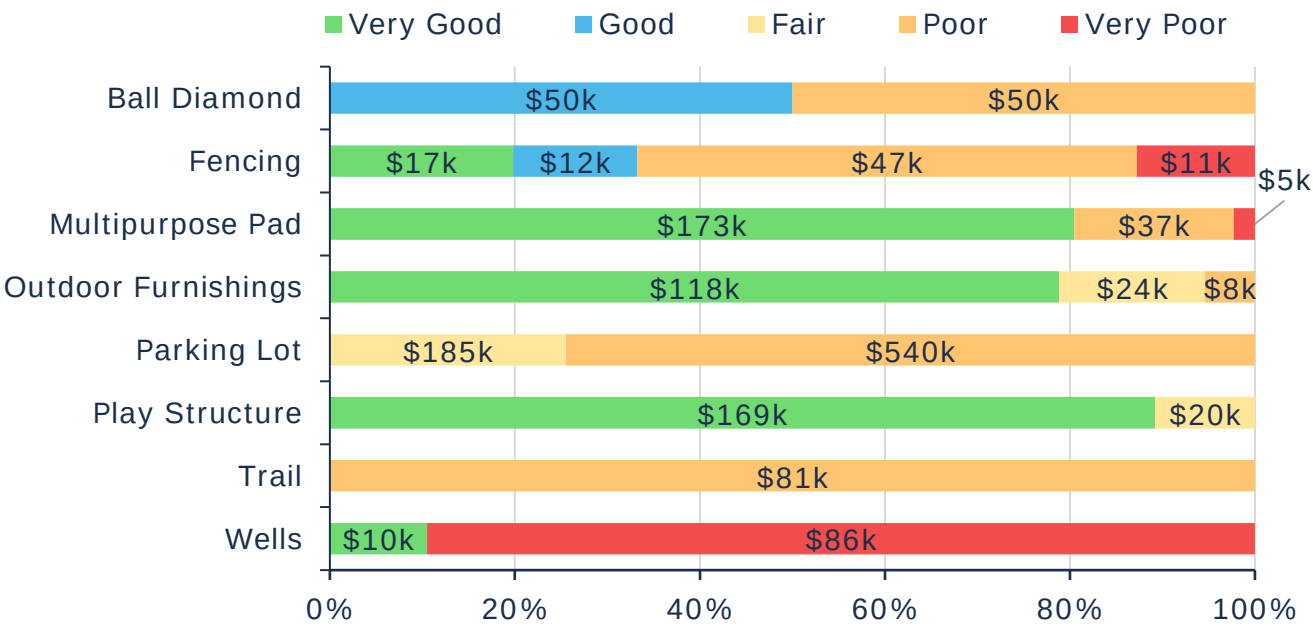


Table 1 summarizes the replacement cost-weighted condition of the Township's land improvements portfolio. Using primarily assessed condition, 47% of land improvements are in fair or better condition, with the remaining 53% in poor or lower condition.

While most assets average a poor or lower condition, the Multipurpose Pad (80%), Outdoor Furnishings (95%) and Play Structures (100%) are all in fair or better condition.

Condition data was available for 51% of land improvements, based on replacement costs; age was used to estimate condition for the remaining 49% of assets.

Table 52 Asset Condition: Land Improvements by Segment

Asset Category	≤ Poor $	≤ Poor %	≥ Fair $	≥ Fair %	Average Condition[19]
Ball Diamond	$50,000	50%	$50,000	50%	Fair (45%)
Fencing	$58,188	67%	$28,959	33%	Fair (45%)
Multipurpose Pad	$42,106	20%	$173,173	80%	Very Good (84%)
Outdoor Furnishings	$8,062	5%	$141,404	95%	Very Good (80%)
Parking Lot	$540,208	74%	$185,000	26%	Poor (39%)
Play Structure	-	0%	$189,511	100%	Very Good (80%)
Trail	$81,280	100%	-	0%	Poor (35%)
Wells	$86,260	89%	$10,121	11%	Very Poor (9%)
TOTAL	$866,104	53%	$778,168	47%	Fair (52%)

9.3 Age Profile

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

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

[19] Weighted by replacement cost.

Table 53 summarizes and Figure 44 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

Table 53 Detailed Asset Age: Land Improvements

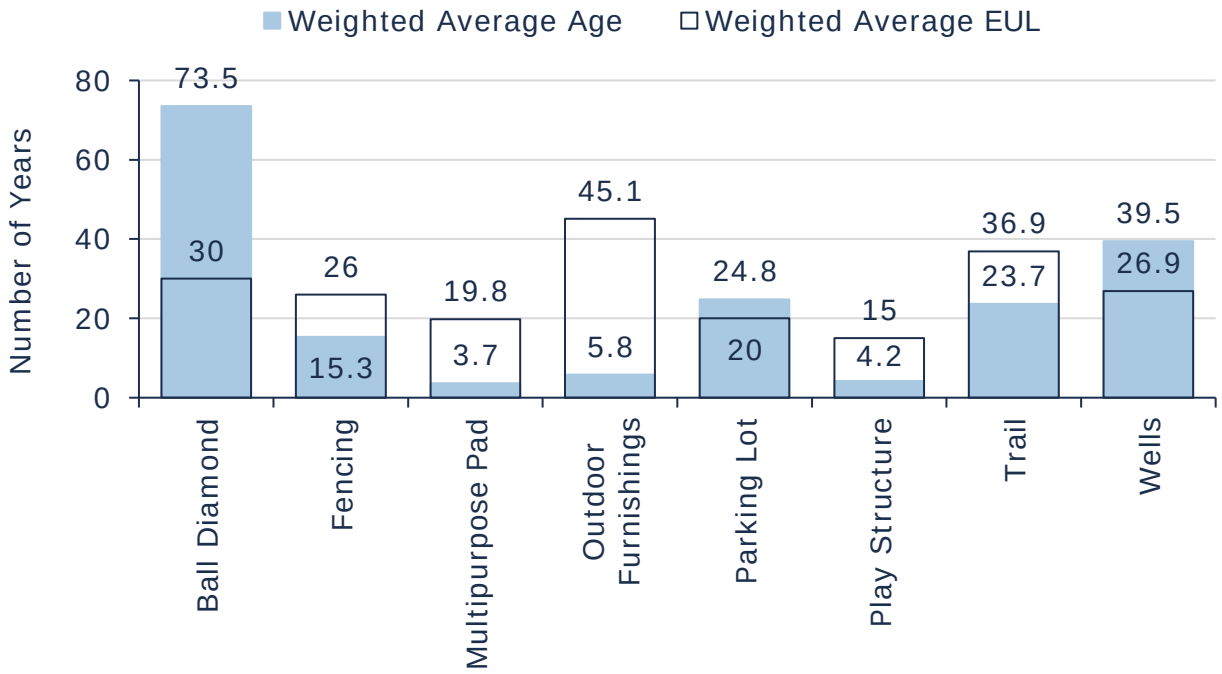
Segment	Weighted Average EUL	Weighted Average Age
Ball Diamond	30.0	73.5
Fencing	26.0	15.3
Multipurpose Pad	19.8	3.7
Outdoor Furnishings	45.1	5.8
Parking Lot	20.0	24.8
Play Structure	15.0	4.2
Trail	36.9	23.7
Wells	26.9	39.5

Age analysis reveals that, on average, land improvements vary significantly from being at the early, mid-, and latter stages of their expected life.

Although asset age is an important measurement for long-term planning, condition assessments provide a more accurate indication of actual asset needs. An asset may perform past the established useful life if it has been maintained and kept in good condition. Therefore, it is important to consider asset condition when comparing asset age to its serviceable lifespan.

However, each asset's estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type. Further, useful life estimates established as part of the PSAB 3150 implementation may not be accurate and may not reflect in-field asset performance.

Figure 44 Estimated Useful Life vs. Asset Age: Land Improvements



9.4 Current Approach to Lifecycle Management

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

Table 54 outlines the Township's current lifecycle management strategy for land improvements assets.

Table 54 Lifecycle Management Strategy: Land Improvements

Activity Type	Description of Current Strategy
Maintenance / Rehabilitation	The Township's Public Works staff conducts annual inspections of recreational land improvements and cemeteries.
	Parks undergo annual inspections with additional inspections performed as needed throughout the year.

Activity Type	Description of Current Strategy
	Each spring, seasonal maintenance is carried out on baseball diamonds, including adding material to pitching mounds as necessary and dragging the gravel surface.
Replacement	Park play structures are replaced every 15 years, based on the equipment's estimated useful life.
	Rehabilitation and replacement activities are prioritized based on the outcome of inspections, asset condition, location, and public concerns. The health and safety of residents are heavily prioritized in these decisions.

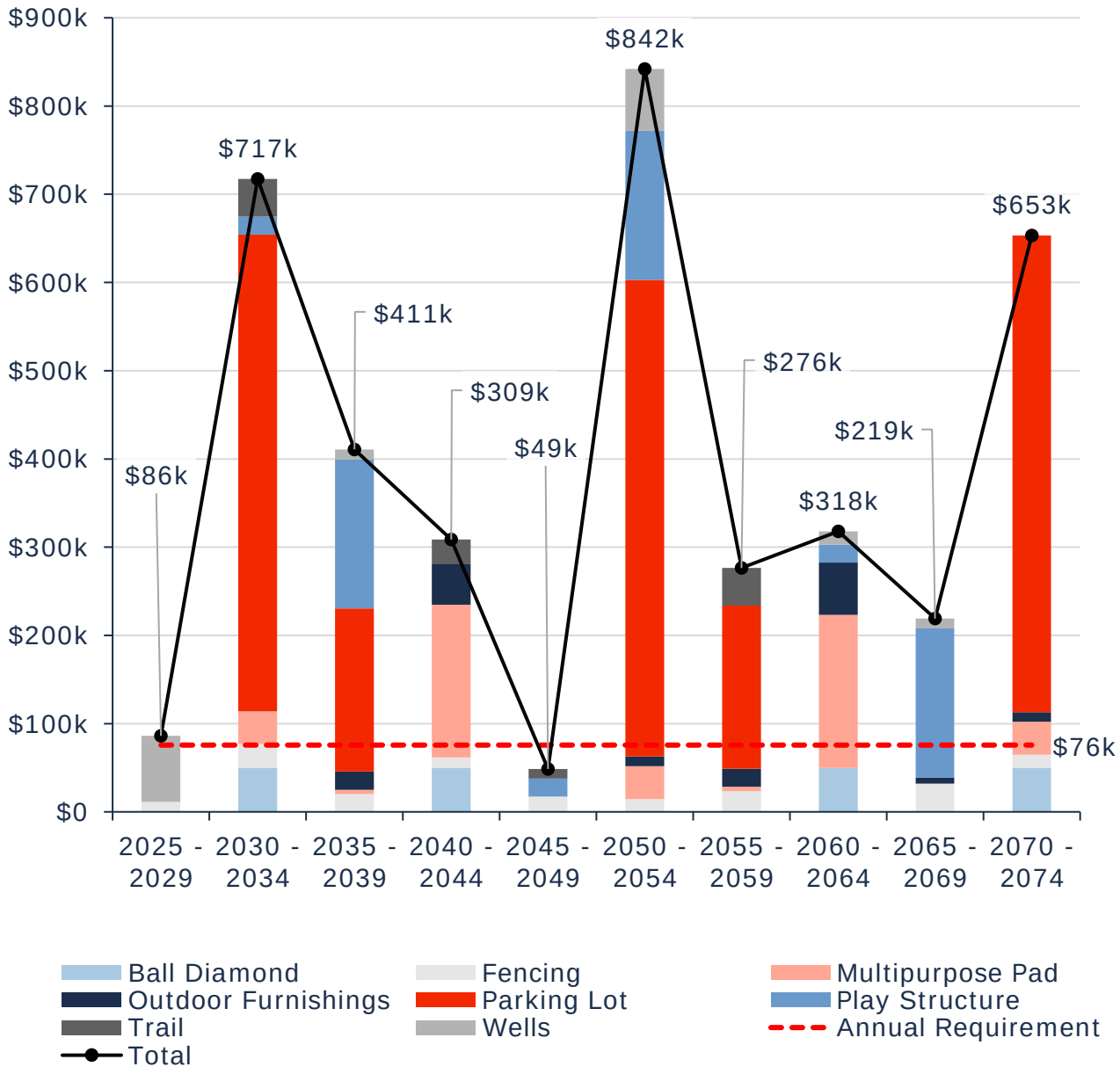
9.5 Forecasted Long-Term Replacement Needs

Figure 45 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Township's land improvements portfolio. This analysis was run from 2025 until 2074 (a 50-year timespan) for assets included in Citywide Assets, the Township's primary asset management system and asset register. The Township's average annual requirements (red dotted line) total $75,668 for all land improvements. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise. Replacement needs are forecasted to fluctuate with spikes occurring in 2030-2034, 2050-2054, and 2070-2074 as assets reach the end of their useful life.

Additionally, there is currently an approximate $102,000 backlog comprised of assets that remain in service beyond their estimated useful life. The capital forecast below and the 10-year capital requirements expanded in Appendix B have accounted for removing this accumulation and continuing to rehabilitate or replace assets in alignment with the proposed levels of service.

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

Figure 45 Forecasted Capital Replacement Needs: Land Improvements 2025-2074



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

A summary of the 10-year replacement forecast can be found in Appendix B.

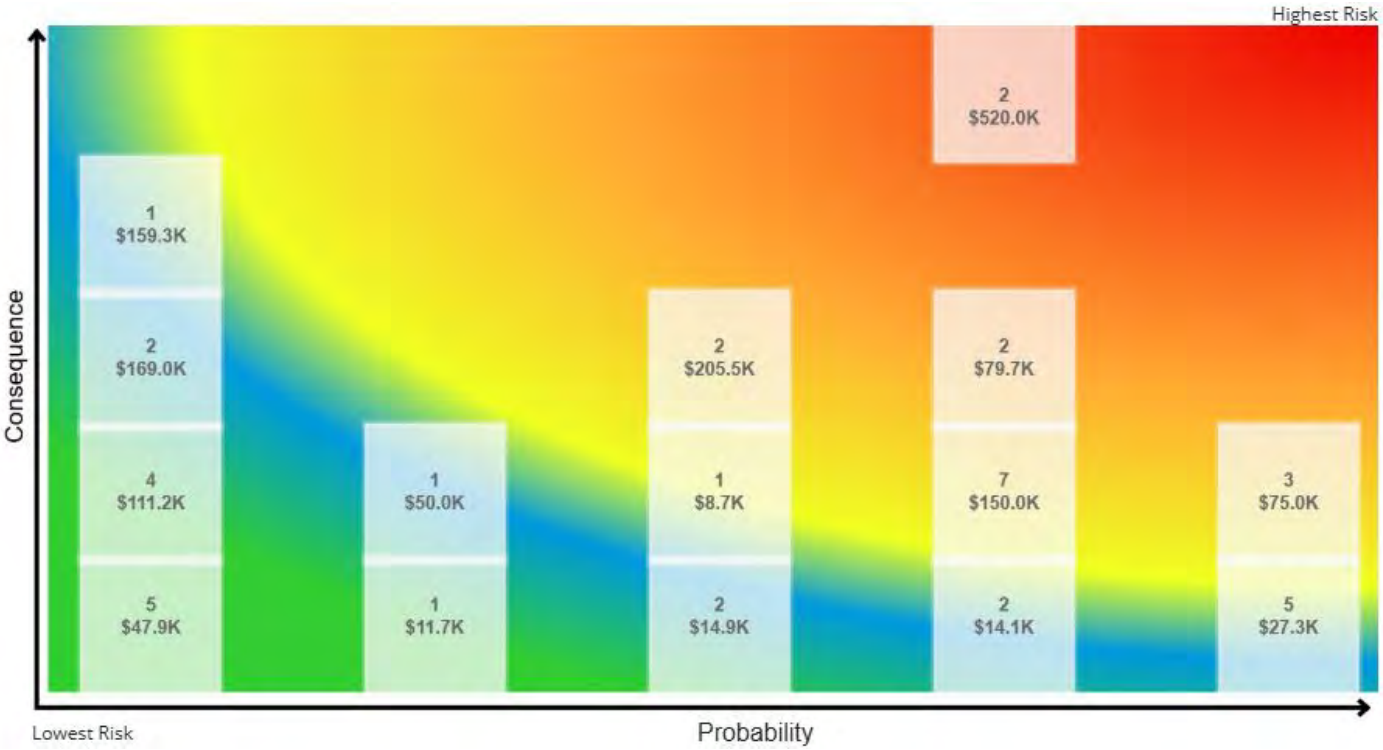
9.6 Risk Analysis

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

9.6.1 Quantitative Risk

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the land improvements assets based on 2024 inventory data. See Appendix D for the criteria used to determine the risk rating of each asset.

Figure 46 Risk Matrix: Land Improvements



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

These risk models have been built into the Township's Asset Management Database (Citywide Assets). See Quantitative Risk under Section 2.2.2 as well as Section 2.3.8 Evaluating Quantitative Risk for further details on the approach used to determine asset risk ratings and classifications.

The following risk ratings are first shown for the overall category and then by segment for the land improvements assets.

Figure 47 Risk Rating Ranges: Land Improvements

1 - 4	5 - 7	8 - 9	10 - 14	15 - 25
Very Low	Low	Moderate	High	Very High
$578,114	$35,913	$355,499	$154,746	$520,000
(35%)	(2%)	(22%)	(9%)	(32%)

Table 55 Probability of Failure, Consequence of Failure, Risk Ratings: Land Improvements by Segment

Asset Category	Probability of Failure	Consequence of Failure	Risk Rating
Ball Diamond	3 / 5	2 / 5	6 / 25
Fencing	3.26 / 5	1.5 / 5	5.27 / 25
Multipurpose Pad	1.61 / 5	3.63 / 5	5.28 / 25
Outdoor Furnishings	1.48 / 5	1.76 / 5	2.52 / 25
Parking Lot	3.74 / 5	4.41 / 5	16.86 / 25
Play Structure	1.22 / 5	3 / 5	3.65 / 25
Trail	4 / 5	2.39 / 5	9.56 / 25
Wells	4.58 / 5	1.78 / 5	8.47 / 25
TOTAL	2.96 / 5	3.35 / 5	10.39 / 25

Overall, the average risk rating for land improvements assets is 10.39, which is considered High.

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

9.6.2 Qualitative Risk

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

Community Expectations and Regulatory Compliance

Maintaining playgrounds and trails while ensuring regulatory compliance can be challenging for a Township. Regular upkeep involves frequent inspections and repairs, which can strain resources and budgets. Additionally, meeting safety and accessibility standards requires ongoing attention to detailed and evolving regulations. Balancing these demands requires careful planning to ensure that facilities remain safe, functional, and compliant.

9.7 Current Levels of Service

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

9.7.1 Community Levels of Service

Table 56 Community Levels of Service: Land Improvements

Service Attribute	Qualitative Description	Current LOS (2024)
Accessible & Reliable	Description, which may include maps, of municipal parks and recreation spaces,	The Township's of Mulmur's municipal parks and recreation spaces includes: 1- North Dufferin Community Centre/ Honeywood Park-706114 County Road 21, Mulmur- Property

Service Attribute	Qualitative Description	Current LOS (2024)
	and other land improvement (landfill and parking lots) assets and their proximity to the surrounding community	includes a municipal park and playground, baseball field, cycling station, and the North Dufferin Community Centre, which is Mulmur's only indoor recreation complex. 2-Thomson Trail Park- 46 Sommerville Cres, Mulmur- Property is a municipal park, playground equipment, multipurpose/basketball court, Court lighting, a walking trail, and bike station. A pickleball/tennis court is to be installed in the summer of 2024. 3-Maes Crescent Park- Maes Cres (no municipal address), Mulmur- Municipal park, open green space does not have playground equipment or other infrastructure. Accessible through sidewalks between neighbouring properties to Jeffery Drive and Maes Crescent. No road access. 4- Kingsland Parkland- 24 Kingsland Ave, Mulmur- Municipal owned lot, wooded greenspace with trails, no infrastructure. 5- Mansfield Ball Park- 937016 Airport Road, Mulmur- Property is a municipal park that features a baseball diamond, batters cage, bleachers, pavilion, and playground. The Township has parking lots next to its administrative and public works buildings at 758070 2nd Line E, as well as a parking lot beside the North Dufferin Community Centre at 706144 County Road. Currently, the Township does not have any parking lots located in or in proximity to its municipal parks. Installing paved parking lots at our parks is going to be explored in the future. There are also land improvement assets at the Honeywood Cemetery at 598335 2nd Line West. This includes three columbaria, a parkette, and fencing.

Service Attribute	Qualitative Description	Current LOS (2024)
Safe & Regulatory	Description of the land improvement inspection process and timelines for inspections	The Township's Public Works staff conduct annual inspections of recreational land improvements and cemeteries. Inspections typically take place in the spring. Additionally, municipal park equipment is inspected at a maximum of every 5 years by the Township's insurance firm.
Affordable	Description of the lifecycle activities (maintenance, rehabilitation and replacement) performed on all land improvement assets	Park equipment within municipal parks has an estimated useful life of 15 years. Park equipment is inspected at a maximum of every 5 years by the Township's insurance firm to ensure it meets safety standards.
Sustainable	Description of the current condition of land improvements and the plans that are in place to maintain or improve the provided level of service	The average condition of land improvement assets is 52%. However, land improvement assets are not currently annually rated, and thus this average is primarily based on age-based condition. In the future, the Township will focus more on conducting annual condition ratings for all land improvement assets.

9.7.2 Technical Levels of Service

Table 57 Technical Levels of Service: Land Improvements

Service Attribute	Technical Metric	Current LOS (2024)
Accessible & Reliable	Square meters of outdoor recreation space	77,740.11
Safe & Regulatory	Number of service requests about unsafe conditions in parks and recreation spaces	1

Service Attribute	Technical Metric	Current LOS (2024)
	Number of service requests about unsafe conditions for other land improvement assets (landfill and parking lots)	0
	Number identified defects for all land improvement assets	0
Affordability	O&M cost for parks without a sports field / Number of parks (3)	$4,005.32
	O&M cost for parks with a sports fields / Number of parks (2)	$8,307.81
	Registered annual usage rate for ball diamond -Mansfield Ball Diamond	480 hours
	Registered annual usage rate for ball diamond - Honeywood Ball Diamond	145 hours
Sustainability	Average condition of land improvements assets	Fair (52%)
	% of assets that are in fair or better condition	47%
	% of assets that are in poor or lower condition	53%
	Actual annual capital budget : average required annual capital requirements	$0 : $76,000 (0 : 1)

9.8 Proposed Levels of Service

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

Table 58 outlines the proposed LOS scenarios that were analyzed for land improvements. Further explanation and proposed LOS analysis at the portfolio level can be found in Section 4 Proposed Levels of Service Analysis.

Table 58 Proposed LOS: Land Improvements

Segment	Average Annual Requirement				Selection
	-5% Condition (45%)	Maintain Baseline (50%)	+5% Condition (55%)	No Target	
Ball Diamond	$3,465	$3,465	$3,465	$3,333	Maintain
Fencing	$3,194	$3,427	$3,484	$3,384	Maintain
Multipurpose Pad	$10,657	$10,657	$10,900	$11,009	Maintain
Outdoor Furnishings	$4,052	$4,402	$4,745	$5,215	Maintain
Parking Lot	$35,901	$35,901	$35,901	$36,260	Maintain
Play Structure	$11,461	$11,461	$11,461	$12,634	Maintain
Trail	$2,451	$2,451	$2,451	$2,476	Maintain
Wells	$3,903	$3,903	$4,014	$3,613	Maintain
TOTAL	$75,085	$75,668	$76,421	$77,924	$75,668

10 Machinery & Equipment

The Township's machinery and equipment portfolio's total current replacement cost is estimated at approximately $3.7 million.

10.1 Inventory & Valuation

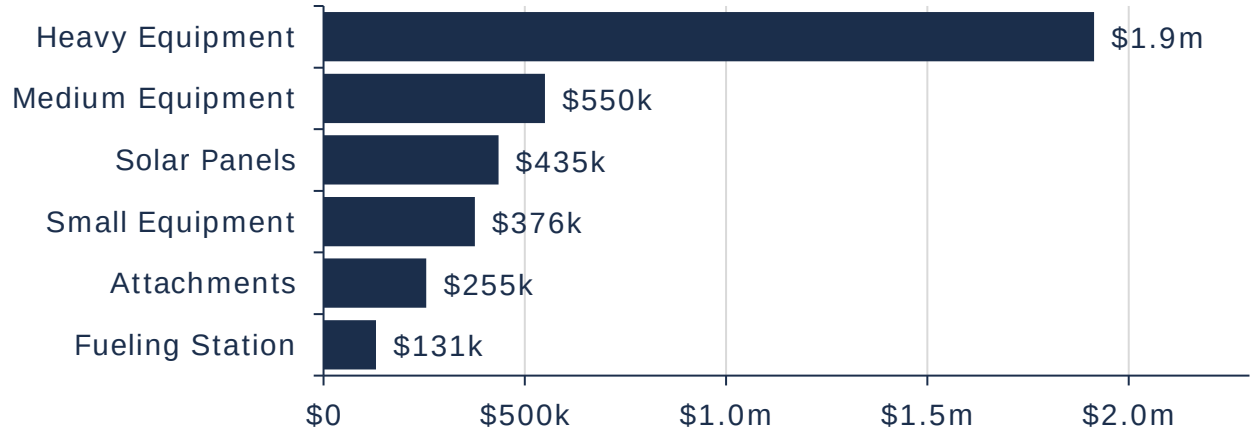
Table 59 summarizes the quantity and current replacement cost of all machinery and equipment assets available in the Township's asset register.

Table 59 Detailed Asset Inventory: Machinery & Equipment

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method	AAR[20]
Attachments	11	Assets	$255,480	CPI	$54,776
Fueling Station	4	Assets	$130,688	CPI	$5,952
Heavy Equipment	5	Assets	$1,914,074	CPI	$156,971
Medium Equipment	12	Assets	$550,056	CPI	$41,605
Small Equipment	41	Assets	$375,897	CPI	$39,920
Solar Panels	2	Assets	$434,505	CPI	$12,906
			$3,660,700	CPI	$312,131

[20] Average Annual Capital Requirement (AAR) based on selected proposed levels of service scenarios For further detail, see section 2.3.5 Average Annual Requirement and section 4 Proposed Levels of Service Analysis.

Figure 48 Portfolio Valuation: Machinery & Equipment



10.2 Asset Condition

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets more confidently. The following describes the Township's current approach:

- There is no formal condition assessment program in place, but it will be explored moving forward. The condition of machinery and equipment is primarily assessed based on the age of the asset

In this AMP, the following rating criteria is used to determine the current condition of machinery and equipment assets and forecast future capital requirements:

Table 60 Condition Ranges: Machinery & Equipment

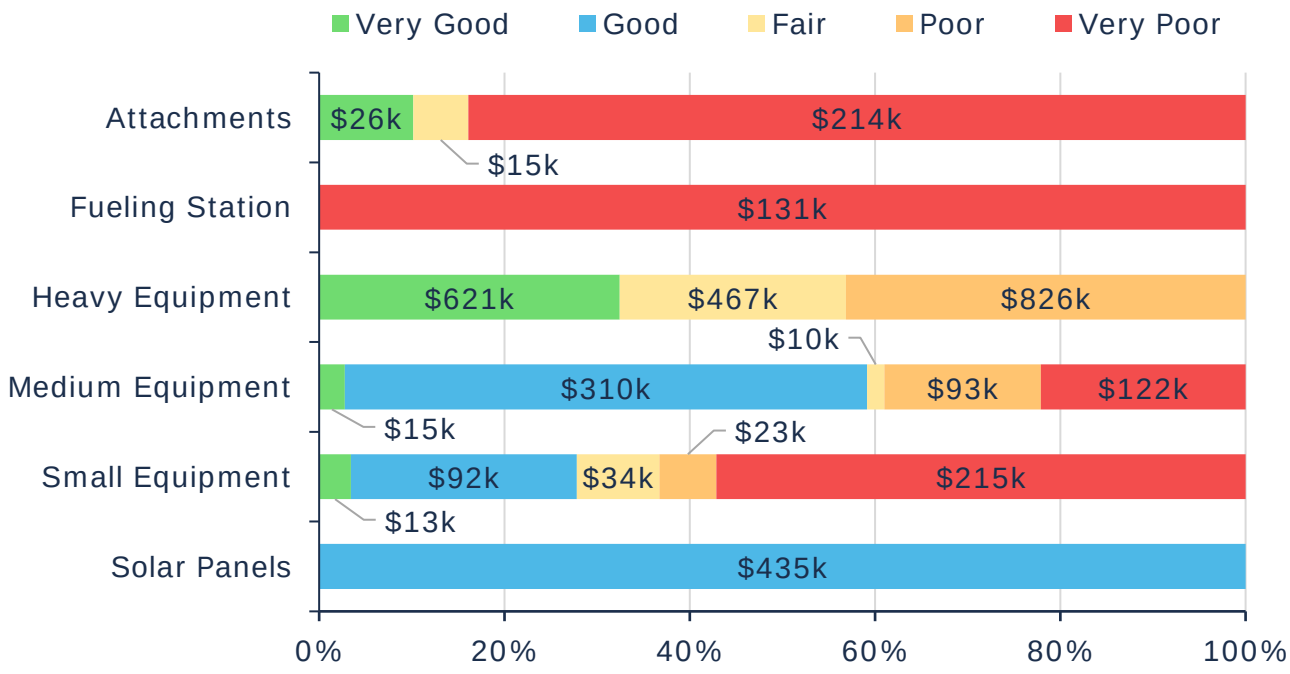
Condition Ranges	Description
Very Good (80% – 100%)	♦ New or like-new condition, with no defects or performance issues. ♦ Highly efficient and reliable, operating at peak performance. ♦ No mechanical wear or cosmetic damage. ♦ All systems fully functional, with minimal maintenance required beyond routine servicing. ♦ Expected to provide years of service without major interventions.

Condition Ranges	Description
Good (60% – 80%)	♦ Fully functional with minimal wear and tear. ♦ All major components in good condition, with only minor maintenance needed (e.g., oil changes, filter replacements). ♦ Efficient operation with no significant performance issues. ♦ Regular servicing keeps the equipment in optimal working condition. ♦ Only minor repairs or adjustments required.
Fair (40% – 60%)	♦ Occasional mechanical issues but still operational with regular maintenance. ♦ Some worn components affecting efficiency, such as aging hydraulics, belts, or electrical wiring. ♦ Moderate cosmetic wear (scratches, dents, faded paint), but no major structural damage. ♦ Requires proactive maintenance and some parts replacement to extend lifespan.
Poor (20% – 40%)	♦ Regular breakdowns and performance issues requiring frequent repairs. ♦ Noticeable mechanical wear, including worn-out bearings, belts, hydraulic leaks, or electrical malfunctions. ♦ Reduced efficiency and output, causing operational delays or increased costs. ♦ Aging components and visible deterioration, such as rust, cracks, or faded controls. ♦ Significant repairs or partial replacements needed to maintain functionality.
Very Poor (0% – 20%)	♦ Frequent mechanical failures making the equipment unreliable and unsafe to use. ♦ Severe wear and tear with major structural damage, corrosion, or missing components. ♦ High operating costs due to excessive fuel consumption, breakdowns, and inefficient performance.

Condition Ranges	Description
	♦ Parts are difficult to source or no longer available, making repairs impractical. ♦ Requires immediate replacement as repairs would not be cost-effective.

As illustrated in Figure 49, most of the assets are in fair or better condition.

Figure 49 Asset Condition: Machinery & Equipment by Segment



Condition data was available for 24% of machinery and equipment, based on replacement costs; age was used to estimate condition for the remaining 76% of assets.

Table 61 summarizes the replacement cost-weighted condition of the Township's machinery and equipment portfolio. Based mostly on age-based condition data, 56% of machinery and equipment are in fair or better condition, with the remaining 44% in poor or lower condition.

Table 61 Asset Condition: Machinery & Equipment by Segment

Asset Category	≤ Poor $	≤ Poor %	≥ Fair $	≥ Fair %	Average Condition[21]
Attachments	$214,352	84%	$41,128	16%	Very Poor (13%)
Fueling Station	$130,688	100%	-	0%	Very Poor (0%)
Heavy Equipment	$825,866	43%	$1,088,208	57%	Fair (58%)
Medium Equipment	$214,411	39%	$335,645	61%	Fair (50%)
Small Equipment	$237,867	63%	$138,030	37%	Poor (26%)
Solar Panels	-	0%	$434,505	100%	Good (72%)
TOTAL	$1,623,184	44%	$2,037,516	56%	Fair (50%)

10.3 Age Profile

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

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

Table 62 summarizes and Figure 50 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

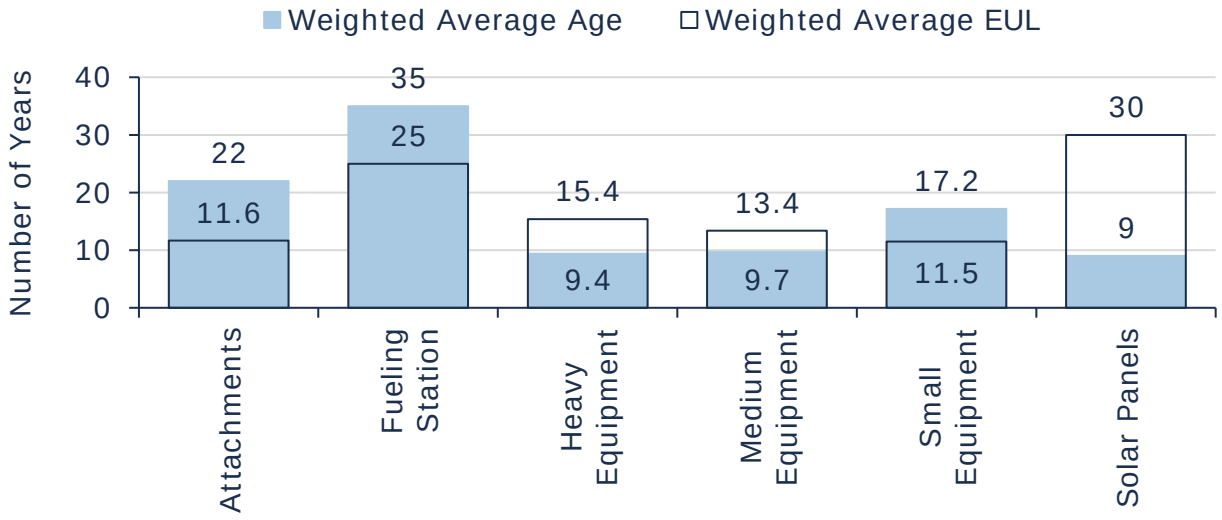
Age analysis reveals that, on average, with the exception of solar panel assets, most machinery and equipment assets remain in service close to or beyond their expected useful life.

[21] Weighted by replacement cost.

Table 62 Detailed Asset Age: Machinery & Equipment

Segment	Weighted Average EUL	Weighted Average Age
Attachments	11.6	22.0
Fueling Station	25.0	35.0
Heavy Equipment	15.4	9.4
Medium Equipment	13.4	9.7
Small Equipment	11.5	17.2
Solar Panels	30.0	9.0

Figure 50 Estimated Useful Life vs. Asset Age: Machinery & Equipment



Although asset age is an important measurement for long-term planning, condition assessments provide a more accurate indication of actual asset needs. An asset may perform past the established useful life if it has been maintained and kept in good condition. Therefore, it is important to consider asset condition when comparing asset age to its serviceable lifespan.

However, each asset's estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type. Further, useful life estimates established

as part of the PSAB 3150 implementation may not be accurate and may not reflect in-field asset performance.

10.4 Current Approach to Lifecycle Management

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

The following table outlines the Township's current lifecycle management strategy for machinery and equipment assets.

Table 63 Lifecycle Management Strategy: Machinery & Equipment

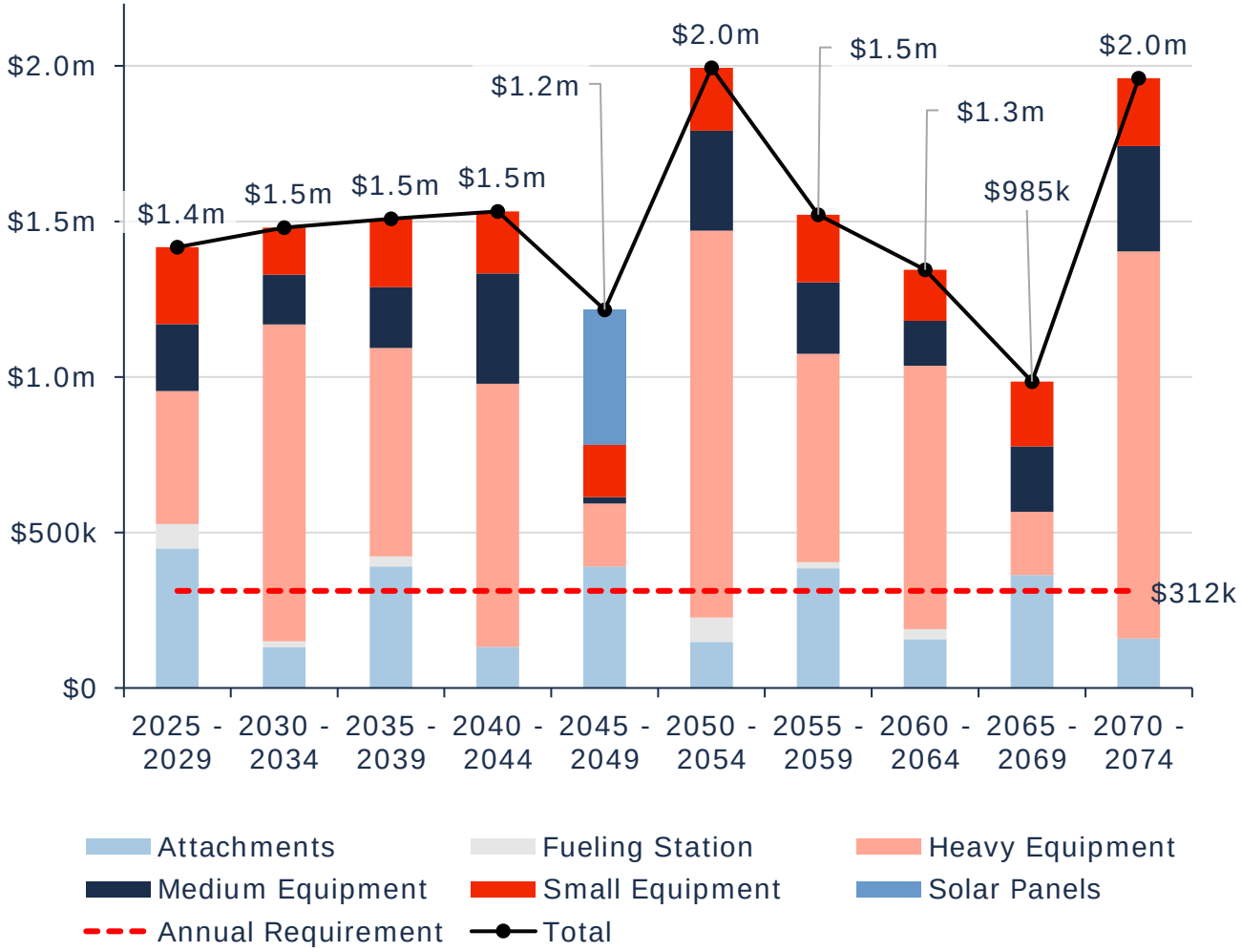
Activity Type	Description of Current Strategy
Maintenance / Rehabilitation	Preventative maintenance that does not require a licensed technician is performed by internal staff, such as regular cleaning of equipment.
	Heavy equipment is inspected annually and receives in-house preventative maintenance, including an oil change every 250 hours.
	Smaller equipment is serviced on an as-needed basis.
Replacement	Asset replacements are determined by the asset's age, years of service, hours of use, frequency of breakdowns and their type of use.

10.5 Forecasted Long-Term Replacement Needs

Figure 51 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Township's machinery and equipment portfolio. This analysis was run from 2025 until 2074 (a 50-year timespan) for assets

included in Citywide Assets, the Township's primary asset management system and asset register. The Township's average annual requirements (red dotted line) total $312,131 for all machinery and equipment. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise. Replacement needs are forecasted to remain relatively consistent over the 50-year projection period, with two peaks of $2.0 million in 2050-2054 and 2070-2074. A low of just under $1.0 million occurs in 2065-2069.

Figure 51 Forecasted Capital Replacement Needs: Machinery & Equipment 2025-2074



Additionally, there is currently an approximate $1.0 million backlog comprised of assets that remain in service beyond their estimated useful life. The capital forecast below and the 10-year capital requirements expanded in Appendix B have

accounted for removing this accumulation and continuing to rehabilitate or replace assets in alignment with the proposed levels of service.

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

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

A summary of the 10-year replacement forecast can be found in Appendix B.

10.6 Risk Analysis

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

10.6.1 Quantitative Risk

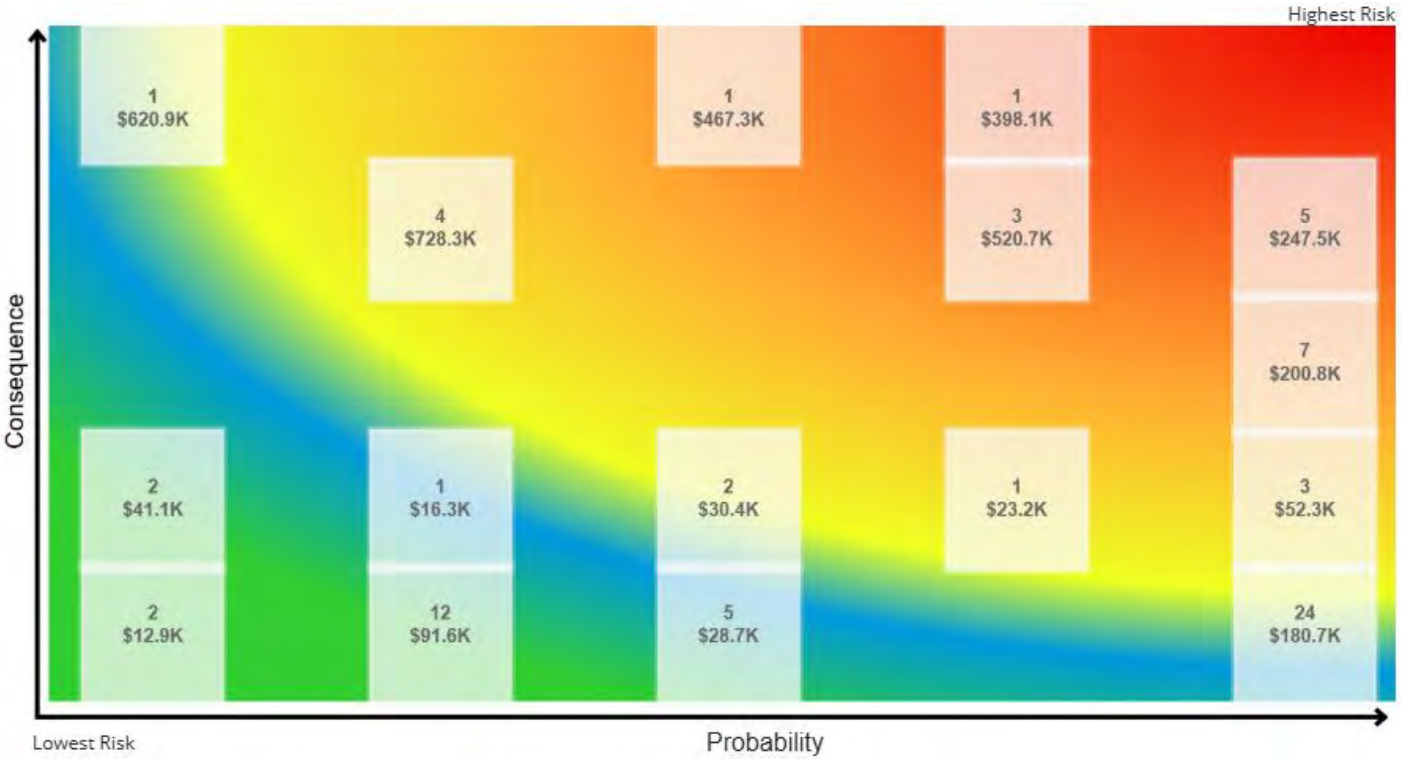
The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for machinery and equipment assets based on 2024 inventory data. See Appendix D for the criteria used to determine the risk rating of each asset.

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

These risk models have been built into the Township's Asset Management Database (Citywide Assets). See Quantitative Risk under Section 2.2.2 as well as Section

2.3.8 Evaluating Quantitative Risk for further details on the approach used to determine asset risk ratings and classifications.

Figure 52 Risk Matrix: Machinery & Equipment



The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

The following risk ratings are first shown for the overall category and then by segment for the machinery and equipment assets.

Figure 53 Risk Rating Ranges: Machinery & Equipment

1 - 4	5 - 7	8 - 9	10 - 14	15 - 25
Very Low	Low	Moderate	High	Very High
$190,647	$831,952	$751,468	$52,299	$1,834,334
(5%)	(23%)	(21%)	(1%)	(50%)

Table 64 Probability of Failure, Consequence of Failure, Risk Ratings: Machinery & Equipment by Segment

Asset Category	Probability of Failure	Consequence of Failure	Risk Rating
Attachments	4.47 / 5	2.74 / 5	12.63 / 25
Fueling Station	5 / 5	3.35 / 5	16.75 / 25
Heavy Equipment	2.78 / 5	4.78 / 5	13.02 / 25
Medium Equipment	2.99 / 5	3.72 / 5	11.07 / 25
Small Equipment	3.89 / 5	1.59 / 5	6.7 / 25
Solar Panels	2 / 5	4 / 5	8 / 25
TOTAL	3.03 / 5	4.01 / 5	11.59 / 25

Overall, the average risk rating for machinery and equipment assets is 11.59, which is considered High.

10.6.2 Qualitative Risk

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

Climate Change & Extreme Weather Events

Climate change and extreme weather can present challenges for a Township's machinery and equipment. The rising frequency of severe storms, floods, and intense winter weather events can lead to increased operational demands, such as more frequent snow plowing and flood response efforts. This heightened usage can result in additional wear and tear on machinery and equipment, potentially leading to more frequent maintenance needs and accelerated deterioration. Adverse weather conditions also exacerbate the risk of damage and operational inefficiencies.

10.7 Current Levels of Service

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

10.7.1 Community Levels of Service

Table 65 Community Levels of Service: Machinery & Equipment

Service Attribute	Qualitative Description	Current LOS (2024)
Safe & Reliable	Description of the machinery & equipment inspection process and any licensing requirements for operators	Preventative maintenance that does not require a licensed technician is performed in-house by the Township's Public Works Department. For example, regular cleaning of equipment. Heavy equipment is inspected annually, and receives an in-house preventative maintenance service including oil changes every 250 hours. Graders have blades replaced as necessary, with blades tending to need replacement more during the winter months. All public works staff receive the appropriate training required for using specialized equipment and machinery. Records of such training and expiry dates are tracked by Township Staff.
Affordable	Description of the lifecycle activities (maintenance, rehabilitation and replacement) performed on machinery and equipment	Heavy equipment is inspected annually and receives an inhouse PM service including oil change every 250 hours. Graders have blades replaced as necessary, with blades tending to need replacement more during the winter months.

Service Attribute	Qualitative Description	Current LOS (2024)
		Outside maintenance work that requires a licensed technician is performed out of house as needed.
Sustainable	Description of the current condition of machinery & equipment and the plans that are in place to maintain or improve the provided level of service	Currently, equipment and machinery are not given an annual condition rating. This means that most assets are currently rated based on their age-based condition. In the future, the Township will explore conducting annual condition assessments of all machinery and equipment assets.

10.7.2 Technical Levels of Service

Table 66 Technical Levels of Service: Machinery & Equipment

Service Attribute	Technical Metric	Current LOS (2024)
Safe & Regulatory	Number of accidents involving municipal machinery and equipment	0
	Number of machinery and equipment major defects reported (where outside services are required)	0
Affordability	O&M Annual Cost	$105,567.03
Sustainability	Average condition of machinery and equipment assets	Fair (50%)
	% of assets in fair or better condition	56%
	% of assets in poor or lower condition	44%
	Actual annual capital budget: average required annual capital requirements	$281,000 : $312,000 (0.90 : 1)

10.8 Proposed Levels of Service

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

Table 67 outlines the proposed LOS scenarios that were analyzed for machinery and equipment. Further explanation and proposed LOS analysis at the portfolio level can be found in Section 4 Proposed Levels of Service Analysis.

Table 67 Proposed LOS: Machinery & Equipment

Segment	Average Annual Requirement				Selection
	-5% Condition (45%)	Maintain Baseline (50%)	+5% Condition (55%)	No Target	
Attachments	$53,029	$54,776	$55,652	$53,782	Maintain
Fueling Station	$5,629	$5,952	$5,952	$5,228	Maintain
Heavy Equipment	$156,971	$156,971	$156,971	$148,138	Maintain
Medium Equipment	$41,605	$41,605	$41,756	$42,695	Maintain
Small Equipment	$37,541	$39,920	$41,443	$40,884	Maintain
Solar Panels	$12,906	$12,906	$12,906	$14,484	Maintain
TOTAL	$307,681	$312,131	$314,680	$305,210	$312,131

11 Vehicles

The Township's vehicles portfolio has an approximate total current replacement cost of $1.7 million.

11.1 Inventory & Valuation

Table 68 summarizes the quantity and current replacement cost of all vehicles assets available in the Township's asset register.

Table 68 Detailed Asset Inventory: Vehicles

Segment	Quantity	Unit of Measure	Replacement Cost	Primary RC Method	AAR[22]
Heavy Duty	5	Assets	$1,569,972	User-Defined	$133,561
Light Duty	3	Assets	$143,438	CPI	$15,254
TOTAL			$1,713,410	User-Defined	$148,815

Figure 54 Portfolio Valuation: Vehicles

11.2 Asset Condition

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets more confidently. The following describes the Township's current approach:

[22] Average Annual Capital Requirement (AAR) based on selected proposed levels of service scenarios For further detail, see section 2.3.5 Average Annual Requirement and section 4 Proposed Levels of Service Analysis.

- Vehicles are inspected daily and are also dependent on their hours or kilometers of use to ensure they are in proper working condition
- An external mechanic performs comprehensive annual inspections on all vehicles to maintain safety and performance standards

In this AMP, the following rating criteria is used to determine the current condition of vehicles assets and forecast future capital requirements:

Table 69 Condition Ranges: Vehicles

Condition Ranges	Description
Very Good (80% – 100%)	♦ Like-new condition—mechanically excellent with no defects or major wear. ♦ No visible exterior damage—paint, body, and glass are in near-perfect condition. ♦ Interior is clean and well-maintained, with no significant wear on seats, controls, or dashboard. ♦ Optimal performance and fuel efficiency, with all systems (engine, brakes, electronics) fully functional. ♦ Minimal maintenance required beyond standard servicing.
Good (60% – 80%)	♦ Mechanically sound with no major issues—engine, transmission, and brakes function well. ♦ Minor cosmetic wear (small scratches or slight fading), but no major damage. ♦ Interior is in good condition, with all controls, seats, and features fully operational. ♦ Fuel efficiency and performance remain close to original specifications. ♦ Routine maintenance needed to keep it in top condition.
Fair (40% – 60%)	♦ Some mechanical wear and tear, but still operational with occasional minor repairs needed. ♦ Body has some cosmetic flaws, such as scratches, small dents, or light rust.

Condition Ranges	Description
	♦ Interior is intact but shows signs of aging, such as worn upholstery or faded controls. ♦ All major systems functional, but performance is slightly reduced compared to new. ♦ Regular maintenance required to prevent further decline.
Poor (20% – 40%)	♦ Noticeable mechanical problems, such as engine misfires, transmission slipping, or weak brakes. ♦ Frequent minor repairs needed (e.g., battery issues, fluid leaks, suspension wear). ♦ Significant body wear including rust spots, fading paint, or moderate dents. ♦ Aging interior with visible wear on seats, dashboard, and controls. ♦ Decreased fuel efficiency and performance issues becoming more noticeable.
Very Poor (0% – 20%)	♦ Severe mechanical and structural issues—engine, transmission, or braking system may be failing or unreliable. ♦ Frequent breakdowns making the vehicle unsafe or impractical for regular use. ♦ Extensive body damage such as severe rust, dents, or missing panels. ♦ Worn-out interior with torn seats, broken controls, or non-functional components (e.g., HVAC, lights, windows). ♦ High repair costs often exceeding the vehicle's remaining value. Near end-of-life.

Table 70 summarizes the replacement cost-weighted condition of the Township's vehicles portfolio. Based solely on age-based condition data, 47% of vehicles are in fair or better condition, with the remaining 53% in poor or lower condition.

Assets in poor or lower condition may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition.

Figure 55 Asset Condition: Vehicles by Segment

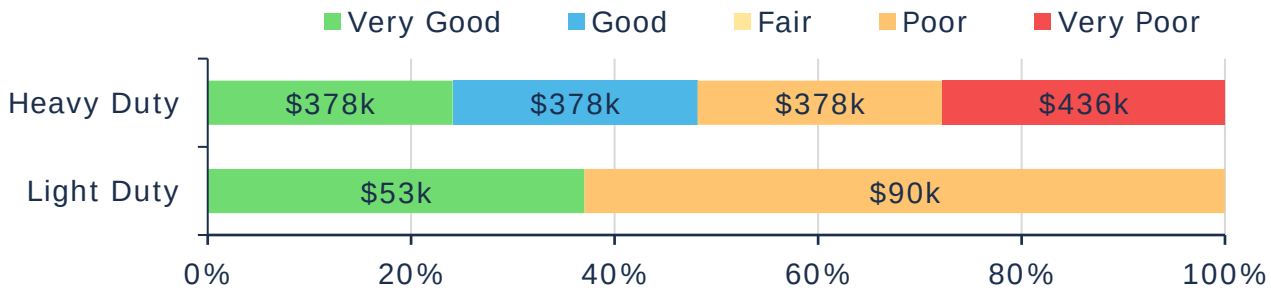


Table 70 Asset Condition: Vehicles by Segment

Asset Category	≤ Poor $	≤ Poor %	≥ Fair $	≥ Fair %	Average Condition[23]
Heavy Duty	$813,972	52%	$756,000	48%	Fair (52%)
Light Duty	$90,300	63%	$53,138	37%	Fair (54%)
TOTAL	$904,272	53%	$809,138	47%	Fair (52%)

11.3 Age Profile

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

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

Table 71 summarizes and Figure 56 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

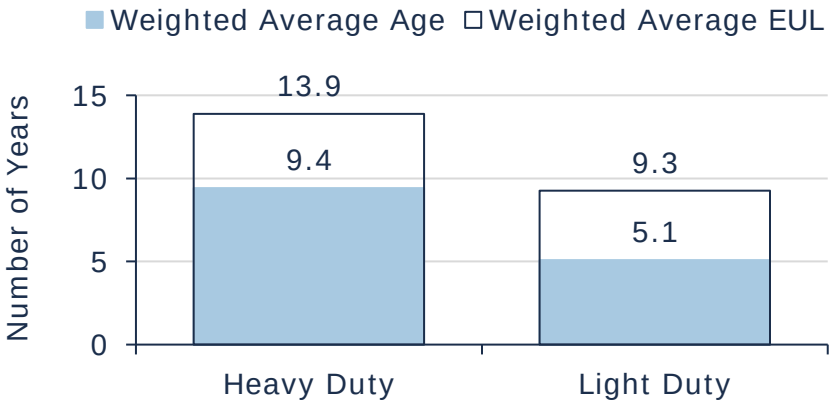
[23] Weighted by replacement cost.

Table 71 Detailed Asset Age: Vehicles

Segment	Weighted Average EUL	Weighted Average Age
Heavy Duty	13.9	9.4
Light Duty	9.3	5.1

Age analysis reveals that, on average, most vehicles are slightly past the midpoint of their established useful life.

Figure 56 Estimated Useful Life vs. Asset Age: Vehicles



Although asset age is an important measurement for long-term planning, condition assessments provide a more accurate indication of actual asset needs. An asset may perform past the established useful life if it has been maintained and kept in good condition. Therefore, it is important to consider asset condition when comparing asset age to its serviceable lifespan.

However, each asset's estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type. Further, useful life estimates established as part of the PSAB 3150 implementation may not be accurate and may not reflect in-field asset performance.

11.4 Current Approach to Lifecycle Management

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

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

Table 72 Lifecycle Management Strategy: Vehicles

Activity Type	Description of Current Strategy
Maintenance	Maintenance activities include daily inspections of vehicles in use and regular preventative maintenance based on the hours or kilometers of the vehicle.
	Snowplows receive an oil change every 25,000 km, while smaller vehicles such as pickup trucks receive an oil change every 6,000-10,000 km.
	Other maintenance activities, such as oil changes, are performed externally.
Rehabilitation / Replacement	Vehicle replacement is prioritized based on the type of vehicle, estimated useful life, condition, and frequency of breakdowns.

11.5 Forecasted Long-Term Replacement Needs

Figure 57 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Township's vehicles portfolio. This analysis was run from 2025 until 2074 (a 50-year timespan) for assets included in Citywide Assets, the Township's primary asset management system and asset register. The Township's average annual requirements (red dotted line) total $148,270 for all vehicles. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or

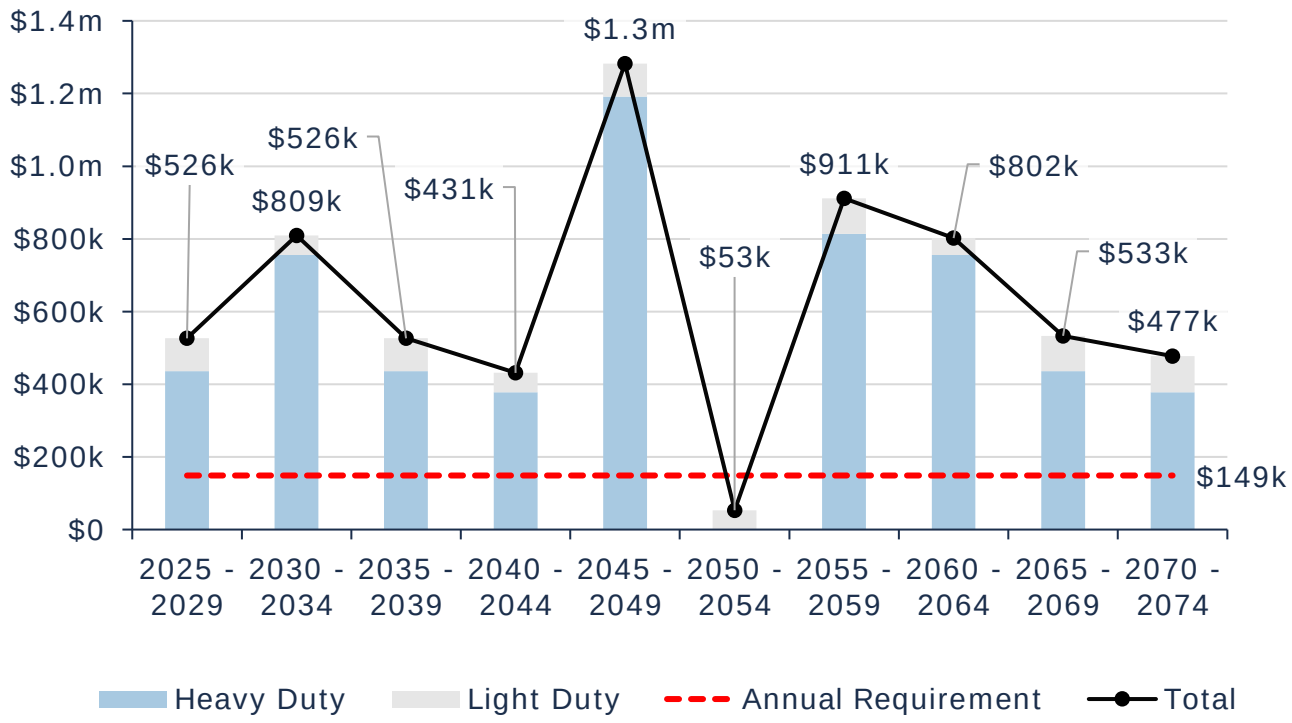
allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

Additionally, there is currently an approximate $378,000 backlog comprised of assets that remain in service beyond their estimated useful life. The capital forecast below and the 10-year capital requirements expanded in Appendix B have accounted for removing this accumulation and continuing to rehabilitate or replace assets in alignment with the proposed levels of service.

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

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

Figure 57 Forecasted Capital Replacement Needs: Vehicles 2025-2074



A summary of the 10-year replacement forecast can be found in Appendix B.

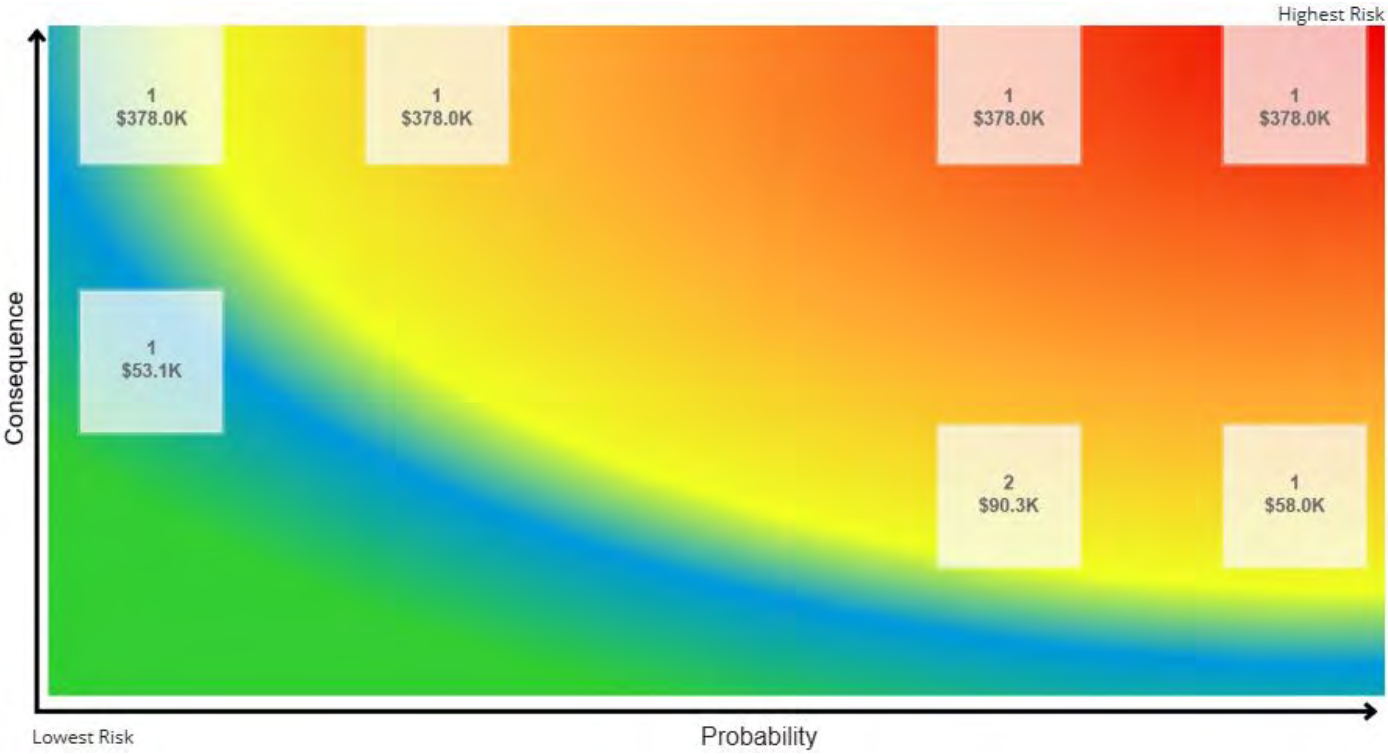
11.6 Risk Analysis

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

11.6.1 Quantitative Risk

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for vehicles assets based on 2024 inventory data. See Appendix D for the criteria used to determine the risk rating of each asset.

Figure 58 Risk Matrix: Vehicles



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

These risk models have been built into the Township's Asset Management Database (Citywide Assets). See Quantitative Risk under Section 2.2.2 as well as Section 2.3.8 Evaluating Quantitative Risk for further details on the approach used to determine asset risk ratings and classifications.

The following risk ratings are first shown for the overall category and then by segment for the vehicles assets.

Figure 59 Risk Rating Ranges: Vehicles

1 - 4	5 - 7	8 - 9	10 - 14	15 - 25
Very Low	Low	Moderate	High	Very High
$53,138	$378,000	$90,300	$435,972	$756,000
(3%)	(22%)	(5%)	(25%)	(44%)

Table 73 Probability of Failure, Consequence of Failure, Risk Ratings: Vehicles by Segment

Asset Category	Probability of Failure	Consequence of Failure	Risk Rating
Heavy Duty	3.07 / 5	4.89 / 5	14.82 / 25
Light Duty	2.89 / 5	2.37 / 5	6.15 / 25
TOTAL	3.05 / 5	4.68 / 5	14.09 / 25

Overall, the average risk rating for vehicles assets is 14.09, which is considered High.

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

11.6.2 Qualitative Risk

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

Climate Change & Extreme Weather Events

The Township can face challenges from climate change and extreme weather, such as freezing rain, which increase the need for vehicle maintenance and repairs. Harsh conditions can accelerate tire wear and place additional strain on engines, particularly during cold starts, underscoring the importance of having durable patrol trucks. Inadequate investment in suitable vehicles could affect operational capacity and service delivery.

11.7 Current Levels of Service

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

11.7.1 Community Levels of Service

Table 74 Community Levels of Service: Vehicles

Service Attribute	Qualitative Description	Current LOS (2024)
Safe & Reliable	Description of the Fleet Management and Safety Program	Maintenance activities include daily inspections of fleet vehicles being used by the Township's Public Works Department.
Affordable	Description of the lifecycle activities (maintenance, rehabilitation and replacement) performed on municipal vehicles	Regular preventative maintenance is performed based on the hours or kilometers the fleet vehicle has been operated. For example, snowplows receive an oil change every 25,000 km the plow is driven, while smaller vehicles such as pickup trucks receive an oil change every 6,000-10,000 km. Other maintenance activities for vehicles are performed out of house, such as oil changes.

Service Attribute	Qualitative Description	Current LOS (2024)
		Fleet vehicles are scheduled to be replaced based on their type and estimated useful life. Larger fleet vehicles such as snowplows are scheduled to be replaced every 10 years, while smaller vehicles are scheduled to be replaced every 7.
Sustainable	Description of the current condition of municipal vehicles and the plans that are in place to maintain or improve the provided level of service	Currently, vehicles are not given an annual condition rating. Because of this most assets are rated on age-based condition. In the future, the Township will explore conducting annual condition assessments of all assets in this category, or receiving condition ratings from outside sources such as mechanics.

11.7.2 Technical Levels of Service

Table 75 Technical Levels of Service: Vehicles

Service Attribute	Technical Metric	Current LOS (2024)
Safe & Regulatory	Percentage of vehicle operators with an AZ license	100%
	Percentage of vehicle operators with a DZ license	0%
	Number of vehicle major defects that caused a vehicle to be out of service for over a 48-hour period	0
	Number of motor vehicle accidents involving municipal vehicles	0
Affordability	O&M annual cost	$101,802.70
Sustainability	Average condition of vehicles assets	Fair (52%)

Service Attribute	Technical Metric	Current LOS (2024)
	% of vehicles in fair or better condition	47%
	% of vehicles in poor or worse condition	53%
	Actual annual capital budget: average required annual capital requirements	$0 : $149,000 (0 : 1)

11.8 Proposed Levels of Service

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

Table 76 outlines the proposed LOS scenarios that were analyzed for vehicles. Further explanation and proposed LOS analysis at the portfolio level can be found in Section 4 Proposed Levels of Service Analysis.

Table 76 Proposed LOS: Vehicles

Segment	Average Annual Requirement				Selection
	-5% Condition (45%)	Maintain Baseline (50%)	+5% Condition (55%)	No Target	
Heavy Duty	$132,987	$133,561	$136,730	$119,197	Maintain
Light Duty	$14,202	$15,254	$15,254	$15,672	Maintain
TOTAL	$147,189	$148,815	$151,984	$134,869	$148,815

Strategies

12 Growth

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

12.1 Growth Assumptions

12.1.1 Mulmur Official Plan (April 2012)

The Official Plan for the Township of Mulmur was adopted in 2012 and has a planning horizon of 20 years. The Official Plan aims to guide land use and development in a manner that minimizes conflicts, preserves the area's rural and natural character, and supports sustainable growth. The plan seeks to support the Township's development in alignment with environmental conservation, economic vitality, and community well-being.

The Official Plan focuses on ensuring controlled development, protecting significant natural features and agricultural lands, fostering urban and rural integration, and promoting economic opportunities within the community. Additionally, the plan emphasizes the preservation of water sources, cultural heritage, and recreational spaces, while aiming to maintain a balanced fiscal impact and a healthy mix of residential and commercial-industrial assessments.

The Settlement Areas within the Township of Mulmur will be the designated focal points for growth, aiming to balance the preservation of their rural essence with the provision of essential services, infrastructure, and quality of life improvements. The Township's objectives include enhancing the unique character of each settlement, ensuring safety, accessibility to services, and environmental sustainability in development, along with preserving natural features. These goals are guided by the Hamlet and Community designations, which prioritize creating safe, secure, and desirable living spaces with ample recreational opportunities, all while adhering to relevant planning acts and policies.

The following table demonstrates population growth and total number of private dwellings from 1996 to 2021 as indicated from Statistics Canada below:

Historical Figures	1996	2001	2006	2011	2016	2021
Population	2,903	3,099	3,318	3,391	3,478	3,571
Population Change	N/A	6.8%	7.1%	2.2%	2.6%	2.7%
Private Dwellings	N/A	1,443	1,479	1,643	1,674	1,682

According to the Growth Plan for the Greater Golden Horseshoe, Dufferin County is projected to reach a population of 80,000 and provide 27,000 jobs by 2031. In line with this projection, the population of the Township of Mulmur is anticipated to rise to about 4,290, and employment opportunities are expected to expand to roughly 820 jobs by the same year. Analysis of these forecasts alongside Statistics Canada data suggests that while the actual population is indeed growing, it may not be advancing as quickly as projected by the Official Plan.

12.2 Impact of Growth on Lifecycle Activities

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

For the near- to mid-term, the projected population growth in the Township is not expected to significantly impact the current portfolio of assets required by the Township to maintain acceptable service levels.

13 Financial Strategy

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

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

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

Note: Periodic grants are normally not included due to Provincial requirements for firm commitments. However, if moving a specific project forward is wholly

dependent on receiving a one-time grant, the replacement cost included in the financial strategy is the net of such grant being received.

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

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

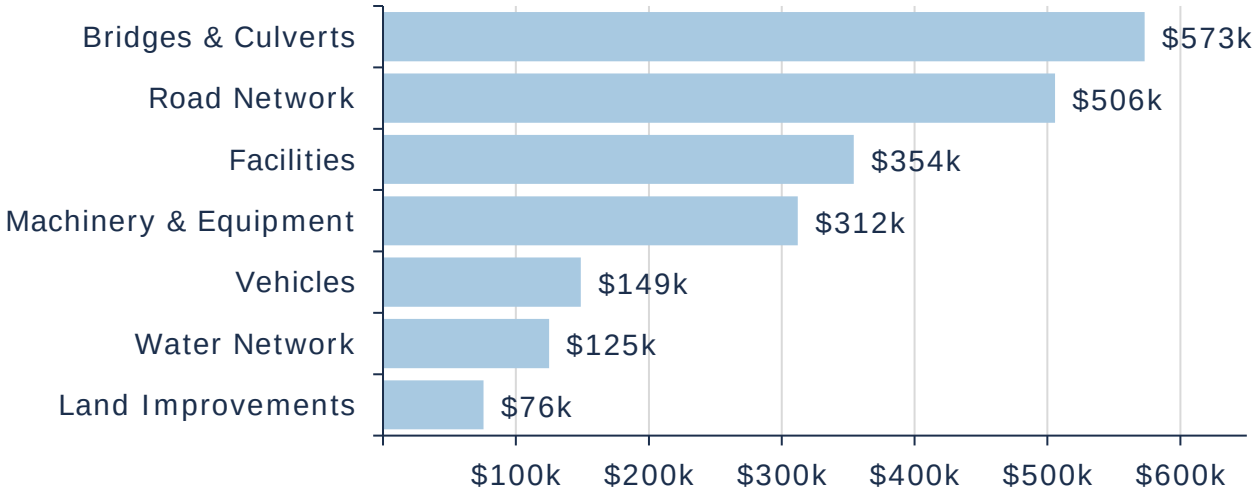
13.1 Annual Requirements & Capital Funding

13.1.1 Annual Requirements

The annual requirements represent the amount the Township should allocate annually to each asset category to meet replacement needs as they arise, prevent infrastructure backlogs and achieve long-term sustainability. In total, the Township must allocate approximately $2,095,000 annually to address capital requirements for the assets included in this AMP.

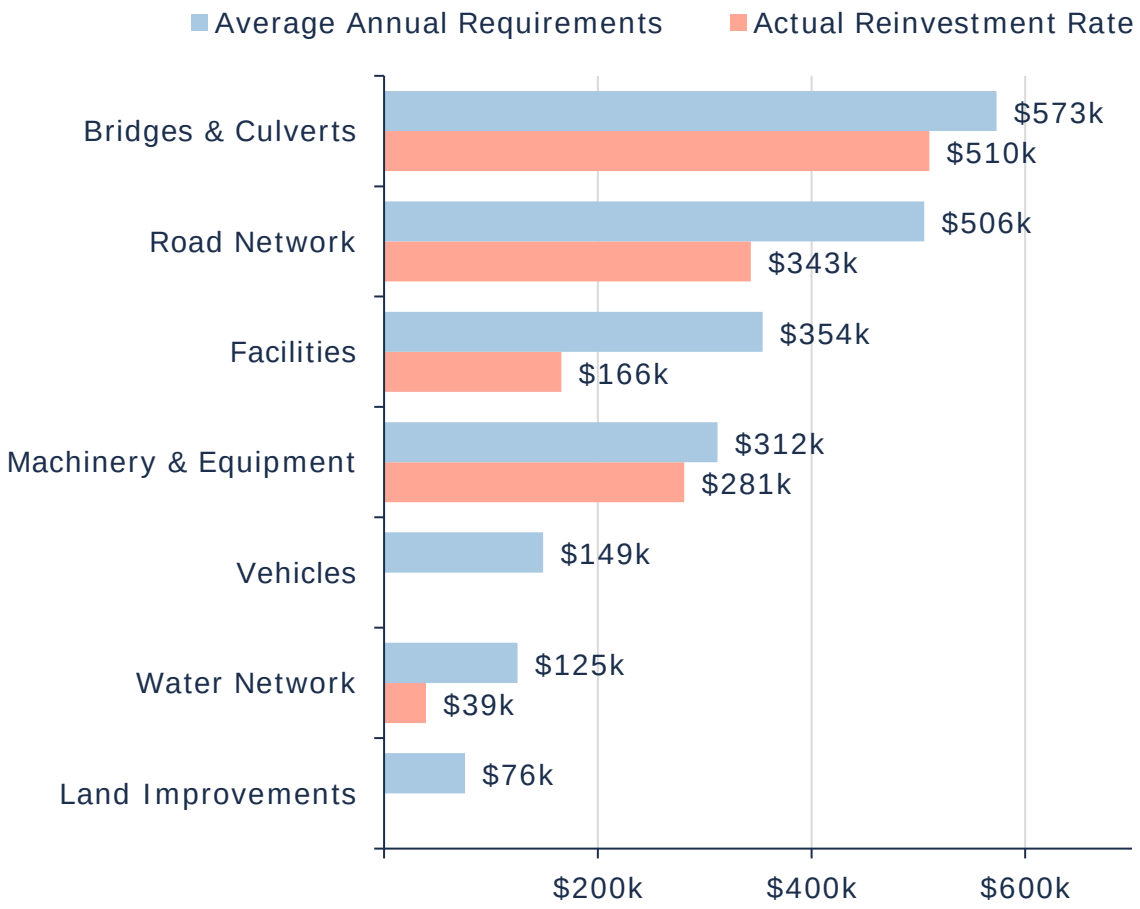
For most asset categories the annual requirement has been calculated based on a "replacement only" scenario, in which capital costs are only incurred at the construction and replacement of each asset.

Figure 60 Annual Capital Funding Requirements by Asset Category



13.1.2 Annual Funding Available

Figure 61 Annual Requirements vs. Capital Funding Available



Based on a historical analysis of sustainable capital funding sources, the Township is committing approximately $1,340,000 towards capital projects per year. Given the annual capital requirement of $2,095,000, there is currently a funding gap of $755,000 annually.

13.2 Funding Objective

We have developed a scenario that would enable Township of Mulmur to achieve full funding within 5 years for the following assets:

- Tax-Funded Assets: Road Network, Bridges & Culverts, Facilities, Land Improvements, Machinery & Equipment, Vehicles
- Rate-Funded Assets: Water Network

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

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

13.3 Financial Profile: Tax-Funded Assets

13.3.1 Current Funding Position

The following tables show, by asset category, Mulmur's average annual asset investment requirements, current funding positions, and funding increases required to achieve full funding on assets funded by taxes.

The average annual investment requirement for the above categories is $1,970,000. Annual revenue currently allocated to these assets for capital purposes is $1,301,000 leaving an annual deficit of $669,000. Put differently, these infrastructure categories are currently funded at 66% of their long-term requirements.

Table 77 Annual Available Funding for Tax-Funded Assets

Asset Category	AAR	Annual Funding Available[24]				Annual Deficit
		Taxes	CCBF	OCIF	Total	
Road Network	$506k	$100k	$115k	$128k	$343k	$162k
Bridges & Culverts	$573k	$510k			$510k	$63k
Facilities	$354k	$166k			$166k	$188k
Land Improvements	$76k	-			-	$76k
Machinery & Equipment	$312k	$281k			$281k	$31k
Vehicles	$149k	-			-	$149k
TOTAL	$2.0m	$1.1m	$115k	$128k	$1.3m	$669k

13.3.2 Full Funding Requirements

In 2023, the Township of Mulmur budgeted annual tax revenues of approximately $4.8 million. As illustrated in the following table, without consideration of any other sources of revenue or cost containment strategies, full funding would require the following tax change over time:

Table 78 Tax Increase Requirements for Full Funding

Asset Category	Tax Change Required for Full Funding
Road Network	3.4%
Bridges & Culverts	1.3%
Facilities	4.0%
Land Improvements	1.6%
Machinery & Equipment	0.7%
Vehicles	3.1%
TOTAL	14.1%

[24] Based on 2024 capital budget.

The following changes in costs and/or revenues over the next number of years should also be considered in the financial strategy:

- Mulmur's debt payments for these asset categories will be decreasing $39,000 by 2039.

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

Table 79 Tax Increase Options 5-20 Years

	5 Years	10 Years	15 Years	20 Years
Infrastructure Deficit	$669,000	$669,000	$669,000	$669,000
Change in Debt Costs	-($5,000)	-($12,000)	-($39,000)	-($39,000)
Resulting Infrastructure Deficit:	$664,000	$657,000	$630,000	$630,000
Tax Increase Required	14.1%	14.1%	14.1%	14.1%
Annually:	2.6%	1.3%	0.8%	0.6%

13.3.3 Financial Strategy Recommendations

Considering all the above information, we would recommend the 15-year option. This involves full funding being achieved over 15 years by:

- Increasing tax revenues by 0.8% each year for the next 15 years solely for the purpose of phasing in full funding to the asset categories covered in this section of the AMP in alignment with the targets set out in the proposed levels of service.
- Continuing to allocate the current CCBF and OCIF revenue as outlined previously.
- Increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

The Township of Mulmur's current strategy is to increase the amount of property tax allocated to capital projects (currently approximately $1.3 million) by 3%-5%

annually. This would cover the deficit for both tax- and rate-funded assets within the next 9-15 years.

Notes:

1. As in the past, periodic senior government infrastructure funding will most likely be available during the phase-in period. By Provincial AMP rules, this periodic funding cannot be incorporated into an AMP unless there are firm commitments in place. We have included OCIF formula-based funding, if applicable, since this funding is a multi-year commitment[25].

2. We realize that raising tax revenues by the amounts recommended above for infrastructure purposes will be very difficult to do. However, considering a longer phase-in window may have even greater consequences in terms of infrastructure failure.

Although this option achieves full funding on an annual basis in 15 years and provides financial sustainability over the period modeled, the recommendations do require prioritizing capital projects to fit the resulting annual funding available.

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

13.4 Financial Profile: Rate-Funded Assets

13.4.1 Current Funding Position

The following table shows, by asset category, Mulmur's average annual asset investment requirements, current funding positions, and funding increases required to achieve full funding on assets funded by rate.

The average annual investment requirement for the is $125,000. Annual revenue currently allocated to these assets for capital purposes is $39,000 leaving an annual deficit of $86,000. Put differently, these infrastructure categories are currently funded at 31% of their long-term requirements.

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

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Table 80 Annual Available Funding for Rate-Funded Assets

Asset Category	AAR	Annual Funding Available[26]				Annual Deficit
		Taxes	CCBF	OCIF	Total	
Water Network	$125k	$39k			$39k	$86k

13.4.2 Full Funding Requirements

In 2023, the Township of Mulmur budgeted annual rate revenues of approximately $39,000. As illustrated in the following table, without consideration of any other sources of revenue or cost containment strategies, full funding would require the following rate change over time:

Table 81 Rate Increase Requirements for Full Funding

Asset Category	Rate Change Required for Full Funding
Water Network	120.4%

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

Table 82 Rate Increase Options 5-20 Years

	5 Years	10 Years	15 Years	20 Years
Infrastructure Deficit	$86,000	$86,000	$86,000	$86,000
Change in Debt Costs	N/A	N/A	N/A	N/A
Resulting Infrastructure Deficit:	$86,000	$86,000	$86,000	$86,000
Rate Increase Required	120.4%	120.4%	120.4%	120.4%
Annually:	17.1%	8.2%	5.4%	4.0%

[26] Based on 2024 capital budget.

13.4.3 Financial Strategy Recommendations

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

- Increasing rate revenues by 4.0% each year for the next 20 years solely for the purpose of phasing in full funding to the asset categories covered in this section of the AMP in alignment with the targets set out in the proposed levels of service.
- Increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

The Township of Mulmur's current strategy is to increase the amount of property tax allocated to capital projects (currently approximately $1.3 million) by 3%-5% annually. This would cover the deficit for both tax- and rate-funded assets within the next 9-15 years.

Notes:

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

Although this option achieves full funding on an annual basis in 20 years and provides financial sustainability over the period modeled, the recommendations do require prioritizing capital projects to fit the resulting annual funding available.

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

13.5 Use of Debt

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

- The ability to stabilize tax & user rates when dealing with variable and sometimes uncontrollable factors
- Equitable distribution of the cost/benefits of infrastructure over its useful life
- A secure source of funding
- Flexibility in cash flow management

Debt management policies and procedures with limitations and monitoring practices should be considered when reviewing debt as a funding option. In efforts to mitigate increasing commodity prices and inflation, interest rates have been rising. Sustainable funding models that include debt need to incorporate the now current realized risk of rising interest rates. The following tables outline how Mulmur has historically used debt for investing in the asset categories as listed. As of year-end 2024, there is currently $266,000 of debt outstanding for the assets covered by this AMP with corresponding principal and interest payments of $39,000, well within its provincially prescribed maximum of $1.3 million.

Table 83 Mulmur Use of Debt 2020-2024

Asset Category	Current Debt Outstanding	Use of Debt in the Last Five Years				
		2020	2021	2022	2023	2024
Bridges & Structural Culverts	$266,400	$666k	-	-	-	-
Non-Core Assets	-	$250k	-	-	-	-
TOTAL	$266k	$916k	-	-	-	-

Table 84 Mulmur Principal and Interest Payments

Asset Category	Principal & Interest Payments in the Next Ten Years					
	2025	2026	2027	2028	2029	2034
Bridges & Structural Culverts	$39k	$38k	$37k	$35k	$34k	$28k
Buildings	$78k	$78k	$37k	$78k	$78k	$78k
TOTAL	$39k	$38k	$37k	$35k	$34k	$28k

The revenue options outlined in this plan allows the Township of Mulmur to fully fund its long-term infrastructure requirements for the selected proposed levels of service without further use of debt.

13.6 Use of Reserves

13.6.1 Available Reserves

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

- The ability to stabilize tax rates when dealing with variable and sometimes uncontrollable factors
- Financing one-time or short-term investments
- Accumulating the funding for significant future infrastructure investments
- Managing the use of debt
- Normalizing infrastructure funding requirement

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

- Breadth of services provided
- Age and condition of infrastructure
- Use and level of debt
- Economic conditions and outlook
- Internal reserve and debt policies.

As of December 31, 2023, the Township's reserves totaled an approximate $4.2 million. These reserves are available for use by applicable asset categories during the phase-in period to full funding. This coupled with Mulmur's judicious use of debt in the past, allows the scenarios to assume that, if required, available reserves and debt capacity can be used for high priority and emergency infrastructure investments in the short- to medium-term.

13.6.2 Recommendation

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

The funding strategy outlined above aligns with achieving and maintaining the proposed levels of service outlined in Section 4.

14 Recommendations & Key Considerations

14.1 Financial Strategies

- Review the feasibility of adopting a full-funding scenario to achieve 100% of average annual funding requirements necessary for the proposed levels of service outlined in Section 4. This includes increasing taxes by 0.8% per year over a period of 15 years and rates by 4.0% per year over a period of 20 years or following the Township's current strategy of increasing the amount of property tax allocated to capital projects by 3%-5% annually, which would cover the deficit for both tax- and rate-funded assets within the next 9-15 years, respectively.
- Continued allocation of OCIF and CCBF funding as previously outlined.
- Increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.
- Continue to apply for project specific grant funding to supplement sustainable funding sources.

14.2 Asset Data

- Update replacement cost information on a regular basis, every 1-2 years, especially for the linear road segments.
    - These costs should continually be evaluated to determine their accuracy and reliability.
    - Replacement costs should be updated according to the best available information on the cost to replace the asset in today's value.
    - Consider developing a framework for the frequency of replacement cost updates.
    - Continue to review and validate inventory data, assessed condition data, rehabilitation costs, and replacement costs for all bridges and structural culverts upon the completion of OSIM inspections every 2 years and promptly updating the Citywide database to drive strategic capital planning.

- Asset management planning is highly sensitive to replacement costs. Periodically update replacement costs based on recent projects, invoices, or estimates, as well as condition assessments, or any other technical reports and studies. Material and labor costs can fluctuate due to local, regional, and broader market trends, and substantially so during major world events. Accurately estimating the replacement cost of like-for-like assets can be challenging. Ideally, several recent projects over multiple years should be used. Staff judgement and historical data can help attenuate extreme and temporary fluctuations in cost estimates and keep them realistic.
- Componentize assets where possible to assess their condition, maintenance needs, and replacement costs accurately.

- Consider developing a condition assessment program that identifies assessment methodology, persons responsible, frequency of assessment, and updates of assessment information to the asset management database.
  - Consider completing an updated assessment of all roads every 5-7 years as part of a dedicated condition strategy program. The information should be uploaded into the Citywide database promptly to drive strategic capital planning.
  - If a formal building condition assessment is not performed, request condition information from contractors who service critical building systems like HVAC and fire protection systems. Record this information in Citywide and use it to inform asset management decisions including capital planning.
  - Where resources are limited, consider prioritizing assessments to assets based on their criticality to the organization or another means of prioritization.
  - Incorporate condition information, where possible, to improve risk and lifecycle strategy models. Staff should collect cursory condition information (very good-very poor rating scale) for all visible non-core assets or where visible core asset conditions are outdated and integrate it into the asset management database.
- Continue to refine and update asset attribute information, such as traffic counts, road type, or drainage adequacy, to ensure accuracy of the risk and lifecycle strategy outcomes.
  - Review road signs and barriers inventory to determine if a comprehensive and accurate inventory has been compiled.

- Review assets that have surpassed their estimated useful life to determine if immediate replacement is required or whether these assets are expected to remain in service.
    - Like replacement costs, an asset's established serviceable life can have dramatic impacts on all projections and analyses, including condition, long-range forecasting, and financial recommendations.
    - Periodically reviewing and updating these values to better reflect in-field performance and staff judgement is recommended.

14.3 Lifecycle Management Strategies

- Continuously review, refine, and calibrate lifecycle and risk profiles to better reflect actual practices and improve capital projections. In particular:
    - The timing of various lifecycle events, the triggers for treatment, anticipated impacts of each treatment, and costs
    - The various attributes used to estimate the likelihood and consequence of asset failures, and their respective weightings
- Evaluate the efficacy of the Township's lifecycle management strategies at regular intervals to determine the impact cost, condition, and risk. This could be done by updating the condition assessment data whenever new data becomes available and rerunning the capital projections and risk reports.

14.4 Risk & Levels of Service

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
    - Risk models and matrices can play an important role in identifying high-value assets, and developing an action plan which may include repair, rehabilitation, replacement, or further evaluation through condition assessments. As a result, project selection and the development of multi-year capital plans can become more strategic and objective.
    - Initial models have been built into Citywide for all asset groups. These models reflect current data. As the data evolves and new attribute information is obtained, these models should also be refined and updated.

- Available data on current performance should be centralized and tracked to support any calibration of service levels on proposed levels of service in the future.
    - Staff should monitor evolving local, regional, and environmental trends to identify factors that may shape the demand and delivery of infrastructure programs.
    - These can include population growth and the nature of population growth, climate change and extreme weather events, and economic conditions and the local tax base.
    - This data can also be used to review service level targets.

Appendices

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Appendix A Infrastructure Report Card

Asset Category	Replacement Cost	Average Condition	Financial Capacity	
Road Network	$13.6 m	Fair (55%)	Annual Requirement:	$506,000
			Funding Available:	$343,000
			Annual Deficit:	$162,000
Bridges & Culverts	$45.1 m	Good (69%)	Annual Requirement:	$573,000
			Funding Available:	$510,000
			Annual Deficit:	$63,000
Facilities	$22.0 m	Good (66%)	Annual Requirement:	$354,000
			Funding Available:	$166,000
			Annual Deficit:	$188,000
Land Improvements	$1.6 m	Fair (52%)	Annual Requirement:	$76,000
			Funding Available:	-
			Annual Deficit:	$76,000
Machinery & Equipment	$3.7 m	Fair (50%)	Annual Requirement:	$312,000
			Funding Available:	$281,000
			Annual Deficit:	$31,000
Vehicles	$1.7 m	Fair (52%)	Annual Requirement:	$149,000
			Funding Available:	-
			Annual Deficit:	$149,000
Water Network	$10.8 m	Good (78%)	Annual Requirement:	$125,000
			Funding Available:	$39,000
			Annual Deficit:	$86,000
TOTAL	$98.6	Good (66%)	Annual Requirement:	$2.1 m
			Funding Available:	$1.34 m
			Annual Deficit:	$755 k

Appendix B 10-Year Capital Requirements

Road Network										
Segment	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Barriers	-	-	-	$4k	-	-	$51k	-	$6k	-
Paved Roads	-	-	$633k	$290k	$1.3m	$182k	$444k	$236k	$339k	$397k
Road Signs	-	-	$89k	$16k	$17k	$19k	$64k	-	-	$14k
Small Culverts	-	-	$66k	$131k	$69k	$67k	$61k	$60k	$59k	$60k
Storm Drains	-	-	-	-	-	-	-	-	-	-
Streetlights	-	-	-	-	-	-	-	-	-	-
TOTAL	-	-	$788k	$440k	$1.4m	$269k	$621k	$297k	$404k	$470k

Bridges & Structural Culverts										
Segment	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Bridges	-	-	-	-	-	-	-	-	$445k	$389k
Structural Culverts	-	-	-	-	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-	-	-	$445k	$389k

Machinery and Equipment										
Segment	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Attachments	$299k	$32k	$34k	$56k	$27k	$56k	$48k	-	-	$26k
Fueling Station	$78k	-	-	-	-	-	$20k	-	-	-
Heavy Equipment	-	-	$203k	$225k	-	$398k	-	-	-	$621k
Medium Equipment	$68k	$12k	-	$42k	$93k	$10k	$135k	-	$15k	-
Small Equipment	$122k	$27k	$20k	$34k	$45k	$30k	$20k	$34k	$34k	$34k
Solar Panels	-	-	-	-	-	-	-	-	-	-
TOTAL	$568k	$71k	$256k	$357k	$164k	$494k	$222k	$34k	$49k	$681k

Facilities										
Segment	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Administration Building	-	-	-	-	-	-	-	-	-	-
Arena	-	-	-	-	-	-	$150k	$329k	$24k	-
Fire Hall	-	-	-	-	$60k	-	-	-	-	-
Gravel Pit Scale House	-	-	-	-	-	-	-	-	-	-
Mansfield Public Washroom	-	-	-	-	-	-	-	-	-	-
Public Works Building	-	-	-	-	$3k	-	-	-	-	-
Sand Dome	-	-	-	-	-	-	-	-	-	$95k
Utility Storage	-	-	-	-	-	-	-	-	-	-
TOTAL	-	-	-	-	$64k	-	$150k	$329k	$24k	$95k

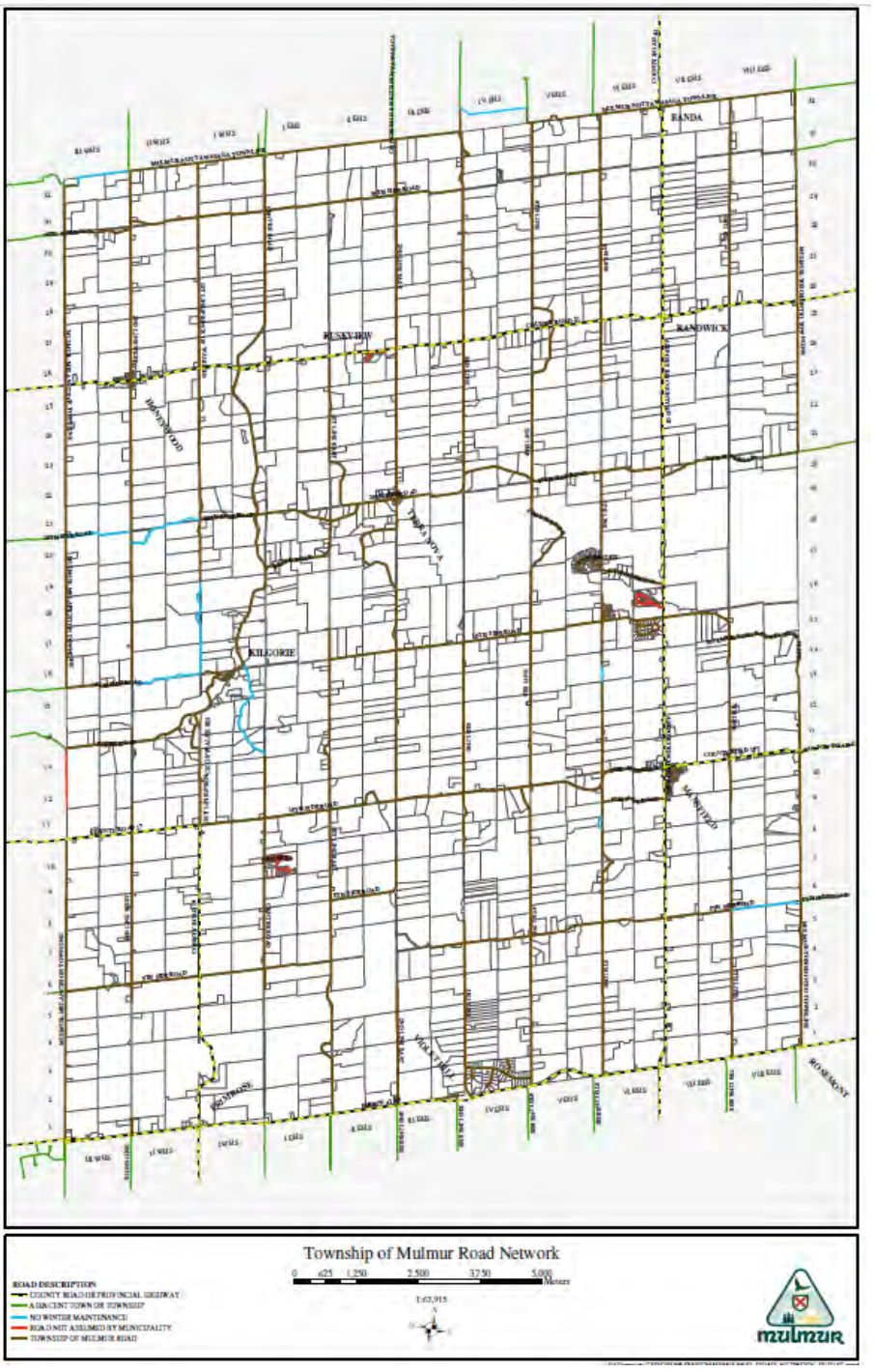
Land Improvements										
Segment	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Ball Diamond	-	-	-	-	-	-	-	$50k	-	-
Fencing	$8k	$3k	-	-	-	-	-	$3k	$24k	-
Multipurpose Pad	-	-	-	-	-	-	-	$37k	-	-
Outdoor Furnishings	-	-	-	-	-	-	-	-	-	-
Parking Lot	-	-	-	-	-	-	$200k	$340k	-	-
Play Structure	-	-	-	-	-	-	-	$20k	-	-
Trail	-	-	-	-	-	-	-	-	$43k	-
Wells	$45k	-	$30k	-	-	-	-	-	-	-
TOTAL	$53k	$3k	$30k	-	-	-	$200k	$451k	$66k	-

Vehicles										
Segment	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Heavy Duty	$58k	-	$378k	-	-	$378k	-	-	-	$378k
Light Duty	-	-	$44k	$46k	-	-	-	$53k	-	-
TOTAL	$58k	-	$422k	$46k	-	$378k	-	$53k	-	$378k

Water Network										
Segment	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Hydrants	-	-	-	-	-	-	-	-	-	-
Municipal Wells	-	-	-	-	-	-	$9k	-	-	-
Valves & Fittings	-	-	-	-	-	-	-	-	-	-
Water Buildings	-	-	-	-	-	-	$76k	-	$19k	-
Water Equipment	-	-	$6k	$173k	-	-	-	-	-	-
Water Mains	-	-	-	-	-	-	-	-	-	-
Water Meters	-	-	-	-	$22k	$2k	$3k	$2k	$3k	$3k
TOTAL	-	-	$6k	$173k	$22k	$2k	$88k	$2k	$22k	$3k

Appendix C Level of Service Maps

Road Network Map



Appendix D Risk Rating Criteria

Probability of Failure

Asset Category	Risk Classification	Risk Criteria	Value/Range	Probability of Failure Score
All Categories	Economic (100%)	Condition	80 – 100	1
			60 – 79	2
			40 – 59	3
			20 – 39	4
			0 – 29	5

Consequence of Failure

Asset Category	Risk Classification	Risk Criteria	Value/Range	Consequence of Failure Score
Asphalt Roads (continued on next page)	Economic (80%)	Replacement Cost	$0 – $10,000	1
			$10,001 – $50,000	2
			$50,001 – $100,000	3
			$100,001 – $300,000	4
			$300,001+	5

Asset Category	Risk Classification	Risk Criteria	Value/Range	Consequence of Failure Score
Bridges & Culverts	Operational (20%)	AADT	0 – 49	1
			50 – 199	2
			200 – 499	3
			500+	4
	Economic (80%)	Replacement Cost	$0 – $20,000	1
			$20,001 – $50,000	2
			$350,001 – $100,000	3
			$100,001 – $250,000	4
			$250,001+	5
	Operational (20%)	Detour Length (m)	80+	1
			60 – 79	2
			40 – 59	3
			20 – 39	4
			0 – 19	5

Asset Category	Risk Classification	Risk Criteria	Value/Range	Consequence of Failure Score
Buildings	Economic (33%)	Replacement Cost	$0 – $5,000	1
			$5,001 – $50,000	2
			$50,001 – $100,000	3
			$100,001 – $500,000	4
			$500,001+	5
	Operational (33%)	Segment	Building Equipment	2
			Exterior, HVAC, Interior, Septic	4
			Building Structure, Roof	5
	Social (34%)	Days of Closure	0	1
			1 – 5	2
			6 – 10	3
			11 – 20	4
			21+	5
Watermains (continued on next page)	Economic (70%)	Replacement Cost	$0 – $5,000	1
			$5,001 – $20,000	2
			$20,001 – $50,000	3

Asset Category	Risk Classification	Risk Criteria	Value/Range	Consequence of Failure Score
			$50,001 – $100,000	4
			$100,001+	5
	Operational (30%)	Structure Type	Raw Main	2
			Distribution Main	4
Remaining Water Network Assets	Economic (100%)	Replacement Cost	$0 – $5,000	1
			$5,001 – $20,000	2
			$20,001 – $50,000	3
			$50,001 – $100,000	4
			$100,001+	5
All Remaining Assets	Economic (100%)	Replacement Cost	$0 – $15,000	1
			$15,001 – $50,000	2
			$50,001 – $100,000	3
			$100,001 – $300,000	4
			$300,001+	5

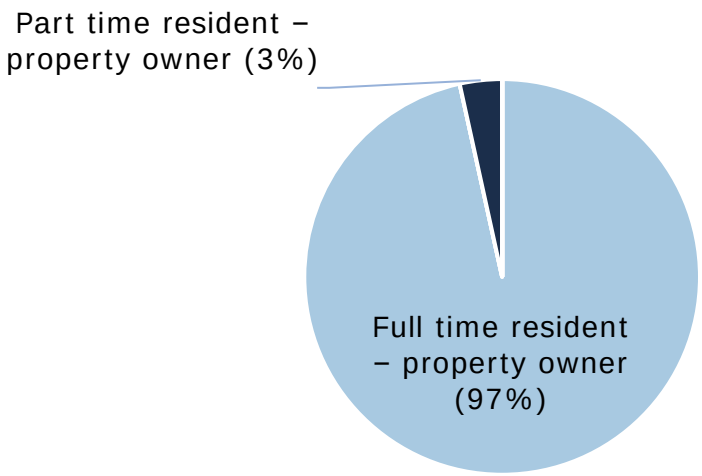
Appendix E Community Engagement

Have you read the Township's Asset Management Plan?

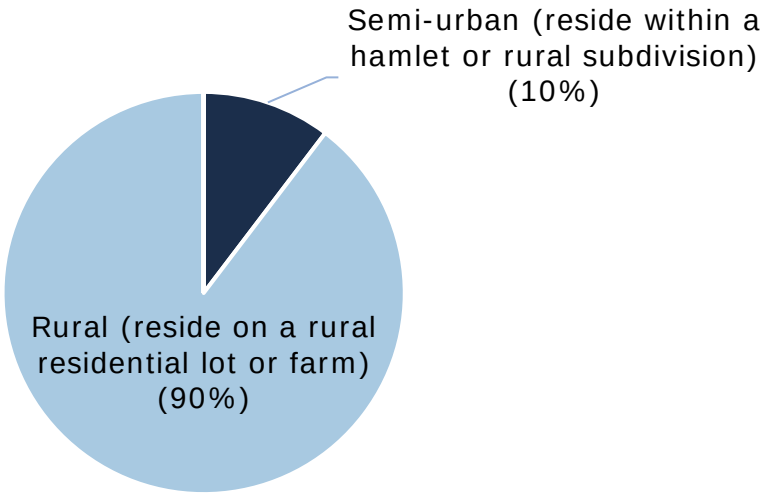
Yes (13 responses, 45%)	No (16 responses, 55%)

Demographics

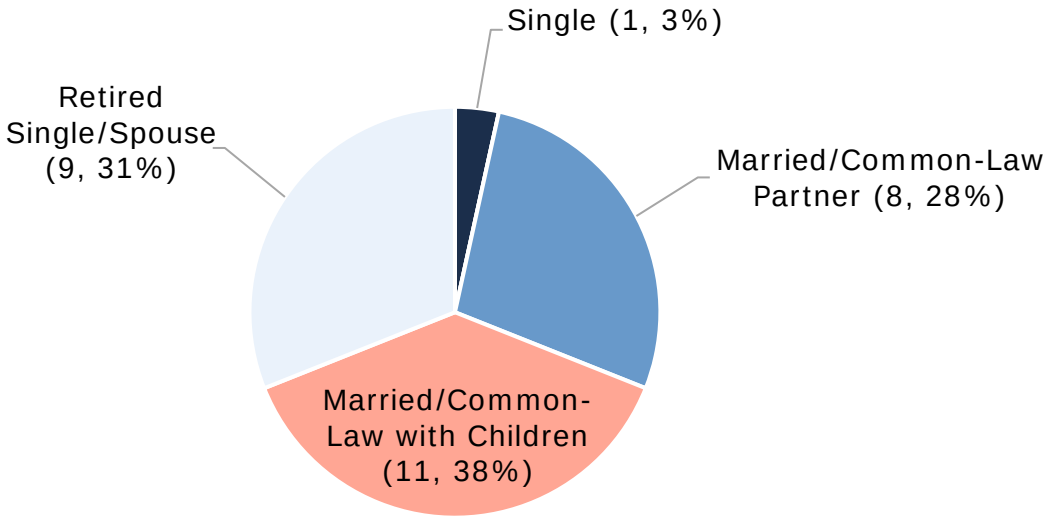
What is your municipal residency status?



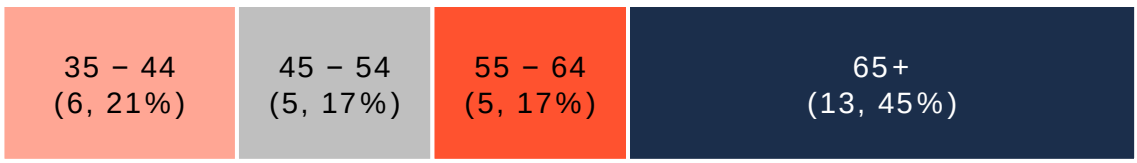
Which planning area best describes where you live within the Township?



Family Structure

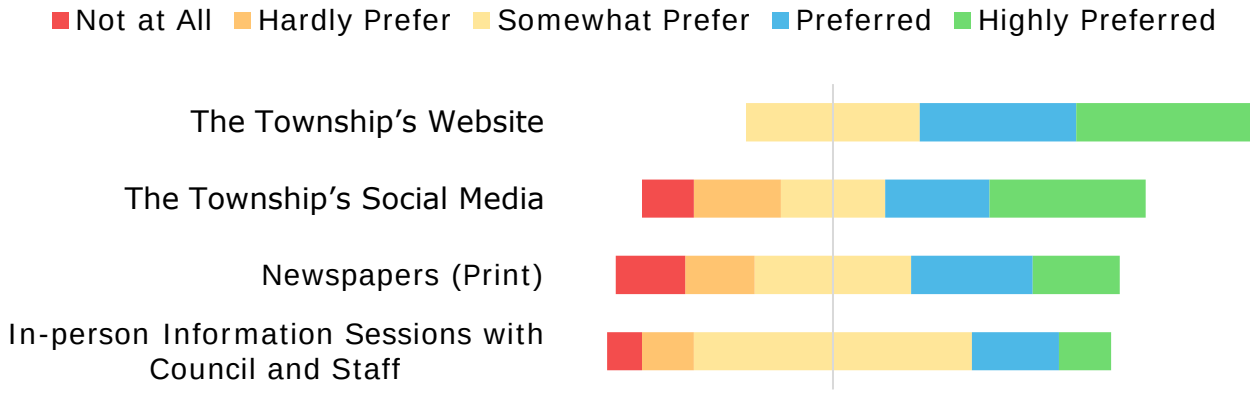


Age Range

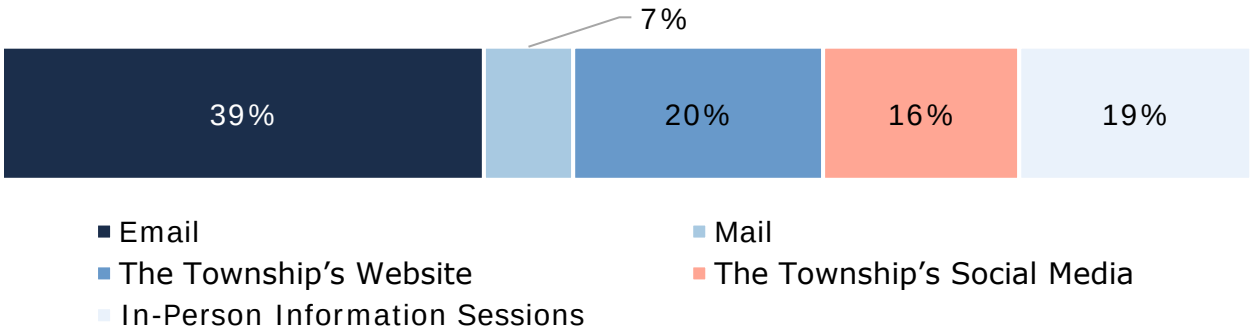


Communication Preferences

Please indicate how you would prefer to learn about Township issues/events/initiatives:

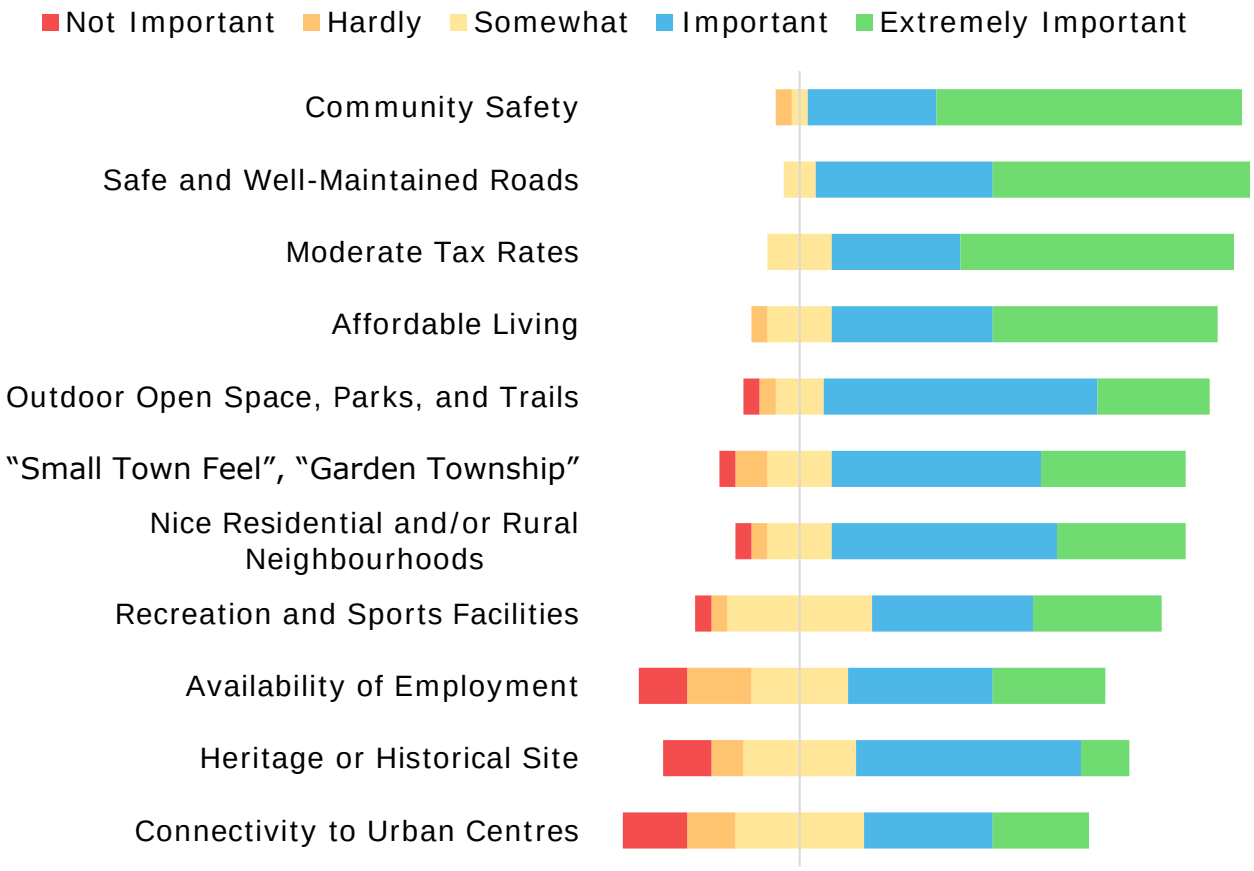


What is your preferred method to receive communications about municipal documents and plans, such as the Asset Management Plan? Select all that apply.

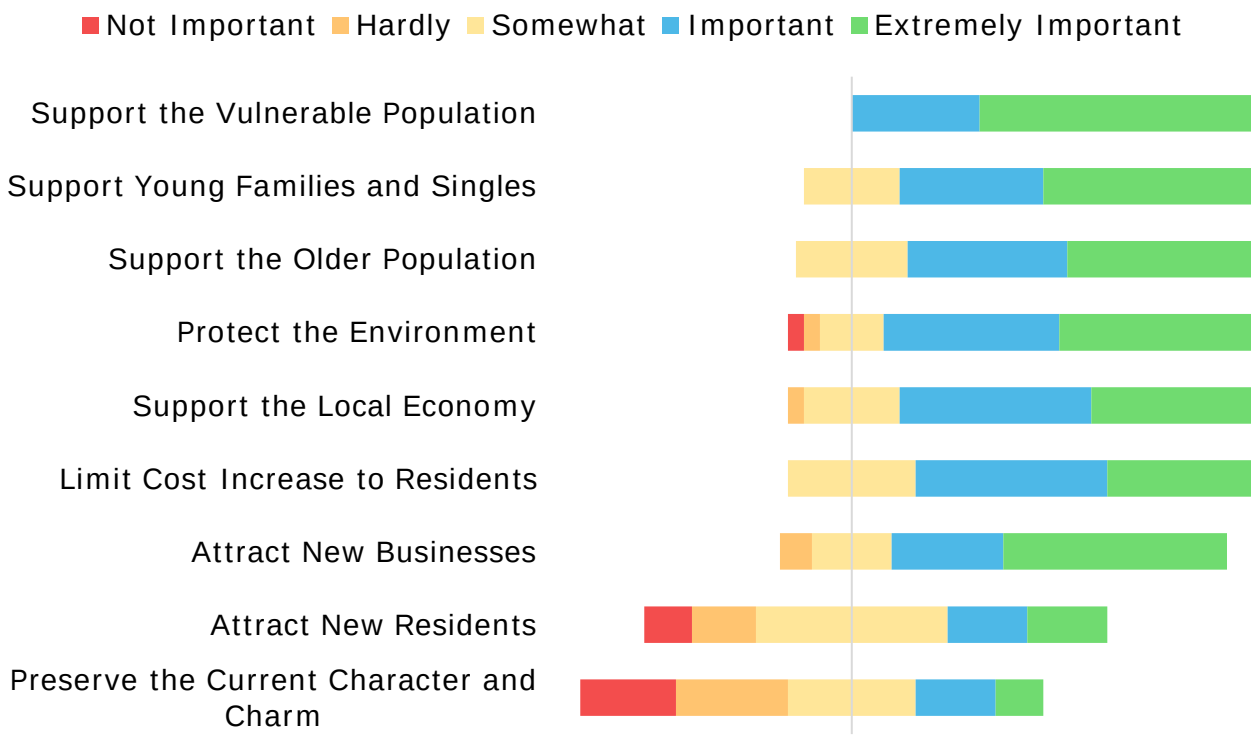


Community Values

Please indicate how important the following features are in making the Township a great place to live:

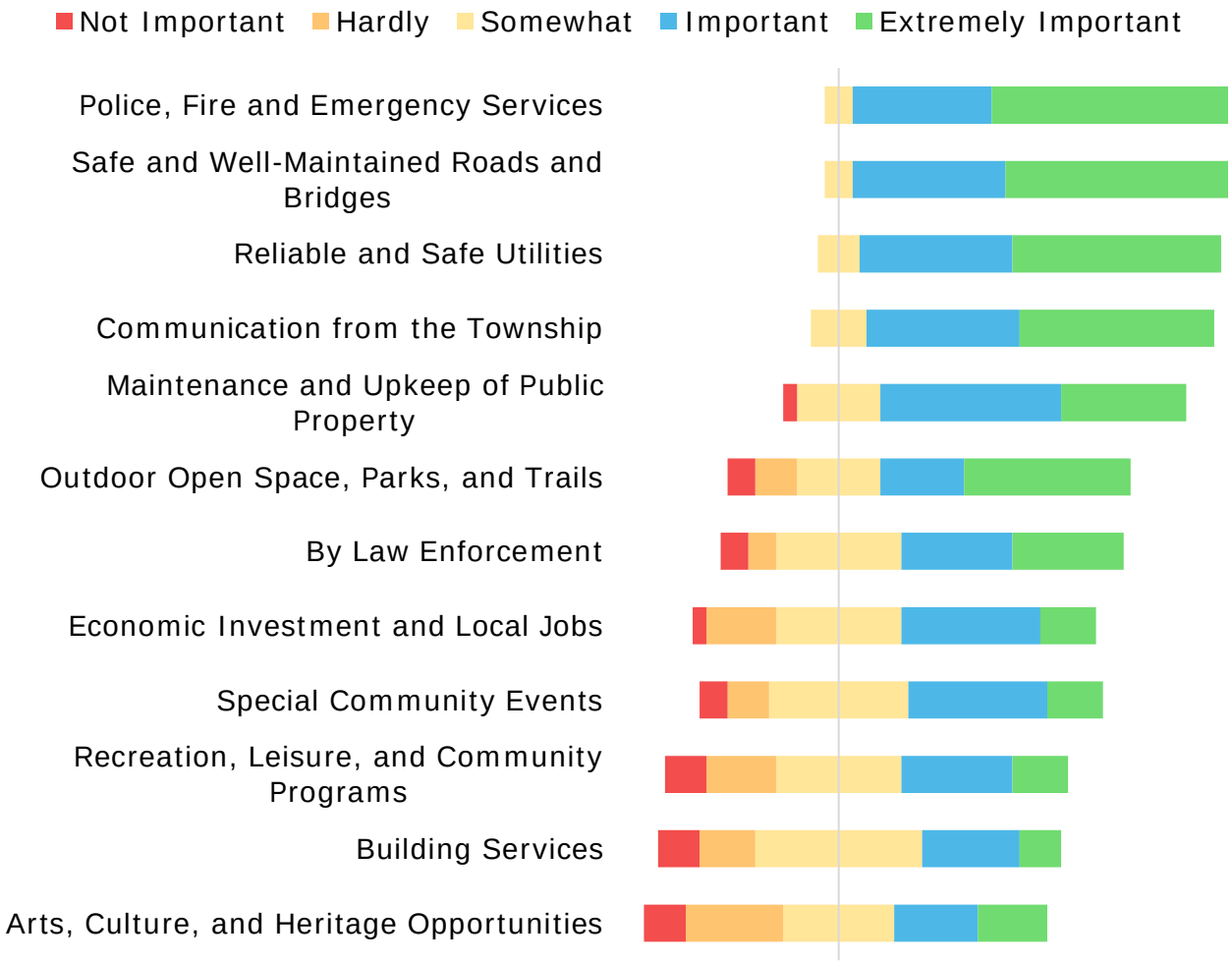


The Township is growing. This means spending on infrastructure services may need to change over time to meet the evolving needs of the community. How important are the following factors in deciding if the **Township's spending on infrastructure is best for t**he community?



Municipal Services

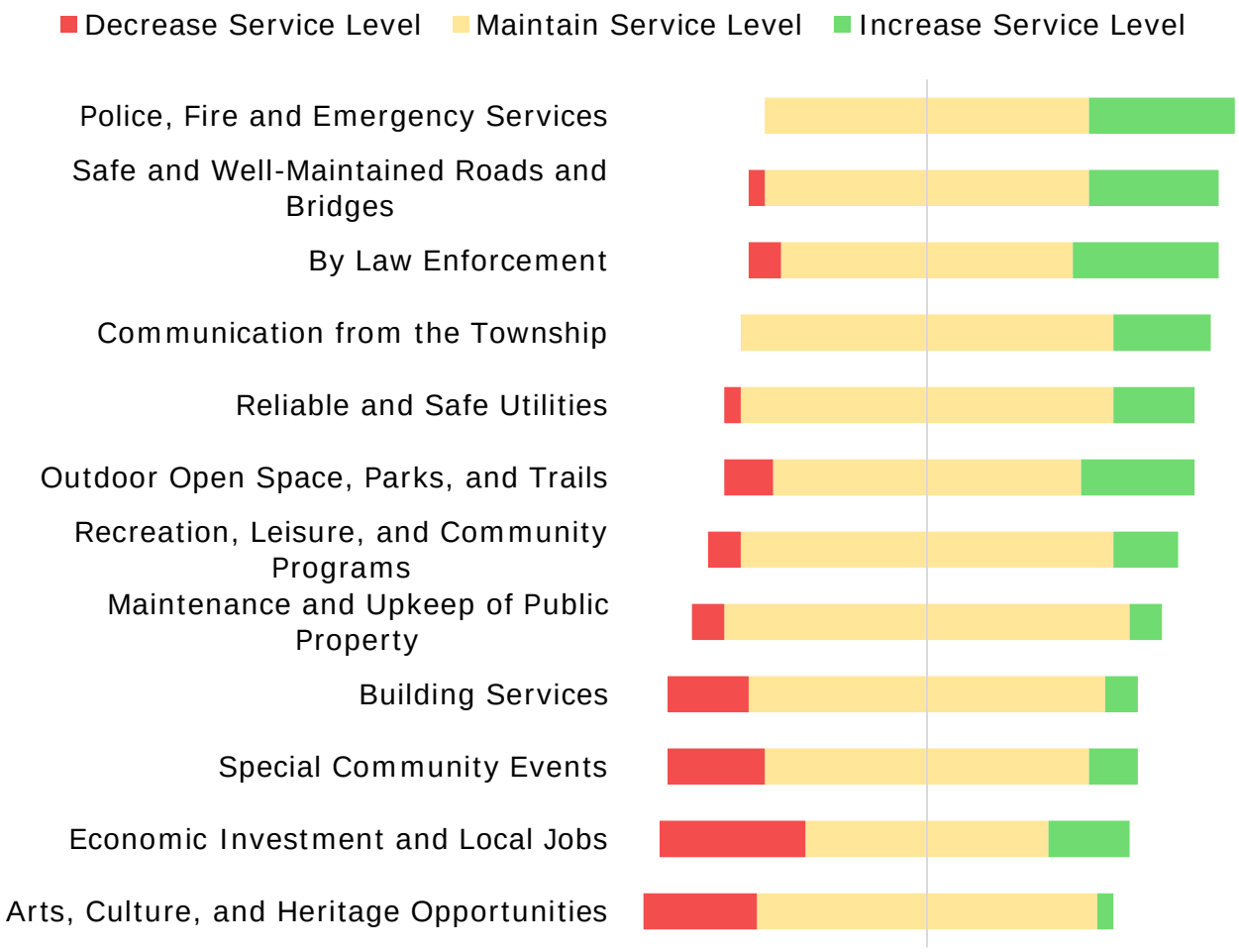
How important are the following services to your household?



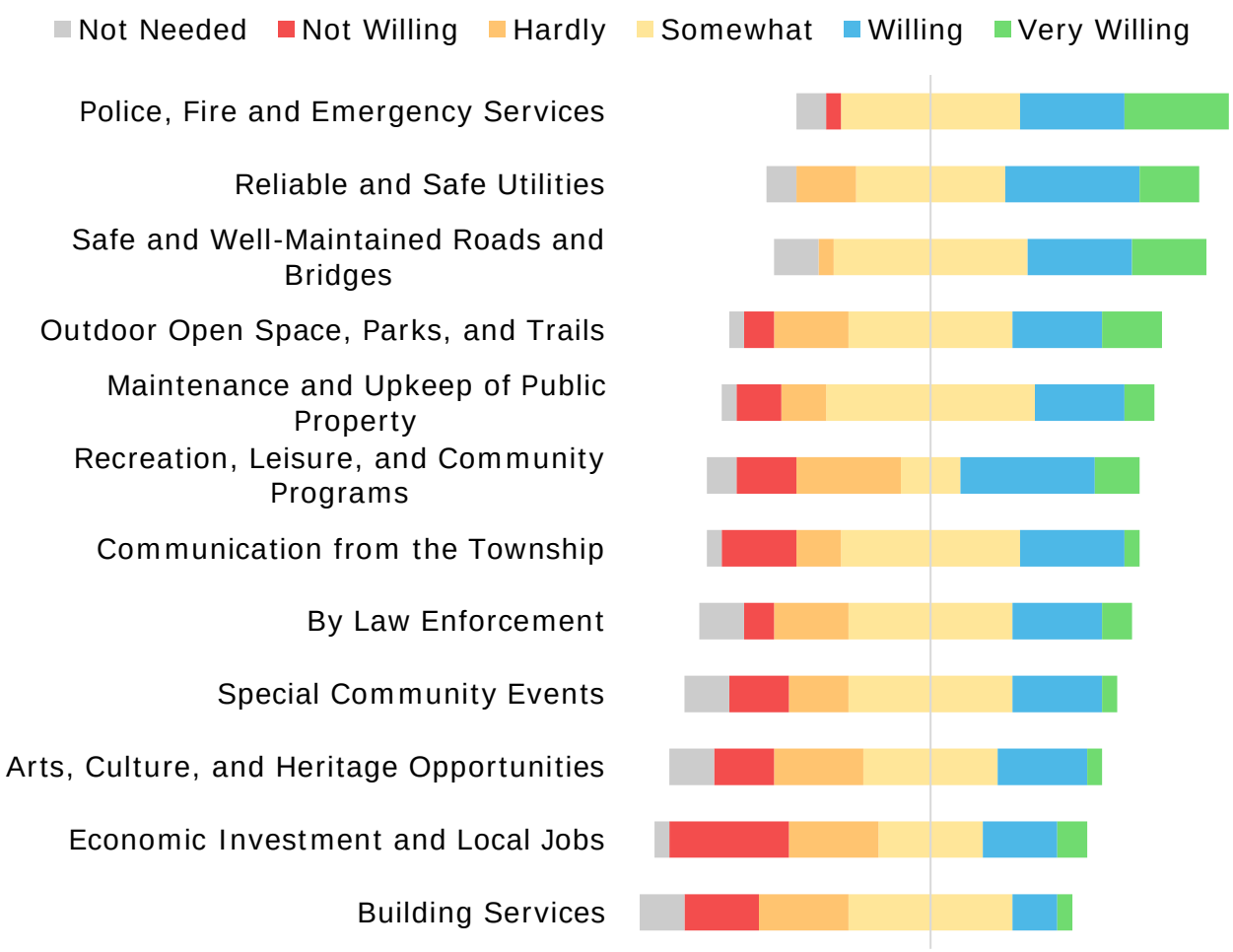
For each of the following services, indicate your preference for future levels of service.

"Level of service" describes the quality and amount of services offered by the municipality. It looks at how well services like road maintenance, waste collection, snow removal, and public safety meet the community's needs and expectations. A higher level of service typically means these

services are provided more often or at a better quality, while a lower level of service might mean they are less frequent or of lower quality.



For each of the following services, indicate your willingness to pay for improvements:

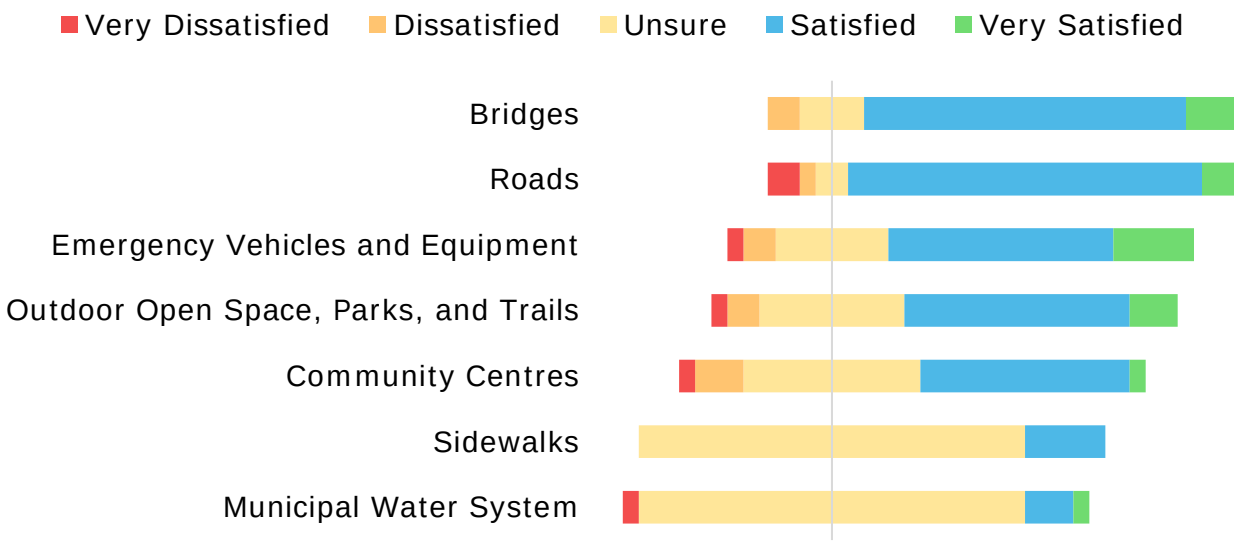


Municipal Infrastructure

How would you describe your experience with the following infrastructure in terms of AVAILABILITY & RELIABILITY?

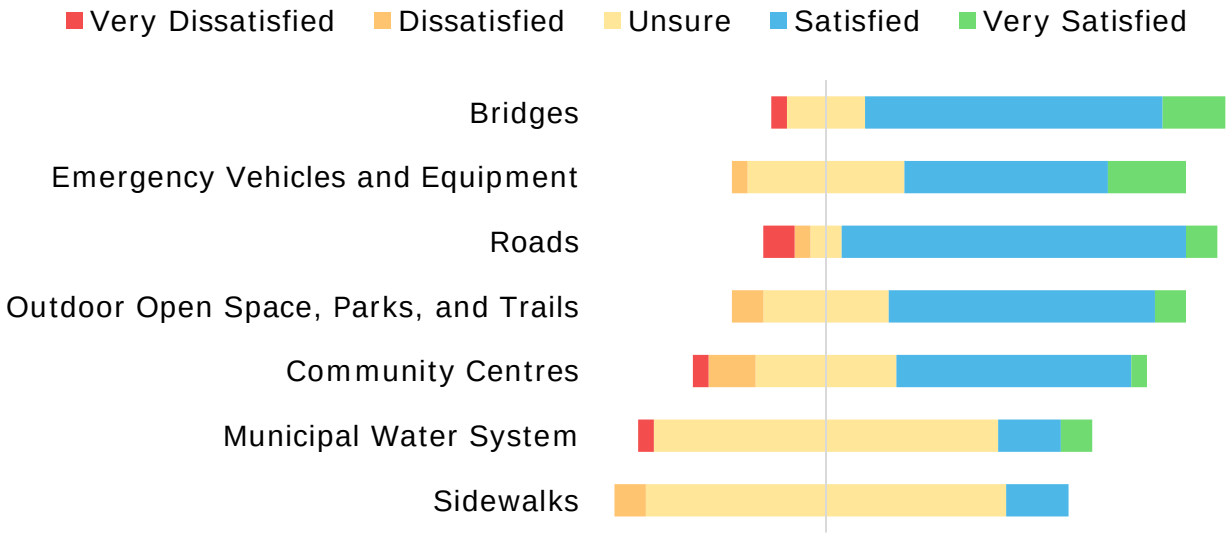
Availability/Reliability: refers to how well an infrastructure asset, like a road, bridge, or building, can continue working as expected without breaking down or facing major issues over time. It shows how dependable and consistent the asset is in doing its job. For example, a reliable road network allows for transportation without frequent problems, and a

reliable bridge handles heavy traffic and weather conditions without developing structural damage.



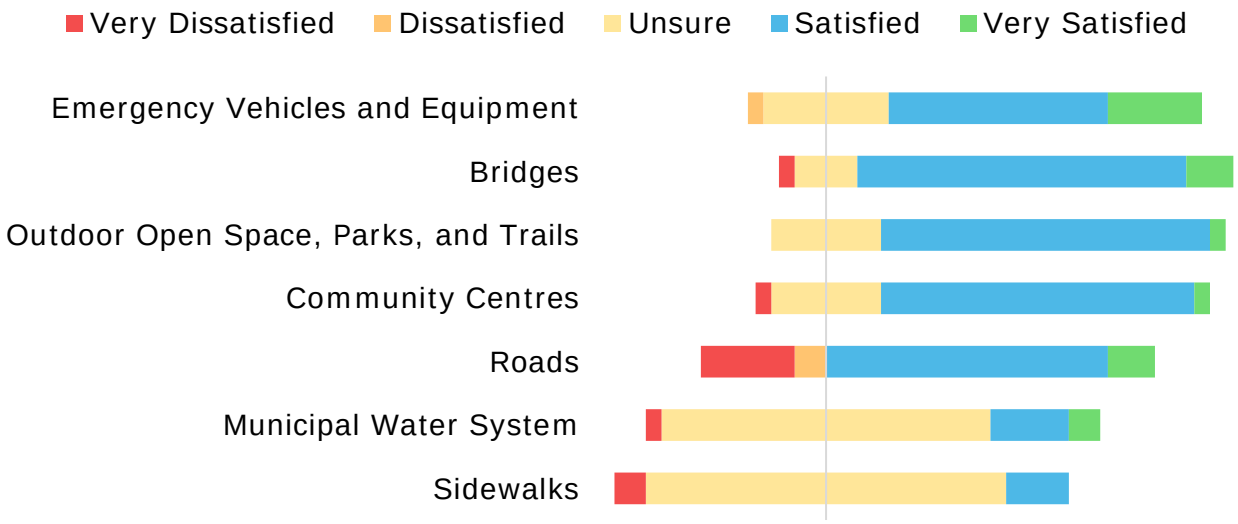
How would you describe your experience with the following infrastructure in terms of CONDITION?

Condition: relates to the physical state and structural integrity of an asset. It indicates the current quality and performance capability based on factors like wear and tear, age, maintenance history, and external factors such as weather or heavy use. The condition of a road, for instance, might be assessed based on surface smoothness, potholes, the presence of cracks, and overall safety.

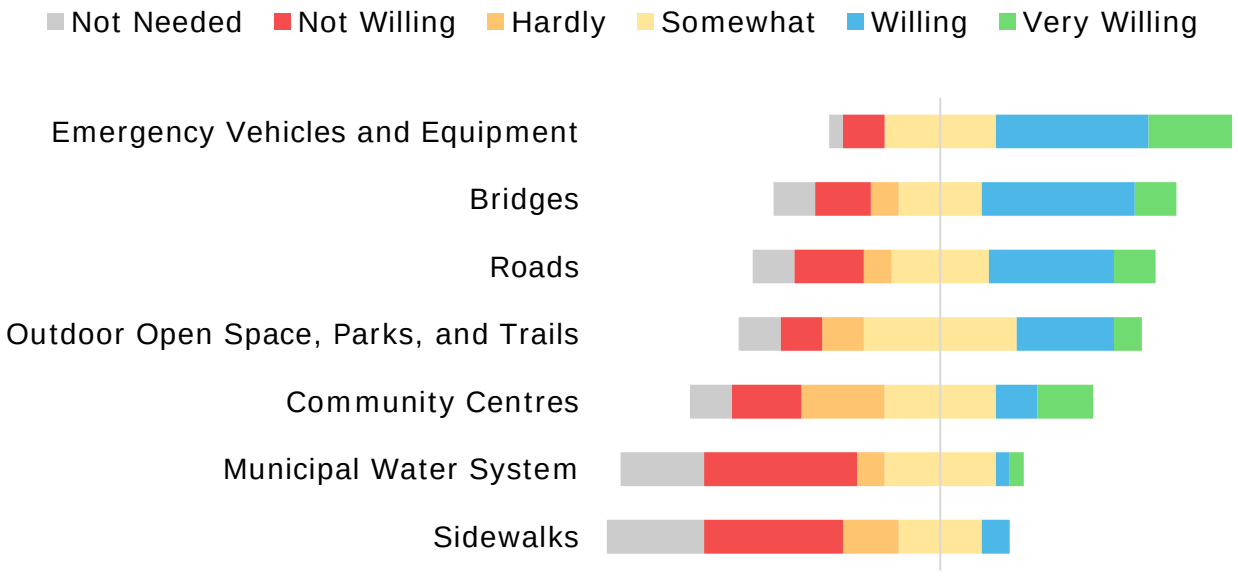


How would you describe your experience with the following infrastructure in terms of SAFETY?

Safety: refers to how well the infrastructure is designed, built, and maintained to protect people from harm. It means these structures are strong, reliable, and regularly checked to ensure they meet safety standards, reducing the risk of accidents or failures that could impact the community.



For the following, indicate your willingness to pay for improvements:



Appendix F Data Quality Dimensions

The quality of data affects the reliability of its outputs, and the trust organizations have in those outputs, especially when used to inform decisions. As a best practice, the quality of data can be evaluated based on the six data quality dimensions. These quality dimensions are as follows:

1. Accuracy: The information collected reflects reality and can be confirmed with a verifiable source (i.e., VIN information). An example of accuracy not being met is the in-service year on record is 1950 and the asset model indicates a service year of 1980. Accurate reporting assists in powerful and trusted reporting.

2. Completeness: Data is comprehensively collected so that it can deliver meaningful inferences and effectively inform decisions. For example, required fields are populated for all assets.

3. Consistency: Data on the same asset is consistent across multiple sources if applicable. For example, information in the Asset Management System matches information in the finance system.

4. Timeliness: Data is available when it is needed. This often requires limited lag time between the event that generates the asset data (i.e., condition assessment) and the updates to the system to reflect the event.

5. Validity: Consistent data format that is supported by any associated standards or structures. For example, the asset in service date is consistently formatted YYYY-MM-DD and not sometimes YYYY-DD-MM and month value is never greater than 12.

6. Uniqueness: Each asset appears only once in the system and there is no data duplication or overlaps. For example, each asset has a unique asset ID, no duplication of asset information.

Appendix G Condition Assessment Guidelines

The foundation of good asset management practice is accurate and reliable data on the current condition of infrastructure. Assessing the condition of an asset at a single point in time allows staff to have a better understanding of the probability of asset failure due to deteriorating condition.

Condition data is vital to the development of data-driven asset management strategies. Without accurate and reliable asset data, there may be little confidence in asset management decision-making which can lead to premature asset failure, service disruption and suboptimal investment strategies. To prevent these outcomes, the Township's condition assessment strategy should outline several key considerations, including:

- The role of asset condition data in decision-making
- Guidelines for the collection of asset condition data
- A schedule for how regularly asset condition data should be collected

Role of Asset Condition Data

The goal of collecting asset condition data is to ensure that data is available to inform maintenance and renewal programs required to meet the desired level of service. Accurate and reliable condition data allows municipal staff to determine the remaining service life of assets, and identify the most cost-effective approach to deterioration, whether it involves extending the life of the asset through remedial efforts or determining that replacement is required to avoid asset failure.

In addition to the optimization of lifecycle management strategies, asset condition data also impacts the Township's risk management and financial strategies. Assessed condition is a key variable in the determination of an asset's probability of failure. With a strong understanding of the probability of failure across the entire asset portfolio, the Township can develop strategies to mitigate both the probability and consequences of asset failure and service disruption. Furthermore, with condition-based determinations of future capital expenditures, the Township can develop long-term financial strategies with higher accuracy and reliability.

Guidelines for Condition Assessment

Whether completed by external consultants or internal staff, condition assessments should be completed in a structured and repeatable fashion, according to consistent and objective assessment criteria. Without proper guidelines for the completion of condition assessments there can be little confidence in the validity of condition data and asset management strategies based on this data.

Condition assessments must include a quantitative or qualitative assessment of the current condition of the asset, collected according to specified condition rating criteria, in a format that can be used for asset management decision-making. As a result, it is important that staff adequately define the condition rating criteria that should be used and the assets that require a discrete condition rating. When engaging with external consultants to complete condition assessments, it is critical that these details are communicated as part of the contractual terms of the project.

There are many options available to the Township to complete condition assessments. In some cases, external consultants may need to be engaged to complete detailed technical assessments of infrastructure. In other cases, internal staff may have sufficient expertise or training to complete condition assessments.

Developing a Condition Assessment Schedule

Condition assessments and general data collection can be both time-consuming and resource-intensive. It is not necessarily an effective strategy to collect assessed condition data across the entire asset inventory. Instead, the Township should prioritize the collection of assessed condition data based on the anticipated value of this data in decision-making. The International Infrastructure Management Manual (IIMM) identifies four key criteria to consider when making this determination:

1. Relevance: every data item must have a direct influence on the output that is required
2. Appropriateness: the volume of data and the frequency of updating should align with the stage in the assets life and the service being provided
3. Reliability: the data should be sufficiently accurate, have sufficient spatial coverage and be appropriately complete and current
4. Affordability: the data should be affordable to collect and maintain

Staff Report

To: **Council**
From: **Tracey Atkinson, CAO/Planner**
Meeting Date: **July 2, 2025**
Subject: **Christ Church, Whitfield**

Purpose:

The purpose of this report is to seek direction from Council regarding assuming ownership of the Christ Church in Whitfield.

History of Whitfield:

Once known as Beechnut Corners, the area's name changed several times before finally settling as Whitfield in 1854 with the establishment of a post office**.** By 1884 there was a population of over 100 people, 3 stores, 2 sawmills a blacksmith shop, lime kiln, school, 3 churches, a post office and 2 taverns setting the foundation of social and economic development in early pioneer Mulmur.

The Anglican Christ Church (now commonly known as the Whitfield Church) was built in 1874 and is the last original church still standing in Whitfield. Many of Mulmur's early pioneers and early settlers are buried in Whitfield. In 1970, a committee of neighbours banded together to restore the cemetery and moved the majority of the tombstones to the grouping that we see there today. In 1988 the community again came together to install new windows, a belfry, and steps at the church. In more recent years, the Church went on to host services during the summer months but officially closed its doors in 2015. As Mulmur approaches its 175th anniversary in 2026, there is no better time to protect the rich history embedded in places like Whitfield.

Analysis:

Staff received a request from the Diocese of Toronto, Anglican Church of Canada, on May 20, 2025 to assume ownership of the lands which have the cemetery and boarded-up church. The Township currently maintains the cemetery. A copy of the request provides additional information and is attached to this report.

Discussions have advanced regarding options for ownership of the land. The Township has a legislated duty to maintain abandoned cemeteries. In discussion with staff from the Diocese, there may be a few options to consider, including but not limited to:

1) The Township assuming ownership of the property and exploring an option to develop it for a residential purpose, with a well, septic and appropriate buffering outside of the graves and stones, with an agreement to best effort historical preservation of the building;

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2) The Township to assume ownership of the property and explore institutional uses, such as a meeting space, with or without water and septic disposal; or

3) The Township to assume ownership of the cemetery, with the church demolished prior to acquisition.

Although there is documentation from 1993 of the gravestones at the cemetery additional ground penetrating surveying to determine if there are any unmarked gravesites on the east portion of the property is advised. Early discussions with professionals who operate ground penetrating radar have confirmed for a one-hectare site the cost would range from five to seven thousand.

If the property were to be developed, the feasibility of water and septic servicing would need to be evaluated. A review of Ontario best practices for well siting has confirmed that the minimum horizontal distance between wells and sources of contamination is 15 m for drilled wells with watertight casing that extends to a depth of more than 6 m or 30 m for any other well. Although there are several small footprint septic system available, a conventional septic system with a leaching bed sufficient for a three-bedroom home in regular soil conditions would generally be 42- 56 m2. The existing area on the east side of the property would be able to accommodate the leaching bed of a septic system.

The Ontario Heritage Act provides a framework for protecting properties of cultural heritage value or interest through designation. The Township could undertake the process of designating the Church to ensure its conservation. Once designated, the Church would be protected from demolition or unsympathetic alterations and would require municipal approval for changes that could affect its heritage attributes. Designation under the Ontario Heritage Act could be completed internally by staff.

Strategic Plan Alignment:

It's in our Nature: Live - We commit to providing a balanced community and providing quality services. We will encourage increased community building and respectful social interactions to enrich the lives of Mulmur residents. We will provide a range of communications and facilities to promote play, growth, connection, active living and recognize the changing demographics of Mulmur.

It's in our Nature: Grow - We commit to developing a framework to shape our Township in a manner that protects our agriculture, natural resources and our rural character. We will embrace technology, support energy conservation, climate change mitigation and assess environmental impacts in our decision-making process to grow the Township in a sustainable manner.

Financial Impacts:

Financial impacts should be further assessed once direction is provided.

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Environmental Impacts:

Council may wish to discuss the environmental impacts associated with this report and recommendation. Should Council wish to explore additional uses for the cemetery, and the introduction of a drinking well additional studies would be required.

Recommendation:

It is recommended,

That Council direct staff to bring back a report to assess the costs of locating the burial plots and infrastructure and future servicing costs for either a residential use or a Township use, including a business case; or

That Council direct staff to facilitate further discussions regarding assuming ownership, and associated costs related to legal and demolition.

Submitted by: Tracey Atkinson, CAO

Schedule A – Letter and Aerial

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Diocese of Toronto
Anglican Church of Canada

The Incorporated Synod
of the Diocese of Toronto

135 Adelaide Street E.
Toronto, ON M5C 1L8
Telephone: 416-305-26920
Fax: 416-363-7678
www.toronto.anglican.ca

May 20, 2025

Township of Mulmur
758070 2nd Line East
Mulmur, ON L9V 0G8

Dear friends,

I am writing in my capacity as the Property Resources Consultant with the Anglican Diocese of Toronto. As part of my role, I am responsible for diocesan-controlled properties, including the former Christ Church located at 677002 Centre Road & 10 Sideroad in Whitfield, known as Christ Church, Whitfield.

I recently visited the site and noted that the cemetery is in need of cleanup following the ice storm in April. There are several fallen trees and branches across the grounds that should be removed to maintain the site's safety and appearance.

It is my understanding that while the Township has assumed responsibility for the cemetery, this does not extend to the church building itself. With that in mind, I would like to inquire whether the Township would be open to assuming ownership and responsibility for the former Christ Church as well. The building, which dates back to 1874 and was constructed by members of the congregation, is no longer in use.

We are currently seeking a suitable party to ensure the long-term maintenance and preservation of the entire property. As a historic site with deep roots in the community, we hope to see it cared for in a way that honours its legacy and significance.

I would sincerely appreciate your consideration of this matter and kindly request a response at your earliest convenience. Should you require any additional information or wish to discuss this further, please do not hesitate to contact me directly.

Warm regards,

Sincerely,

Pamela Boisvert
Property Resources Consultant

cc. Archives

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Field	Value
ACRES	1.978035
ADDRESS1	C/O REVEREND DARRELL WRIGHT
ADDRESS2	508551 HIGHWAY 89
ADDRESS3	
Application Number	
CITYPROV	MULMUR ON
EDIT	
FIREAREA	Shelburne
FIRECODE	
FRONTAGE	264
LABEL_FLAG	1
LEGAL1	CON 1 W E PT LOT 11
MAPNO	221600000314000
OBJECTID	577
OWNER1	WHITFIELD ANGLICAN CHURCH

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Staff Report

To: **Council**
From: **Roseann Knechtel, Clerk**
Meeting Date: **July 2, 2025**
Subject: **Mulmur's 175 Anniversary**

Purpose:

The purpose of this report is to provide Council with a draft approach and schedule of events for Mulmur's 175 Anniversary in 2026.

Background and Analysis:

In 2026, Mulmur celebrates a significant milestone—its 175th anniversary. The outline below highlights a series of yearlong events and initiatives designed to honour the Township's rich heritage while fostering community engagement across all demographics, groups and regions.

By leverage existing and new events, and collaborating with community partners, organizations, and businesses, Mulmur will aim to deliver accessible and diverse programming and promote community pride, engagement, and celebration across the Township. These initiatives achieve the following Strategic Plan goals:

It's in our Nature: Live

- Gather Together: Host a 175th Birthday
- Gather Together: Support Local Events
- Partner with Others: Collaborate with private recreational service providers
- Partner with Others: Support local use of the Bruce Trail

The focus will be on incorporating the 175th Anniversary into a variety of activities that highlight Mulmur's natural beauty, rich history, and strong community spirit. Key features of the anniversary programming include:

Travelling Township Booth (Tent & Table): At each event the Township will have a dedicated tent/table. This travelling booth will provide a consistent Township presence and ensure branding and visibility at every event. Booth materials may include but are not limited to:

- 175th anniversary promotional swag for sale
- Historical information and displays
- Community engagement materials (e.g., photos, message boards, children's activities etc.)
- Township services and program information
- Cake
- Event specific feature

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Community Partnerships: Staff will work with local event organizers and businesses to enhance existing events and introduce new opportunities under the 175th anniversary banner.

Inclusive, Year-Long Activities: Events will be scheduled across all seasons are areas of the Township and are tailored to diverse audiences—families, seniors, youth, outdoor enthusiasts, and more.

Schedule of Events

- January – 175 Kick-Off Council Levy Celebration (tentative)
- February - Family Day at the Mansfield Outdoor Centre (confirmed)
- February – A Timeline of Dufferin / Mulmur 175 Exhibit at the MoD (confirmed)
- March – March Break Community Week at the Mansfield Ski Club (confirmed)
- April - Maple Syrup Festival at 4M Maple (confirmed)
- April – 175 Honeywood Alumni Hockey Tournament (tentative)
- May – Annual Spring Market at Superburger (confirmed)
- May – A History of Dufferin County Forest Community Event (confirmed)
- June – Strawberry Festival at Maple Grove Market (confirmed)
- July – Historic Mansfield Dominion Day Baseball Tournament (tentative)
- August – Cob Stock / Historic Beef BBQ in Honeywood (tentative)
- September – Public Works Open House Touch a Truck / Paint a Plow Blade (confirmed)
- October – Hops in the Hills at Mansfield Outdoor Centre (confirmed)
- November – Remembrance Day in Mansfield (confirmed)
- November – Mrs. Mitchell's High Tea in Violet Hill (tentative)
- December – Christmas in Rosemont (confirmed)

Year-Round Self-Guided Celebrations:

- The Bruce Trail Conservancy: Mulmur End-to-End Challenge / Guided Hikes (confirmed)
- Self Guided Driving Tour (being created in partnership with MoD)
- Self Guided Cemetery Tour (being created in partnership with MoD)

Additional Commemoration Efforts:

- 175 Swag for purchase at events and through the Township
- Updated Township print materials and communications to the 175th Anniversary branding
- Weekly historical posts to feature villages, people, events and stories
- Commemorative books and print materials

Next Steps:

- Continue confirming additional events and collaborating with local partners

Return to Agenda

- Continue collecting information and stories from residents and developing additional commemorative initiatives
- Develop and procure 175th Anniversary branded materials and displays
- 2026 budgeting
- Create a calendar of events to include staffing and Council representation
- Launch promotional campaign in November/December 2025

Strategic Plan Alignment:

It's in our Nature: Live - We commit to providing a balanced community and providing quality services. We will encourage increased community building and respectful social interactions to enrich the lives of Mulmur residents. We will provide a range of communications and facilities to promote play, growth, connection, active living and recognize the changing demographics of Mulmur.

It's in our Nature: Work - We commit to fostering a prosperous local economy that serves Mulmur's community and provides for local employment. We will proactively attract new investment opportunities, and work with Mulmur businesses, industries and institutions to retain, expand and enable local opportunities.

Financial Impacts:

A tentative budget of $10,000 has been placed into reserves as part of the 2026 budget to fund the 175th Anniversary.

Environmental Impacts:

Council may wish to discuss the environmental impacts associated with this report and recommendation.

Recommendation:

That Council approve the approach to celebrating Mulmur's 175th Anniversary through community led events throughout 2026, substantially in the form attached hereto.

Submitted by: Roseann Knechtel, Clerk
Approved by: Tracey Atkinson, CAO

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Minutes for Shelburne Public Library Board Meeting
Tuesday, April 15, 2025

Present:	Lindsay Wegener-Shelburne	Mikal Archer-Shelburne
	Patricia Clark-Mulmur	Susan Graham-Amaranth
	Ruth Plowright-Melancthon	Sharon Martin-Mono
Also Present:	Rose Dotten, CEO/Head Librarian	
Regrets	Geoff Dunlop-Shelburne, J. Hodder-Shelburne, T. Field-Shelburne	

The Vice-Chair, Lindsay Wegener, in the absence of Chair, Geoff Dunlop, called the meeting to order at 7:00 pm, April 15, 2025.

Reading of Land Acknowledgement:
"We would like to begin by respectfully acknowledging that the Town of Shelburne resides within the traditional territory and ancestral lands of the Anishinaabe including the Ojibway, Potawatomi, Chippewa and the People of the Three Fires Confederacy.
These traditional territories upon which we live, work, play and learn are steeped in rich Indigenous history and traditions. It is with this statement that we declare to honour and respect the past and present connection of Indigenous peoples with this land, its waterways and resources.

Motion 10-25 **S. Martin, S. Graham**
Be it resolved that we approve the Agenda, as amended to include in-camera, of the March 18, 2025, meeting.

Carried

Motion 11-25 **M. Archer, P. Clark**
Be it resolved that we approve the minutes of the board meeting, dated March 18, 2025.

Carried

Motion 12-25 **P. Clark, M. Archer**
Be it resolved that we approve the Accounts Payable Register for March, 2025, with invoices and payments in the amount of $47,348.90;

Carried

CEO/ Head Librarian's Report:

- **Statistics—Including Social Media and e-resources**
  Attached is a summary of the Monthly Statistics for March, 2025.
- **Programming-**
  - **Children's Programming continues:** Please see attached program schedules for March and April, 2025.

  Children's programming will continue with Lego Time on Wednesday afternoons, morning Story Time every Friday morning.
  - School Visits: these in-person visits by students from some of the public schools will resume in the spring months.
  - Tween Programming continues—various programs such as STEM programming, "Among Us","Booking It" and Board games will continue on

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various and rotating Fridays .

- **Adult Programming:**
  - **Archivist on the Road**—Laura Camilleri, Archivist, from MOD, will continue to come in once a month during 2025, but the exact dates have not yet been determined. More programs will be held in the coming months.
  - **Coffee, Conversation & Books**—The next one will be held tomorrow night, Wednesday April 16/25 at 7 pm, at the Grand Valley Public Library. The book featured is *The Newfoundland Lunch Party* by Sonya Day.
  - **Rose's Book Club**—normally held the 4th Tuesday of each month—Meetings were held in January and February but the next scheduled meeting is April 29, at 2 pm, (the 5th Tuesday) with a guest speaker being a representative from Dufferin Waste, the Manager or Waste Services, to discuss recycling and composting.
  - **"Get Crafty" sessions**: Crafters come to the library weekly to work on various crafts with other crafters every Tuesday from 1:30 – 3:30 pm. One of our volunteers, Anne Crowder, and Rose, coordinate this program, and the attendance has been high and continues to grow every week.
  - **Tech Help**—The program "Seniors Helping Seniors", involves volunteer seniors helping others. We have a number of seniors helping other seniors, by appointment, with numerous tech issues. Usually on Tuesday and/or Thursday evenings and some Friday afternoons.

- **Business**
  - **Letter to Municipal Councils re wording of Appendix in the annual Contracts.** See attached letter that was sent to the Municipal Councils.
  - **Letter to CAO, Town of Shelburne, re Facilities Responsibility Discussion** See attached letter that was received from the CAO of the Town of Shelburne
  - **In camera discussion**

Motion 13-25 **R. Plowright, S. Graham**
The Board moved into a closed meeting at 7:45 pm pursuant to Section 16.1 (4) OR 16.1 (5) of *The Public Libraries Act, R.S.O., 1990,* as amended, for the following reason: Personnel

Motion 14:25 **S. Martin, P. Clark**
That we rise from in-camera at 7:58 pm with a report.

The Board accepted the resignation/retirement of our Treasurer, Gord Gallaugher.

We will be advertising for this position

Motion 15-25 **S. Martin, S. Graham**
That we now adjourn at 8:58 p.m., to meet again May 27. 2025, at 7 pm., or at call of the Chair.
Carried

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Minutes for Shelburne Public Library Board Meeting
Tuesday, May 27, 2025

Present:	Geoff Dunlop-Shelburne, J. Hodder-Shelburne, Patricia Clark-Mulmur Ruth Plowright-Melancthon M. Archer-Shelburne, via Zoom	Lindsay Wegener-Shelburne Tricia Field-Shelburne Susan Graham-Amaranth
Also Present:	Rose Dotten, CEO/Head Librarian. Gord Gallaugher, Treasurer	
Regrets:	Sharon Martin-Mono	

The Chair, Geoff Dunlop, called the meeting to order at 7:00 pm, May 27, 2025.

Reading of Land Acknowledgement:
"We would like to begin by respectfully acknowledging that the Town of Shelburne resides within the traditional territory and ancestral lands of the Anishinaabe including the Ojibway, Potawatomi, Chippewa and the People of the Three Fires Confederacy.
These traditional territories upon which we live, work, play and learn are steeped in rich Indigenous history and traditions. It is with this statement that we declare to honour and respect the past and present connection of Indigenous peoples with this land, its waterways and resources.

Motion 16-25 **S. Graham, L. Wegener**
Be it resolved that we approve the Agenda, as amended, of the May 27, 2025, meeting.
Carried

Motion 17-25 **L. Wegener, S. Graham**
Be it resolved that we approve the minutes of the board meeting, dated April 25, 2025.
Carried

Motion 18-25 **T. Field, S. Graham**
Be it resolved that we approve the Accounts Payable Register for April 30, 2025, with invoices and payments in the amount of $59,462.21;
Carried

CEO/ Head Librarian's Report:

- **Statistics—Including Social Media and e-resources**
  Attached is a summary of the Monthly Statistics for April, 2025.
- **Programming-**
  - **Children's Programming continues:** Please see attached program schedules for May, and June, 2025. The full program for the TD Summer Reading Program is not yet available but will be soon. This will also contain Tween Programming such as STEM programming, "Among Us", "Booking It", and Board games.
  - **Adult Programming:**
    - **Archivist on the Road**—Laura Camilleri, Archivist, from MOD, will continue to come in once a month during 2025. The next event is June 17/25, entitled "Real or Robot? How Archives and Libraries are using AI". More programs will be

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held in the coming months.

- **Coffee, Conversation & Books**—The next one will be held tomorrow night, Wednesday June 18/25, at Mochaberry in Orangeville at 7 pm. The book featured is *Descending into Darkness,* by Jessida Lee Sheppard.
- **Rose's Book Club—**normally held the 4th Tuesday of each month—The most recent meeting was today and the next scheduled meeting, at 2 pm on Tuesday, June 24/25.
- **An Afternoon with Claire Camerson**—The author of *How to Survive a Bear Attack: a memoir!* will be at the library on Sunday June 22/25 at 1 pm.
- **Authors in the Hills of Mulmur—**This program entitled "History, Mystery and Mayhem!" is back on Sunday Aug 10/25, at 1 p. Save the date!
- **Wellington-Dufferin-Guelph Health Unit** will be here on June 3/25 from 10:30 am to 1:30 pm to encourage community members to take their food insecurity survey.
- **"Get Crafty" sessions**: Crafters come to the library weekly to work on various crafts with other crafters every Tuesday from 1:30 – 3:30 pm. One of our volunteers, Anne Crowder, and Rose, coordinate this program, and the attendance has been high and continues to grow every week.
- **Tech Help—**The program "Seniors Helping Seniors", involves volunteer seniors helping others. This program will be discontinued for the summer with a re-boot in the fall. Regular staff will be able to help seniors with tech issues throughout the summer.

- **Summer Student—**We have already hired a new Summer Student who will assist with the TD Summer Reading Program and other general library duties through the summer. We received the Canada Summer Jobs Grant that will help with the wages for the student.
- **Hiring new Treasurer—**We have had 4 applicants for the position. Rose, Patty Clark, Geoff Dunlop and Gord will be interviewing the candidates later this week.

- **Business**
  - **Financial Review of 2024 Financial Statements**
    Our Treasurer, Gord Gallaugher, was present to answer any questions of the Board.

Motion 19-25 P. Clark, J. Hodder
Be it resolved that the Shelburne Public Library Board accepts the draft financial statement for the year 2024, as prepared by RLB, Chartered Professional Accountants, as circulated and authorizes the Treasurer, Gordon Gallaugher, to sign the letter of Representation.

Carried

- **Correspondence**
  - Emails were received which relate to a previous query from Amaranth Township to address a clause in the contract to add "subject to Board approval".

    - **Letter from Mono Township re letter**
      Les Halucha, Treasurer, of the Town of Mono, in a report dated April 16, 2025, relating to the letter, copy attached, sent by the CEO of the Library to all the contracting Towns and townships that their recommendation was "That the status quo of using the existing cost sharing formula continues."

Return to Agenda

- **Letter from Mulmur Township re letter**
  Roseann Knechtel, Clerk of the Township of Mono sent a copy of resolution the Council passed on May 7, 2025, copy attached, stating as follows:
  "Moved by Clark and Seconded by Cunningham
  That Council requests the Shelburne Public Library to initiate tracking of individual users from each municipality. Carried"
  It was pointed out that the library software is used to report Households as per the funding formula established in 2016. To change this to track and report individual cardholders would require consensus of the CAO's and Mayors of the contracting municipalities to review the established funding formula.

- **Email from CAO, Town of Shelburne acknowledging letter regarding Facilities responsibilities**
  In response, the email from the CAO, Town of Shelburne, copy attached, relays information about an old agreement from 1991, which was used for the then property beside the library that was bought for the Town and library by the Rotary Club. It became the future parking lot when the library was expanded. This however, does not address the current facilities funding issues.

- **In camera discussion**

Motion 20-25 **L. Wegener, J. Hodder**
The Board moved into a closed meeting at 8:25 pm pursuant to Section 16.1 (4) OR 16.1 (5) of *The Public Libraries Act, R.S.O., 1990,* as amended, for the following reason: Personnel

Motion 21:25 **J. Hodder, P. Clark**
That we rise from in-camera at 8:51 pm with a report. Rose Dotten, CEO presented the Board with official notice of her intention to retire (attached). Rose presented a Transition plan for the Board to use in the process to hire a New CEO. Rose had also prepared a draft Job Description to assist with the process. The SPL Board authorized the CEO to contact Ward and Uptigrove to request a proposal to assist with hiring a new CEO.

Motion 22-25 **J. Hodder, P. Clark**
That we now adjourn at 8:52 p.m., to meet again June 17. 2025, at 7 pm., or at call of the Chair.
Carried

Return to Agenda

June 19, 2025

To: The Mayor, CAO, Council and Staff of Mulmur Township

After 17 incredibly fulfilling years as the CEO of Shelburne Public Library, I have made the very difficult decision to retire. This decision comes with a deep sense of gratitude and with much reflection, as my time here has been one of immense joy and satisfaction—both professionally and personally.

I've had the pleasure of working alongside an incredible team of board members, staff, and volunteers and community members who have shared and supported my vision of a welcoming, inclusive, and forward-thinking library. Together, we've brought about innovation—from our first website, internet access throughout the library, to redesigning library spaces (our children's library and installing a Kiosk in our local Foodland), creating an accessible library, and expanding programming to all ages from toddlers to seniors, to better reflect the evolving needs of our community which encompasses the Town of Shelburne, and our partnering Municipalities, Amaranth, Melancthon, Mono and Mulmur. As one of our partnering municipalities, you have been involved every step of the way.

I am especially proud of the initiatives that have deepened our connection with the people we serve—whether it was through literacy outreach with our TD Summer Reading Programs where we have been recognized nationally as having outstanding Library programs, with two first place awards and one third place award; our technical education programs focusing on seniors; our library literary events; or simply being a welcoming space for all. Every step of the journey, has been guided by a deep love for our town and neighbouring municipalities and a belief in the transformative power of libraries, both school and public.

Though I am retiring from my role, my heart remains with the library and the community that has given me so much. I look forward to seeing Shelburne Public Library continue to grow and thrive under new leadership, with fresh ideas and continued passion.

Thank you for the trust, the support, and the memories. It has been an extraordinary chapter of my life, and I will carry it with me always.

Sincerely,

Rose Dotten

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Roseann Knechtel

Subject: FW: Ontario Climate Caucus Meeting Notes From May 28th Meeting

From: Gaby Kalapos <gkalapos@cleanairpartnership.org>
Date: June 3, 2025 at 3:58:41 PM EDT
To: Gaby Kalapos <gkalapos@cleanairpartnership.org>
Subject: Ontario Climate Caucus Meeting Notes From May 28th Meeting

Hi there Ontario Climate Caucus,

Please see below for the meeting notes and proceedings from last week's Ontario Climate Caucus meeting. Ill be sending you an email with the draft agenda for the June 18th OCC meeting shortly.

Have turned the Waterloo Motion on Bill 17 into a generic motion for municipal use: https://docs.google.com/document/d/1_4gE6RvTi28G_jczG10MshHuWyVdWT5F4enBqVc72BQ/edit?tab=t.0

Tracking of Municipal Communications on Bill 17

- The province has forced through Bill 17 to final vote prior to the date of the public consultation deadline (June 11th). https://www.ola.org/en/legislative-business/bills/current
- CAP is tracking staff reports and municipal decisions and resolutions related to Bill 17. If your council has an upcoming (or had) a discussion on Bill 17 if you can share the staff report and resolutions/motions that were approved by council that would be greatly appreciated.
- This sharing of municipal council discussions is super helpful because we can't search through municipal council/committee agendas with google.
- City of Waterloo - Resolution
- City of Mississauga - Staff Report
- City of Pickering - Staff Report
- The Canadian Environmental Law Association (CELA) has also provided comments on Bill 17: CELA Comments on Bill 17
- The Atmospheric Fund Myth busting GDS
- The Atmospheric Fund GDS Action Support Page
- If you are also advancing municipal council resolutions related to Bill 5 if you can share that with us as well we will track and share across the network. Email to gkalapos@cleanairpartnership.org

Meeting Notes from May 28th, 2025

Action Items

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- If your council has an upcoming (or had) a discussion on Bill 17 if you can share the staff report and resolutions/motions that were approved by council that would be greatly appreciated.
- We are also tracking any municipal motions/resolutions related to Bill 5. If you do have any if you can send info and links to Gaby at gkalapos@cleanairpartnership.org
- The Waterloo motion has been turned into a generic motion just in case that is of value to municipalities.
- OCC In person gathering at AMO Conference in Ottawa on Monday August 18th from 5 PM onwards.

- Ontario Climate Caucus Survey will be sent out in June – seeking feedback on value of OCC efforts – what has been the value, what would make it more useful to you.

    - OCC Resource Hub: https://guides.co/g/ontario-climate-caucus-hub/190617

Presentation Proceedings

- **PDF on Bill 17 Implications on GDS Presentation**
- **Presentation Recording**

Bill 17 and Green Standards - What does Bill 17 mean to Municipal Green Standards and What Suggested OCC Action Items Should Take Place?

- Green Development Standards (GDS) are mandatory targets brought together in one standard to enable municipalities to encourage environmentally, socially, and economically sustainable design.
- We often focus on the energy/emissions metric to drive the efficiency and decarbonization of new buildings, but there are many other metrics associated with green standards such as how much precipitation is dealt with on site, EV readiness, bird friendly design, native plantings, tree canopy, active transportation etc..
- 14 municipalities with GDS in place and over 10 additional municipalities working on their GDS.

Case #1: A municipality that already has a green standard in place.

- Seems to be that it carries on BUT municipalities with green standards already in place will need to identify the reports they require as part of their GDS compliance to province.
- The report requirement is not only for GDS but municipalities but for all reports that a municipality requires as part of a full development application.
- Still confusion related to what happens if a municipality doesn't believe the submitted report complies with municipal requirement. Do municipalities have oversight related to

Case # 2: Municipalities Developing Green Standards

- It appears municipalities advancing green standards will have to get permission form the Minister of MMAH now.
- This is due to the wording speaking to Minister approval of any OP amendments.
- Green standards authorities are activated via OP inclusion.
- There are a growing number of municipalities this will affect.
- Will the minister approve or reject a municipal green standard? We don't know yet.
- Plan compliance? Someone has to ensure compliance. Or is the province planning on taking on the liability re lack of compliance re: requirements?

Energy/Emissions Metrics Mandatory versus Voluntary

- The mandatory energy/emissions metric is the metric that gets the most push back from development sector.
- From the press releases from RESCON (who is the development association that has been lobbying the province to remove green standard authorities from municipalities) RESCON believes municipalities can't mandate above OBC. However, while it is very likely that the province intends to undermine municipal abilities to mandate above OBC, there is consistent reference to construction standards not being able to be advanced by municipalities. However, no municipalities consider their energy/emissions metrics to be constriction standards. They are performance standards, however, there is nothing in the green standards performance standards that conflicts with the ability of the development to achieve OBC requirements.
- OBC is supposed to be the minimum standard, not the maximum standard. The floor, not the ceiling.
- Municipalities have been advancing green standards in response to lack of progress in the OBC on energy efficiency improvements and lack of GHG considerations. The OBC hasn't improved any energy efficiency requirements since 2017 and does not include any consideration of GHG emissions from new developments.

MMAH Overrides

- MMAH can override municipal decisions via MZOs and by requiring MMAH Minister approvals on municipal council decisions.

Municipalities Open to Aligning GDS Metrics—If Provincial Code Steps Up

- Bill 23 originally risks undermining municipal green standards and the province backtracked on the GDS implications of Bill 23.

- The Province reneged on a promise to provide municipalities with a Green Standards By-law authority after Bill 23. Link to Letter from MMAH Minister.
- There was also mention of municipal green standards support via the legislative discussion on Bill 23.

- National Model Code alignment, previously supported, was withdrawn due to lobbying pressure from RESCON.
- Municipalities do not insist on retaining mandatory energy and emissions metrics in GDS if the Ontario Building Code (OBC) achieves equivalent outcomes.
- There is support for a provincial step code like BC's model or aligning with National Model Energy Code (when it brings in GHGI metrics)
- Base level set by the Province
- Optional higher tiers municipalities can adopt to build market readiness and support innovation
- Inclusion of GHGI metrics that set a pathway and timeframe towards net zero emissions.

If Municipal Energy/Emissions Metric is Undermined by Province Removing Mandatory Uptake By Municipality and No Progress on Improvements from Province.

- Without a mandatory energy/emissions metric mechanism it is likely that efficiency and emissions reduction opportunities in new developments will not achieve uptake. Sadly, there hasn't been uptake to voluntary energy/emissions metrics in green standards in the past.
- Quebec has banned fossil-fuel-based heating systems in new builds at the provincial level.
- Montreal has a municipal bylaw banning fossil fuel systems in new development.
- Ontario municipalities are exploring the possibility of fossil fuel phase-out strategies if GDS GHGI metric uptake is undermined.
- The lack of uptake on GHG reductions in new developments will only place additional burden on Existing Building Emissions Standards to drive scale up on retrofit efforts.
- Existing Buildings Emission Performance Standards (BEPS) are crucial for achieving municipal, provincial, and national climate goals. Buildings account for a significant share of urban greenhouse gas (GHG) emissions—often between 40 – 60% of community GHG emissions—largely due to building and water heating in buildings.
- BEPS provide a framework for systematically reducing emissions from the existing building stock, which is essential because most buildings that will exist in 2050 have already been built. BEPS:

    - Drive retrofits that improve energy efficiency and reduce operating costs.
    - Support decarbonization by phasing out fossil fuel-based systems.
    - Encourage market transformation toward high-performance building technologies and services.
    - Improve public health and comfort, particularly for vulnerable residents, by enhancing indoor air quality and thermal regulation.
    - Align with equity goals when paired with financial supports to prevent burdening low-income households or small landlords.
    - Create economic opportunities through skilled job creation in energy retrofits and building performance services.
    - Offer regulatory certainty to developers, property managers, and utilities, enabling better long-term planning.

Tracking of Municipal Communications on Bill 17

- The province has forced through Bill 17 to final vote prior to the date of the public consultation deadline (June 11th). https://www.ola.org/en/legislative-business/bills/current
- CAP is tracking staff reports and municipal decisions and resolutions related to Bill 17. If your council has an upcoming (or had) a discussion on Bill 17 if you can share the staff report and resolutions/motions that were approved by council that would be greatly appreciated.
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- If you are also advancing municipal council resolutions related to Bill 5 if you can share that with us as well we will track and share across the network. Email to gkalapos@cleanairpartnership.org

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Climate Caucus Update

- Climate caucus had an event at the FCM conference that took place on May 30 from 4pm — 6pm at the National Arts Centre
- The Elbows Up for Climate Effort was the focus for the event.

OCC In person gathering at AMO Conference in Ottawa on Monday August 18th at 5 PM

- If you are going to the AMO Conference in August save the Monday evening for a gathering with your OCC peers.
- We will have some promo materials and if you can help us promote the Ontario Climate Caucus by handing out post cards to other municipal council members during the AMO conference that would be of great help.

Nottawasaga Valley
Conservation Authority

MEDIA RELEASE

FOR IMMEDIATE RELEASE

NVCA and BILD Establish Working Group to Support Ontario's Housing and Economic Development Goals

UTOPIA, Ontario (June 17, 2025) – The Nottawasaga Valley Conservation Authority (NVCA) and the Building Industry and Land Development Association (BILD) have launched a new working group to strengthen collaboration between the conservation authority and the development industry, with a shared focus on supporting Ontario's home-building targets and local economic development in a safe, sustainable manner.

In the development review process, NVCA's focus is on ensuring that development moves forward in a safe manner and avoids the loss of life and damage to property due to flooding, erosion, and other natural hazards.

The initiative reflects NVCA's ongoing work to ensure modern, timely, and coordinated review processes. The new working group will focus on improving service timelines, clarifying technical expectations, and ensuring a consistent and efficient approach to development applications.

"BILD appreciates NVCA's leadership in establishing this new forum," said Paula Tenuta, Senior Vice President of Policy and Advocacy of BILD. "We are encouraged by the NVCA's commitment to work directly with our industry to help get more housing and employment lands built, faster and more predictably. We all have a role to play in reaching Ontario's housing goals while protecting our natural environment. This partnership is a strong step in that direction."

The NVCA–BILD Working Group will meet regularly, bringing together NVCA staff, BILD members, and municipal leaders to proactively identify and resolve issues, modernize internal systems, and ensure that review processes keep pace with the growth pressures facing communities across the watershed.

"This is about getting things done in a positive way," said Councillor Jonathan Scott, Chair of NVCA's Board. "We're focused on working constructively with the development industry to meet the challenges before us. That means improving timelines, reducing red tape, and being clear and consistent in our technical reviews, all while ensuring we protect people, property, and the planet."

The working group aligns with broader efforts to modernize NVCA operations and reflects a growing culture of outcome-focused service delivery.

"This partnership reinforces our commitment to working alongside industry, municipalities, and stakeholders to help communities grow responsibly," said Jennifer Vincent, Chief Administrative Officer of the NVCA. "We know that home building and economic development depend on timely approvals. Our goal is to help projects move forward efficiently and without compromising public safety."

The initiative supports the province's broader housing and economic priorities while demonstrating how conservation authorities and the development sector can work together in good faith to get things done.

"Ontarians want housing, jobs and livable communities — and they want systems that work," said Scott. "This is about coming together to deliver that in a safe, sustainable way."

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About NVCA: The Nottawasaga Valley Conservation Authority is a public agency dedicated to the preservation of a healthy environment through specialized programs to protect, conserve and enhance our water, wetlands, forests and lands.

Media contact: Maria Leung, Senior Communications Specialist at 705-424-1479 ext.254, mleung@nvca.on.ca

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DUFFERIN COUNTY COUNCIL - SPECIAL MEETING MINUTES

June 4, 2025, 6:00 pm
Virtual

Councillors Present:	Warden Janet Horner (Mulmur) Councillor John Creelman (Mono) Councillor Guy Gardhouse (East Garafraxa) Councillor Earl Hawkins (Mulmur) Councillor James McLean (Melancthon) Councillor Wade Mills (Shelburne) Councillor Fred Nix (Mono) Councillor Lisa Post (Orangeville) Councillor Philip Rentsch (Grand Valley) Councillor Debbie Sherwood (Orangeville) (Alternate Councillor) Councillor Steve Soloman (Grand Valley) Councillor Darren White (Melancthon)
Councillors Absent:	Councillor Chris Gerrits (Amaranth) (prior notice) Councillor Shane Hall (Shelburne) Councillor Gail Little (Amaranth) (prior notice) Councillor Todd Taylor (Orangeville) (prior notice)
Staff Present:	Sonya Pritchard, Chief Administrative Officer Michelle Dunne, Clerk Rebecca Whelan, Deputy Clerk Scott Burns, Director of Public Works/County Engineer Rajbir Sian, Director of Development and Tourism Rohan Thompson, Director of People & Equity

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1. CALL TO ORDER

Warden Horner called the meeting to order at 6:01 pm.

Warden Horner announced that the meeting is being live streamed and publicly broadcast. The recording of this meeting will also be available on our website in the future.

2. LAND ACKNOWLEDGEMENT STATEMENT

Warden Horner shared the Land Acknowledgement Statement.

3. ROLL CALL

The Clerk verbally took a roll call of the Councillors in attendance.

4. APPROVAL OF THE AGENDA

Moved by: Councillor Soloman
Seconded by: Councillor Post

THAT the agenda and any addendum distributed for the June 4, 2025 special meeting of Council, be approved.

CARRIED

5. DECLARATION OF INTEREST BY MEMBERS

There were no declarations of pecuniary interest.

6. CLOSED SESSION

Councillor John Creelman (Mono) joined the meeting at 6:22 pm.

Councillor James McLean (Melancthon) left the meeting at 7:22 pm.

Moved by: Councillor Nix
Seconded by: Councillor Sherwood

THAT Council move into Closed Session (6:04 pm) in accordance with the Municipal Act, Section 239 (3.1) education or training of the members.

CARRIED

6.1 Municipal Act, Section 239 (3.1) education or training of the members

7. RETURN TO OPEN SESSION

While in closed session, Council participated in a workshop provided by Watson and Associates Economists Ltd. regarding planning and economic development.

Moved by: Councillor Mills
Seconded by: Councillor Post

THAT Council return to open session (7:38 pm).

CARRIED

8. CONFIRMATORY BY-LAW

2025-33 Confirmatory By-Law

A by-law to confirm the proceedings of the Council of the Corporation of the County of Dufferin at its meeting held on June 4, 2025.

Moved by: Councillor Hawkins
Seconded by: Councillor Soloman

THAT By-Law 2025-33 be read a first, second and third time and enacted.

CARRIED

9. ADJOURNMENT

The meeting adjourned at 7:39 pm.

Moved by: Councillor Creelman
Seconded by: Councillor Nix

THAT the meeting adjourn.

CARRIED

JOINT COUNCIL MINUTES

June 12, 2025, 6:00 pm
Monora Park, 500 Monora Park Drive, Mono ON L9W 6S3

Councillors Present:	Deputy Mayor Gail Little (Amaranth)
	Councillor Susan Graham (Amaranth)
	Councillor Andrew Stirk (Amarnath)
	Mayor Guy Gardhouse (East Garafraxa)
	Deputy Mayor John Stirk (East Garafraxa)
	Councillor Lenora Banfield (East Garafraxa)
	Mayor Steve Soloman (Grand Valley)
	Deputy Mayor Philip Rentsch (Grand Valley)
	Councillor Lorne Dart (Grand Valley)
	Councillor James Jonker (Grand Valley)
	Councillor Paul Latam (Grand Valley)
	Mayor Darren White (Melancthon)
	Councillor Bill Neilson (Melancthon)
	Deputy Mayor Fred Nix (Mono)
	Councillor Ralph Manktelow (Mono)
	Warden Janet Horner (Mulmur)
	Deputy Mayor Earl Hawkins (Mulmur)
	Councillor Patricia Clark (Mulmur)
	Councillor Kim Lyon (Mulmur)
	Mayor Lisa Post (Orangeville)
	Deputy Mayor Todd Taylor (Orangeville)
	Councillor Debbie Sherwood (Orangeville)
	Mayor Wade Mills (Shelburne)
	Deputy Mayor Shane Hall (Shelburne)
	Councillor Walter Benotto (Shelburne)
Staff Present:	Sonya Pritchard, CAO (Dufferin County)
	Scott Burns, Director of Public Works/County Engineer (Dufferin

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County)
Michelle Dunne, Clerk (Dufferin County)
Yaw Ennin, Manager of Economic Development (Dufferin County)
Rajbir Sian, Director of Development and Tourism (Dufferin County)
Rohan Thompson, Director of People & Equity (Dufferin County)
Brenda Wagner, Director of Health and Human Services (Dufferin County)
Peter Avgoustis, CAO (East Garafraxa)
Meghan Townsend, CAO/Clerk (Grand Valley)
Mark Kluge, Planner (Grand Valley)
Denise Holmes, CAO/Clerk (Melancthon)
Mike Dunmore, CAO (Mono)
Tracey Atkinson, CAO/Planner (Mulmur)
David Smith, CAO (Orangeville)
Katrina Lemire, Manager, Economic Development and Culture (Orangeville)
Brandon Ward, Manager, Planning (Orangeville)
Denyse Morrissey, CAO (Shelburne)
Carol Maitland, Economic Development Officer (Shelburne)
Steve Wever, Planner (Shelburne)

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1. CALL TO ORDER

Warden Horner called the meeting to order at 6:00 pm.

Warden Horner announced that the meeting is being live streamed and publicly broadcast. The recording of this meeting will also be available on our website in the future.

2. LAND ACKNOWLEDGEMENT STATEMENT

Warden Horner shared the Land Acknowledgement Statement.

3. PRESENTATION AND CONSIDERATIONS OF REPORTS

3.1 Planning and Economic Development Summit

3.1.1 Overview of the Roles of Economic Development and Planning

Brad Post and Erik Karvinen, Watson and Associates Economists Ltd., provided an overview of the roles of economic development and planning at the County and at the local levels. A copy of the presentation is attached.

3.1.2 Summary of Findings

Watson and Associates Economists Ltd. provided a summary of findings from the roundtable discussions held with staff and Council members.

They made the following recommendations:

- Enhance Communication of Roles and Responsibilities for Planning
- Delivery of Implementation of Dufferin Economic Development Strategy
- Enhance Tourism Portfolio Delivery and Value Proposition
- Better Coordination and Delivery of Economic Development and Tourism Initiatives, including creating a County-wide Economic Development Committee
- Expand Business Support Service Coverage in Dufferin County

3.1.3 Next Steps

Watson and Associates suggests the County take a more detailed review of key gaps/ areas for improvement identified to refine recommendations and identify action plan.

Minutes

Rosemont District Fire Board
Friday, May 30, 2025 at 9:00 am

Present: Julius Lachs – Chair-Adjala-Tosorontio
Miklos Borsos – Adjala-Tosorontio
Elaine Capes – Town of Mono
Mike Blacklaws - Fire Chief
Heather Boston - Secretary-Treasurer
Melinda Davie – Vice Chair-Town of Mono
Patricia Clark – Township of Mulmur
Earl Hawkins - Township of Mulmur
Chris Armstrong - Deputy Fire Chief

1. Call to Order

The Chair called the meeting to order at 9:10 am.

2. Land Acknowledgement

We begin this meeting by acknowledging that we are meeting upon the traditional Indigenous lands of the Anishinaabe, and Petun peoples.

We recognize and deeply appreciate their historic connection to this place, and we also recognize the contributions Indigenous peoples have made, both in shaping and strengthening our community, province and country as a whole.

3. Approval of the Agenda

Moved by: Clark/Davie

That the May 30, 2025 agenda be approved.

Carried.

4. Approval of Previous Meeting Minutes

Moved by: Clark/Capes

That the minutes of March 14, 2025, be approved.

Carried.

5. Declarations of Pecuniary Interest

Chair Lachs stated that if any member of the Board has a pecuniary interest, they may declare the nature thereof now or at any time during the meeting.

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6. Public Question Period

- None

7. Deputations and Presentations

7.1 Draft 2024 Financial Statements – Presented by Matthew Betik, KPMG

Moved by: Hawkins/Capes

That the Board approve the 2024 Financial Statements as presented.

Carried.

8. Administration

8.1 Draft Fire Chief Job Description

8.2 Draft Deputy Fire Chief Job Description

8.3 Draft Firefighter Job Description

Moved by: Capes/Clark

That the Board defers the Fire Chief, Deputy Fire Chief and the Firefighter Job Descriptions to be amended and reviewed by the Fire Chief

And that they be brought forward to the next meeting.

Carried.

8.4 Draft Capital Asset Policy

Moved by: Clark/Davie

That the Board defer the Capital Asset Policy to seek clarification on section 5.3, to be brought back to the next meeting.

Carried.

8.5 Draft Training Cost Recovery Policy

8.6 Draft Mileage Policy

Moved by: Clark/Borsos

That the Board approve the Training Cost Recovery Policy as amended to add, “at the Chief’s discretion,” under section 4.2 (b);

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And that the Mileage Policy be approved as amended to add the word “base” when referring to the mileage rate under section 4.

Carried.

9. Information

9.1 Purchases

Moved by: Hawkins/Davie

That the Board receive the accounts payable listing in the amount of $66,499.56 that were paid in accordance with the budgets.

Carried.

9.2 YTD Comparative Income Statement

9.3 County-Wide Fire Chief’s Minutes

9.3.1 Dated March 12, 2025

9.3.2 Dated May 20, 2025

9.4 Fire Service Delivery Review Information

10. Items for Future Meetings

- Report on Technical Rescue Training from Chief Blacklaws
- Medical Oversight Update from Chief Blacklaws
- Board Governance Report summarizing the impact of the North Dufferin Fire Service from Chief Blacklaws
- Update on Inspections from Chief Blacklaws
- Training Report from Dan Hawkins for potential training options (Item 10.3 from March 14, 2025)
- Legal Issue Update
- Fire Call Summary Update

11. Adjournment

Moved by: Borsos/Capes

That the meeting adjourn at 10:39 am to meet again September 12, 2025 at 9:00 am or at the call of the Chair.

Carried.

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SHELBURNE & DISTRICT FIRE BOARD

May 6, 2025

The Shelburne & District Fire Department **Board of Management** meeting was held in person and virtually at the Shelburne and District Fire Department on the above mentioned date at 7:00 P.M.

Present

As per attendance record.

1. ***Opening of Meeting***

1.1 Chair, Shane Hall, called meeting to order at 7:00 pm.

1.2 **Land Acknowledgement**

We would like to begin by respectfully acknowledging that the Town of Shelburne resides within the traditional territory and ancestral lands of the Anishinaabe, including the Ojibway, Potawatomi, Chippewa and the People of the Three Fires Confederacy.

These traditional territories upon which we live, work, play and learn are steeped in rich Indigenous history and traditions. It is with this statement that we declare to honour and respect the past and present connection of Indigenous peoples with this land, its waterways and resources.

2. **Additions or Deletions**

None.

3. ***Approval of Agenda***

3.1 **Resolution # 1**

Moved by A. Stirk – Seconded by J. McLean

BE IT RESOLVED THAT:

The Board of Management approves the agenda as presented.

Carried

Return to Agenda

4. ***Approval of Minutes***

4.1 **Resolution # 2**

Moved by F. Nix – Seconded by J. Horner

BE IT RESOLVED THAT:

The Board of Management adopt the minutes under the dates of April 1, 2025 as presented.

Carried

5. ***Pecuniary Interest***

5.1 No pecuniary interest declared.

6. ***Public Question Period***

6.1 No questions.

7. ***Delegations / Deputations***

7.1 No delegations present.

8. ***Unfinished Business***

8.1 **2024 Financial Statements**

The Secretary-Treasurer has been directed to reach out to the Town of Shelburne to see what options exist in Keystone software for recording accounts receivables.

Resolution # 3

Moved by J. McLean – Seconded by E. Hawkins

BE IT RESOLVED THAT:

The Shelburne & District Fire Board receives the 2024 Final Financial Statements prepared by RLB LLP.

Carried

8.2 **Levels of Service – Dufferin County**

The Board has asked the Chief to work with the other Dufferin County Chiefs to create a plan with the possibility of adding farm equipment and silo rescue training. The Chief will update the chart to include Caledon, Wellington North and Erin Hillsburgh.

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Resolution # 4

Moved by M. Davie – Seconded by B. Neilson

BE IT RESOLVED THAT:

The Shelburne & District Fire Board of Management receives the Chief's Levels of Service – Dufferin County Fire Departments Report.

Carried

9. ***New Business***

9.1 **First Responders Challenge**

The First Responders Challenge will be on Saturday June 21st at Melancthon Day.

9.2 **Cost to Outfit a Firefighter**

The Board received the information.

9.3 **SDFD 5-Year Operating Budget Forecast**

Resolution # 5

Moved by A. Stirk – Seconded by E. Hawkins

BE IT RESOLVED THAT:

The Shelburne & District Fire Board of Management receives the Chief's SDFD Operating Budget - 5-Year Forecast report as information.

Carried

The sub-committee created for the building will set up a time to meet in the next couple weeks.

9.4 **Joint Service Model (CYFS)**

The Board discussed the possibility of gathering the 5 Mayors (or designates) to discuss because any decision to disband the Board has to be made by each Council not the Board.

Resolution # 6

Moved by W. Mills – Seconded by B. Neilson

BE IT RESOLVED THAT:

The Shelburne & District Fire Board of Management receives the Chief's Fire Department Joint Services Models (CYFS) report as information.

Carried

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9.5 Closed Session

Resolution # 7

Moved by E. Hawkins – Seconded by A. Stirk

BE IT RESOLVED THAT:

The Shelburne & District Fire Board do now go “in camera” to discuss the following: Matter in respect of which a Council, Board, Committee or other body may hold a closed meeting under another Act. 2001, C.25,s.239(2).

Carried

Resolution # 8

Moved by J. Horner – Seconded by A. Stirk

BE IT RESOLVED THAT:

We do now rise and report progress at 8:55pm.

Carried

Resolution # 9

Moved by J. McLean – Seconded by F. Nix

BE IT RESOLVED THAT:

The Shelburne & District Fire Board of Management receives the Chief’s IT Services report as information;

AND THAT The Shelburne & District Fire Board of Management directs the Chief to work with our partners to update the Memorandum of Understanding with the County and the Town of Shelburne;

AND FURTHER THAT The Shelburne & District Fire Board of Management directs the Chief to reflect these changes in the 2026 Operating Budget.

Carried

10. ***Chief’s Report***

10.1 **Monthly Reports (April 2025)**

There are a total of 34 incidents for the month of April 2025.

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10.2 **Update from the Fire Chief**

The Chief advised the Board:

- The Capital Radio project will be complete by the end of the week
- We currently have 3 Cadets
- Shelburne Firefighters Association is Saturday June 21st
- Shelburne Firefighters did breakfast at the Legion on May 4th with a great turnout
- The Chief and Chiefs from Orangeville and Grand Valley have a meeting on Friday May 9th with Sylvia Jones, MPP
- The Chief attended the OAFC Conference last week and heard that if a Fire Department makes a presumptive legislation claim, WSIB informs the Ministry of Labour, and they will come out and inspect.

11. ***Future Business:***

11.1 Nothing at this time.

12. ***Accounts & Payroll – April 2025***

12.1 **Resolution # 10**

Moved by W. Mills – Seconded by E. Hawkins

BE IT RESOLVED THAT:

The bills and accounts in the amount of $69,080.93 for the period of March 29, 2025 to May 2, 2025 as presented and attached be approved for payment.

Carried

13. ***Confirming and Adjournment***

13.1 **Resolution # 11**

Moved by F. Nix – Seconded by B. Neilson

BE IT RESOLVED THAT:

All actions of the Board Members and Officers of the Shelburne and District Fire Board of Management, with respect to every matter addressed and/or adopted by the Board on the above date are hereby adopted, ratified and confirmed; And each motion, resolution and other actions taken by the Board Members and Officers at the meeting held on the above date are hereby adopted, ratified and confirmed.

Carried

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13.2 **Resolution # 12**

Moved by A. Stirk – Seconded by F. Nix

BE IT RESOLVED THAT:

The Board of Management do now adjourn at 9:04 pm to meet again on June 3, 2025 at 7:00 pm or at the call of the Chair.

Carried

Respectfully submitted by:

_____

Nicole Hill
Secretary-Treasurer

Approved:

_____

Shane Hall
Chairperson

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SHELBURNE & DISTRICT FIRE BOARD MEMBERS

Meeting Attendance Record Under Date of May 6, 2025

Municipality / Member	Present	Absent
Township of Amaranth		
Andrew Stirk	X	
Gail Little	X	
Town of Mono		
Melinda Davie	X	
Fred Nix	X	
Township of Melancthon		
James McLean	X	
Bill Neilson	X	
Town of Shelburne		
Wade Mills	X	
Shane Hall	X	
Township of Mulmur		
Earl Hawkins	X	
Janet Horner	X	
Staff		
Dave Pratt – Fire Chief	X	
Jeff Clayton – Deputy Chief	X	
Nicole Hill – Sec/Treas.	X	

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INFORMATION

Events & Programming 2024-2025

Over the past two years, the Township has taken significant steps to advance its strategic plan goals of increasing community engagement and expanding recreational opportunities. These efforts have focused on maximizing use of municipal spaces, particularly the Township basement and the Honeywood Arena. A wide range of events, workshops, and markets have been hosted or supported, reflecting the Township's strong commitment to diverse programming and active community involvement.

Events

Event	Attendance	Description & Feedback	Action
2024			
Tree Program 2024 and 2025	**7500 trees sold**	Subsidized by Maple Leaves Forever. This program demonstrated a significant community impact with over 7500 trees sold showcasing the potential for large environmental initiatives.	To be continued
Cards & Coffee January -March 2024	**4-5**	Attendance was low with the same few individuals consistently participating—and no cards were actually played.	Discontinued
Spring Market Friday evening May 31, 2024	**61 vendors**	Very well attended. Good weather. Registrants expressed desire for a monthly meeting	To be continued
Fall Market October 5, 2024	**39 vendors**	Well attended by vendors and customers.	To be continued
Thanksgiving Turkey Trek Thanksgiving Weekend		Launched in 2022, this ongoing event aims to raise awareness of the Bruce Trail and encourage hiking in Mulmur. Participants are invited to take a photo with designated trail signage and enter a draw to win a curated gift basket. Participation is weather-dependent, and the initiative has minimal cost to the Township. The Bruce Trail Club assists with signage placement and promotion.	To be continued
Cake Decorating (Chocolate Drip) October 10, 2024	**19**	The first workshop was very well received. Participants learned how to ice and decorate their own personal-sized cake.	Consider additional sessions
Paint Night November 7, 2024	**12**	Participants learned how to paint a country field scene and feedback was positive.	Consider additional sessions

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Christmas Centrepiece November 28, 2024	**22**	Peony and Posy supplied an abundance of greenery and instructed participants on crafting unique and beautiful Christmas centerpieces.	Consider additional sessions

2025

Candle Making January 23, 2025	**18**	Participants were able to mix and match scents to create two soy-based candles, led by Serendipity Candles. A great time was had by all!	Consider additional sessions
Valentines Cake Decorating February 6, 2025	**15**	Participants learned how to decorate a cake using a variety of techniques. They praised the instructors and the fun, welcoming environment.	Consider additional sessions with different items i.e. cookies
Glass Fusion March 20, 2025	**18**	Participants had a fantastic time creating one-of-a-kind designs using pieces of glass, which were then fused together in a kiln. The entertaining instructors made the experience even more enjoyable.	Consider additional sessions
March Break Day Programming	**0**	Low registration. Day Programming Cancelled.	Discontinued
Spring Bulb April 22, 2025	**11**	Hosted by Peony and Posey, a floral shop that also offers a wide range of craft workshops that we can share with residents.	Consider additional sessions
Spring Market – May 31, 2025	**Over 58 Vendors**	The 2025 Spring Market saw a good turnout with 58 registered vendors. Weather was cold and windy which led to an early closure. Feedback indicated a preference for Friday evening markets moving forward.	To be continued in 2026
Community Garage Sale June 7, 2025	**$725 raised for the NDCC**	The "Community Garage Sale" presented significant logistical challenges due to the volume of unsellable items and staff time.	To be discontinued or revised to individual sales only

Upcoming Events

Fore Honeywood Golf Classic –	Fundraiser for the Honeywood Arena. To be held at the Shelburne Golf & Country Club.	September 18, 2025
Canning Workshops	Local Rebecca Landman, owner of Rebecca's Kitchen, will lead three interactive workshops on pickling and canning. Participants will take home three jars of their own creations.	Fall 2025
Thanksgiving Turkey Trek Thanksgiving Weekend	4th Annual hike in partnership with the Bruce Trail.	October 2025
Christmas Centerpiece Workshop	Peony & Posy will return to lead a workshop on creating a festive Christmas centrepiece.	November 27, 2025

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Christmas Glass Ornament Workshop	Creative Café will return to host a Christmas-themed glass ornament craft	December 2025
Open Air Holiday Market at Mansfield Outdoor Centre	An expansion and new location of the established Spring and Fall Markets.	December 13, 2025
175th Anniversary Celebrations	Yearlong events planned throughout the Township. Information provided in a separate report.	2026

Third Party Events

Event Name	Comments	Action
Donald Cooper Event September 27, 2024	This event was generously sponsored by DBOT and Mansfield Ski Club and fully funded by Hill 'N Dale Landscaping. Registration, promotion, and advertising were managed by the Township. Over **$7,000** was raised and donated to support the Honeywood Arena.	**No further action**
Garden & Landscape Series June-September 2025	Four workshops are planned, with 24 registrants to date. Hosted by Hill 'N Dale Landscaping in the Township basement, the series has been well received and well attended. The first workshop raised **$180** in support of the Honeywood Arena renovation.	**Continuing into fall 2025**
Kraft Hockeyville January – April 2025	Assisted Community volunteers to coordinate the voting party, promotional materials, and marketing efforts**.** **$25,000** was won for Honeywood + **$10,000** in hockey equipment and over **16,000** pounds of food to both Orangeville Food Bank and Shepherds Cupboard.	**No further action**

Recreational Programming

Event	Comments	Action
Monday Night Pickleball September - May	Started in winter 2023 through a seniors living grant, this program, held at Primrose School is sold out consistently each week. It accommodates 16 participants across two sessions: 6:00–7:30 p.m. and 7:30–9:00 p.m.	**To be continued in Fall 2025**
Tai Chi January -March 2024 September 2024	Despite offering free classes from January to March, participant interest dwindled for Taoist Tai Chi. An open house was held in fall 2024 to encourage new memberships was also poorly attended, leading the organization to discontinue the program.	**Discontinued**
Shinny & Sticks N Pucks Started Nov. 2023	Offered Wednesdays & Fridays between 5-6pm. Averages 10 participants weekly.	**To be continued in October 2025**
Yoga April 2 -May 6, 2024	We ran several successful Yoga Programs in 2024 and 2025, with two different instructors, and both were very well received.	**To be continued in Fall 2025**
Outdoor Pickleball at Thomson Trail June-July	Sold out in just two days, the program drew strong interest from both beginners and experienced players. Coached by Jerry Skilton.	**To be continued and expanded in summer 2026.**

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Financial Impact

Since 2024, programming has generated **$5,813.88 in net revenue**—$3,153.54 in 2024 and $2,660.34 to date in 2025. While these programs are not primarily intended as revenue generators, they have successfully increased recreational and social offerings for residents.

The Mulmur Hills Tree program, has generated **$2,607.55** in revenue to date, with $1,956.38 in 2024 and $651.17 so far in 2025.

Observations

From 2024 into 2025, we made notable progress in offering diverse, inclusive, and well-received community events and recreational programs. With strong attendance across many workshops and markets, increased use of municipal facilities, and continued support from local businesses and volunteers, the Township has demonstrated its commitment to fostering community connection and wellness.

The success of initiatives such as the Spring and Fall Markets, creative workshops, and outdoor and indoor pickleball programming highlights a strong appetite for both social and recreational engagement. Participant feedback has informed several recommendations moving forward, including the expansion of popular programs and a re-evaluation of events with high logistical demands.

Strategic partnerships and sponsorships have proven essential in reducing costs while delivering high-quality experiences. Volunteer-led efforts like Kraft Hockeyville showcased the power of community collaboration, bringing substantial financial and material benefits to the Township.

As we look ahead, continued focus on responsive programming, collaborative planning, and efficient delivery will be key to sustaining and growing this momentum. We remains committed to enhancing the quality of life for residents through meaningful community engagement and accessible recreational opportunities.

Submitted by: Jen Shephard, Communications Coordinator
Approved by: Roseann Knechtel, Clerk

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TOWNSHIP OF MULMUR

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L9V 0G8

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INFORMATION

2025 2nd QTR Grant Report: April 1, 2025, to June 30, 2025

Grant Name:	Application Date:	Project:	Grant Amount:	Status:
Blue Jays: Jay's Care Foundation- Field of Dreams- Round 2	11/04/2024	Renovations to Honeywood Baseball Diamond.	Blue Jays funding requested: $60,734.68	**Application approved.**
Employment and Social Development Canada: Enabling Accessibility Fund- Small Project Components	07/26/2024	Accessibility upgrades to the main floor washrooms at the North Dufferin Community Centre.	Approved federal funding: $45,063.00 (75%) Township's portion: $21,271.00 (25%)	**Application approved.**
Ontario's Community Sport and Recreation Infrastructure Fund - Stream 1: Repair and Rehabilitation	10/29/2024	Mansfield Ball Diamond: Netting and warning track. Honeywood Diamond: Replacement of infield material and a pitching mound.	Provincial funding requested: $150,290.00 (70%) Township's portion: $64,410.00 (30%)	Decision pending.
Ontario's Municipal Housing Infrastructure Program- Health and Safety Water Stream	06/26/2025	Installation of 11 additional fire hydrants to the Mansfield water system to improve the Township's fire protection. Hydrants to be installed on Maes Cres., Rogers Rd., Adrian Ave., County Road 17 & County Road 18 (not currently serviced)	Provincial funding requested: $116,307.25 (73%) Township's portion: $43,017.75 (27%)	Decision pending.
Ontario Trillium Fund's (OTF) 2025 Capital Grant	03/05/2025	Installation of outdoor exercise equipment and paving the existing gravel path at Thomson Trail Park	OTF funding requested: $199,400.00	Decision pending.

Submitted by: Daniella Waterfield, Procurement & Asset Management Coordinator
Approved by: Tracey Atkinson, CAO

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INFORMATION

2025 2nd QTR Planning Report

Municipal Approvals / Building Permits

ROLL #	DEVELOPMENT TYPE
5 17000	Demo Dwelling
2 00500	Drive Shed
5 17000	Single Family Dwelling and Septic
1 27400	Demo Dwelling
1 27400	Single Family Dwelling and Septic
5 07500	Garage with Loft
5 17000	Garage
1 12298	Swimming Pool Enclosure
4 03920	NOC - Deck to Covered Porch
4 00150	Interior Renovations
2 00200	Detached Garage
1 21500	Deck
4 05700	Single Family Dwelling and Septic
5 01700	Roof Mounted Solar Panels
1 27100	Addition
4 00150	Septic
6 10400	NOC – Greenhouse / Septic
Total 2025 Municipal Approvals: 30	

Zoning Amendments

ROLL #	DEVELOPMENT TYPE	Status
1 10500	Fields Estates Rezoning	Complete
Total 2025 Zoning Amendments: 1		

Consent Applications

ROLL #	DEVELOPMENT TYPE	Status
2 01400	B01-2025 RIGGIN (Severance)	Complete: Fulfilling Conditions
3 02700	B02-2025 FLEIMAN (Boundary Adjustment)	Complete: Fulfilling

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		Conditions
Total 2025 Consent Applications: 2		

Site Plan Agreements

ROLL #	DEVELOPMENT TYPE	Status
4 05506	SPA02-2021 TOSELLO (Self Storage County Road 21)	Ongoing
1 12505	SPA05-2021 TOSELLO (Self Storage Mansfield)	Ongoing
1 31900	SPA01-2023 COLLEJA (Home Industry)	Ongoing
Total 2025 Site Plan Agreements: 3		

Subdivisions

File Number	Type	Status
SUB01-2021	Primrose Employment subdivision	Ongoing
SUB02-2021	Armstrong Residential subdivision	Ongoing
Total 2025 Subdivisions: 2		

Submitted by: Roseann Knechtel, Clerk/Planning Coordinator
Approved by: Tracey Atkinson, CAO/Planner

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OPERATING FINANCIAL UPDATE
2025 (JAN - JUN)

	2025 YTD Actual	2025 YTD Budget	Variance
REVENUES			
TAXATION	**1,331,028**	**2,662,057**	(1,331,029)
SUPPLEMENTARY TAXES (NET OF WRITE-OFFS)	**48,161**	**-**	48,161
OPERATING (EXCLUDING WATER)	**489,880**	**248,426**	241,454
PAYMENTS IN LIEU OF TAXES	**21,619**	**-**	21,619
GRANTS [1]	**208,102**	**147,780**	60,321
TRANSFER FROM RESERVES [2]	**117,253**	**92,500**	24,753
TRANSFER FROM TAX RATE STABILIZATION	**-**	**-**	-
TOTAL REVENUES TO GENERAL LEVY	**2,216,043**	**3,150,763**	**(934,721)**
EXPENDITURES			
OPERATING (EXCLUDING WATER)	**2,688,176**	**2,655,766**	32,411
TRANSFER TO RESERVES	**1,193,726**	**1,192,738**	988
TOTAL EXPENDITURES FROM GENERAL LEVY	**3,884,549**	**3,904,754**	**(20,204)**
NET SURPLUS (DEFICIT)	**(1,668,506)**	**(753,990)**	

NOTES:

1 *Grants received to date: OMPF $129,950, OPP Anti Theft $75,703, Prisoner Transport $445, Stewardship Ontario surplus $2,004.*

2 *Tsfr from OPP Anti Theft Grant Reserves for $109,053 and $8,200 from Cemetery reserves for unspent funds from*

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OPERATING FINANCIAL UPDATE

2025 (JAN - JUN)

	2025 YTD Actual	2025 YTD Budget	Variance
GENERAL GOVERNMENT			
REVENUE			
Penalties & Interest Revenue	(98,961)	(85,000)	(13,961)
User Fees & Service Charges	(35,379)	(28,850)	(6,529)
Administration Building Solar Panel Revenue	(4,324)	(4,550)	226
	(138,664)	**(118,399)**	**(20,265)**
EXPENSES			
Council	40,229	49,825	(9,596)
Administration Overhead [1]	424,941	455,127	(30,187)
Professional and Consulting Fees [2]	23,157	38,500	(15,343)
IT Services and Supplies	23,909	24,165	(256)
Insurance	36,121	39,000	(2,879)
	548,356	**606,617**	**(58,261)**
PROTECTIVE SERVICES			
REVENUE			
Police Revenues	(12,672)	(17,500)	4,828
Protective Inspection & Control Revenue	(19,687)	(14,200)	(5,487)
	(32,359)	**(31,700)**	**(659)**
EXPENSES			
Fire Services	342,003	336,873	5,130
Police Service Expenses [3]	304,423	283,029	21,394
Conservation Authority Levy	26,965	28,426	(1,461)
Protective Inspection and Control Expenses	9,121	9,250	(129)
	682,511	**657,578**	**24,933**
TRANSPORTATION SERVICES			
REVENUE			
Public Works Fees & Service Charges	(9,600)	(2,500)	(7,100)
Aggregate Fees and Revenue	(662)	(281)	(381)
Public Works Solar Panel Revenue	(8,649)	(12,750)	4,102
	(18,911)	**(15,531)**	**(3,379)**
EXPENSES			
Public Works Administration	268,677	271,698	(3,020)
Public Works Operating Expenses [4]	475,495	446,063	29,433
Public Works Equipment Expenses	90,673	79,750	10,923
Bridge and Culvert Expenses	562	2,500	(1,938)
Winter Control Expenses [5]	287,265	242,158	45,107
Street Lighting Operating Expenses	1,140	2,500	(1,360)
Aggregate Expenses [6]	97,279	128,050	(30,771)
Long Term Debt - Bridges	19,842	19,696	146
	1,240,934	**1,192,414**	**48,520**

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OPERATING FINANCIAL UPDATE

2025 (JAN - JUN)

	2025 YTD Actual	2025 YTD Budget	Variance
RECREATION AND CULTURAL SERVICES			
REVENUE			
NDCC Revenues [7]	(100,074)	(58,470)	(41,604)
Parks & Facility User Fees and Charges	(14,852)	(7,375)	(7,477)
Events and Cultural Services Revenue	(10,182)	(7,500)	(2,682)
	(285,696)	**(73,845)**	**(211,851)**
EXPENSES			
NDCC Administration Expense	55,861	49,425	6,436
NDCC Operating Expenses	63,494	59,150	4,344
Parks & Facilities Operating Expenses	12,401	16,492	(4,090)
Library Levies	60,686	50,090	10,597
Events and Cultural Services Expense	12,230	7,500	4,730
	206,527	**182,656**	**23,871**
HEALTH SERVICES			
EXPENSES			
Cemetery Operating Expenses	2,151	2,000	151
	2,151	**2,000**	**151**
PLANNING AND DEVELOPMENT SERVICES			
REVENUE			
Planning Application Fees	(14,250)	(8,950)	(5,300)
	(14,250)	**(8,950)**	**(5,300)**
EXPENSES			
Planning and Zoning Expenses	7,698	13,500	(5,802)
Economic Development	-	1,000	(1,000)
	7,698	**14,500**	**(6,802)**
TOTAL OPERATING			
REVENUES	**(489,880)**	**(248,426)**	**(241,454)**
EXPENSES	**2,688,176**	**2,655,766**	**32,411**
NET OPERATING DEFICIT	**2,198,296**	**2,407,340**	

NOTES:

1 Received a WSIB rebate of $10,000 causing actual to be lower than budget. Salaries are lower than budget because year end accruals are done on December 31st.

2 Haven't spent any money on contracted services yet, budgeted YTD amount is $10,000.

3 OPP Anti theft grant has YTD expenses of $80,000 that are not budgeted for as this is paid for from a grant. We

4 Ice storm clean-up costs are $120,000, which is $90,000 higher than budgeted.

5 Gas prices are up, lots of snow plowing needed this past winter, and fuel costs are over budget by $31,000.

6 Aggregate land stripping came in under budget by $25,000.

7 Rental revenues are up higher than budgeted.

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USER-PAY QUARTERLY FINANCIAL UPDATE

2025 (JAN - JUN)

	2025 YTD Actual	2025 YTD Budget	Variance
WATER			
REVENUE			
Utility User Fees and Service Charges	(49,625)	(56,600)	6,975
Water Interest Revenue	(8,861)	(10,850)	1,989
	(58,486)	**(67,450)**	**8,964**
EXPENSES			
Water Administration	5,464	4,750	714
Water Operating Expenses	71,649	66,353	5,296
	77,113	**71,103**	**6,010**
TRANSFER (TO)/FROM RESERVE FUNDS	**18,627**	**3,653**	14,974

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Information Report
Official Plan Update

PURPOSE

The purpose of this report is to provide an update regarding the Township's Official Plan project.

BACKGROUND

- The last information report was included in the June 2025 Council agenda package.
- Information regarding the statutory public meeting was included in the June Tax Bill insert.
- Notice of the Statutory Public Meeting was included on the Township's website in June, 2025, including noting that the first draft would be available no later than August 14, in conformity with the Planning Act.
- The mapping has been significantly advanced, addressing the misalignment between Township and County/Teranet parcel fabric. The provincial Prime Agricultural Areas and Natural Heritage System mapping have been included, revising some of the previous designations and schedules. The Conservation Authority is currently updating their regulatory limits, which will result in additional changes to the schedules prior to Council approval. Updated feature mapping will also be incorporated to reflect the most current environmental limits within the Environmental Protection designation. Terminology has been updated and designations combined where possible to simplify the document.
- The Province approved Bill 17, which includes a required to obtain written approval from the Ministry of an Official Plan policy change related to study requirements.
    - Bill 17 provides the framework for a regulation scoping the studies, reports and plans that can be required as part of a complete application (as detailed in the Official Plan). A draft regulation has not been released.
    - Bill 17 deems that reports prepared by "a person authorized to practice a prescribed profession" meet the applicable requirements. Any issues with the study would go to the merits of the application not the completeness of the application.
    - Draft regulations to eliminate certain studies related to sun/shadow, wind, urban design, and lighting, which are currently part of the draft Official Plan were posted on the Environmental Registry. It is anticipated that the Ministry will provide comments or delay written approval as identified in section 17(21.1) or the Planning Act.
- The draft Official Plan was circulated to the following partners and agencies for their internal review in June, 2025:
    - Ministry of Municipal Affairs and Housing
    - Dufferin County
    - Nottawasaga Valley Conservation Authority
    - Niagara Escarpment Commission
    - Upper Grand District School Board
    - Dufferin Peel Catholic School Board

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- The Metis Nation of Ontario
- Saugeen First Nation
- Haudenosaunee Confederacy
- Wellington Dufferin Guelph Public Health

Utilities will be formally circulated in August, 2025 as part of a mail-out in accordance with the statutory requirements.

MAJOR CHANGES

The draft Official Plan has maintained a significant proportion of the policies from the previous Plan and updated to reflect current Provincial and upper tier policies. The Township pre-consultant with many of the agencies to ensure the proposed direction was consistent with the agency or any recent amendments to agency plans and planning reference documents.

Provincial policy from the Provincial Planning Statement are referenced and included verbatim wherever possible. (In the draft plan they are included in green print.) This approach has resulted in less duplication within the plan, and clear identification of Provincial versus local planning direction.

The Official Plan has also been reordered to follow a similar order to the PPS, making it a more predictable and easier document for planning professionals and applicants. The Parts are as follows:

Part 1: Introduction and General Policies

(Garden Township policies updated through Official Plan Amendment #4 in 2022 are included in this section, which sets out the framework for the plan, including guiding principles and a description of the Official Plan's purpose as a long-term planning tool.)

Part 2: Growth Management

(This section includes growth projections, an overview of the approach to settlements areas and the process for developing new subdivisions and employment uses)

Part 3: Infrastructure and Facilities

(The Township's infrastructure and specific policies related to the requirements for future development to provide infrastructure to support development as provided in this section.)

Part 4: Natural Heritage, Resources and Environmental Policies

(This section maintains the Environmental policies and mapping updated through the 2023 Official Plan Amendment #5)

Part 5: Land Use Designations

(The approach to designations includes identification of settlement areas and then detailed permitted uses and development policies for each specific land use category. The requirements for planning applications are generally provided in Parts 3 and 4 of the Plan opposed to in each designation. The Primrose Business Park Area is no longer identified as an "Employment Area" under the Provincial definition, and as such policies have been

revised as necessary. The approach to Mansfield North Recreation Area has shifted to allow for site specific development applications.)

Part 6: Application Requirements

(While study, reports and plan requirements are also identified through the Parts of the Plan, this section cross references to triggers and creates a single reference for study requirements when assessing complete applications.

Part 7: Implementation

(This Part of the Plan includes the legislated policy directive to permit the use of certain land use tools provided for under the Planning Act. This section also provides policy's related to financial considerations, tenure and processing applications.

Part 8: Site Specific Policy Areas

(Lands that have undergone a previous site-specific amendment to the Official Plan are included in this section, with specific land use permissions and policies and identified on a correlating map.)

Part 9: Definitions

(Many of the definitions are verbatim from the Provincial Planning Statement or carried forward from the previous plan.)

The Land Use Designation Schedule has been updated to reflect the Provincial Agricultural Systems mapping and County Prime Agricultural designation. The Mansfield North Recreation Area has been significantly reduced due to the new Prime Agricultural land delineation in this area.

Terminology on the schedules has been updated to reflect a more consistent approach to settlement areas and consistency with Provincial and County nomenclature. Similar designations were combined to provide to simplify implementation of the plan.

The feature identification schedules remain consistent with those created through Official Plan Amendment #5, with updates to reflect policy changes, such as buffer distances, removal of the NAVCAN tower setback and updated road classifications.

NEXT STEPS

The draft Official Plan will be provided on the Township's website a minimum of 20 days before the Statutory Public Meeting on September 3, and will be included in the September Agenda package.

Township staff will monitor Provincial regulations implementing Bill 17, County road classification implementation and continue to advance the Official Plan based on the circulation to agencies and review team.

Submitted by: Tracey Atkinson CAO/Planner, BES MCIP RPP, M.M Dipl

HONEYWOOD

www.myhoneywood.ca Building Better For the Future

FORE HONEYWOOD

20 25 GOLF CLASSIC

The Honeywood Arena is in dire need of renovations to ensure it remains a safe and accessible community space. Planned upgrades include much-needed repairs and the addition of new dressing rooms to better serve players and visitors alike.

THURSDAY, SEPTEMBER 18

SHELBURNE GOLF & COUNTRY CLUB

516423 COUNTY RD. 124, MELANCTHON, ON

$200	$150	$700
Player	(Member Price)	Team

All proceeds to the Honeywood Arena Renovation Fund

- SHOT GUN START (SCRAMBLE)
- LUNCH PROVIDED ON THE TURN
- GOLF CARTS INCLUDED
- ON COURSE CONTESTS
- SWAG BAGS
- RAFFLE & PRIZES
- RAIN OR SHINE

REGISTRATION

MULMUR.CA

myhoneywood@mulmur.ca

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HONEYWOOD
www.myhoneywood.ca Building Better For the Future

"FORE" HONEYWOOD
SPONSORSHIP OPPORTUNITIES

Presenting Sponsor - $2,500

- Includes one (1) Foursome
- Full company logo on banner
- Recognition on all promotional materials and social media
- Mention in event program

Gold Sponsor - $1,500

- Includes one (1) Foursome
- Recognition on all promotional materials and social media
- Mention in event program

Golf Cart Sponsorship - $1,500

- Includes one (1) Foursome
- Company logo on all golf carts
- Recognition on all promotional materials and social media

Single Hole Sponsor - $200

- Includes 18" x 24" signage at tee or green
- Recognition on all promotional materials and social media

Swag Bag Sponsor - $500

- Company logo on gift item
- Mention in event program
- Recognition on all promotional materials and social media

Lunch Sponsor - $500

- Sticker on every box lunch
- Recognition on all promotional materials and social media
- Mention in event program

Promote your Business by Donating a Prize:

We're looking for various prizes:

- **Foursome Prizes**: Four identical prizes to be used for top teams
- **Contest Prizes:** Gift cards or products for winners or on site contests.
- **Raffle:** Products, gift cards, or goods for our auction.

REGISTER HERE

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DUFFERIN DETACHMENT

2024 DETACHMENT BOARD ANNUAL REPORT

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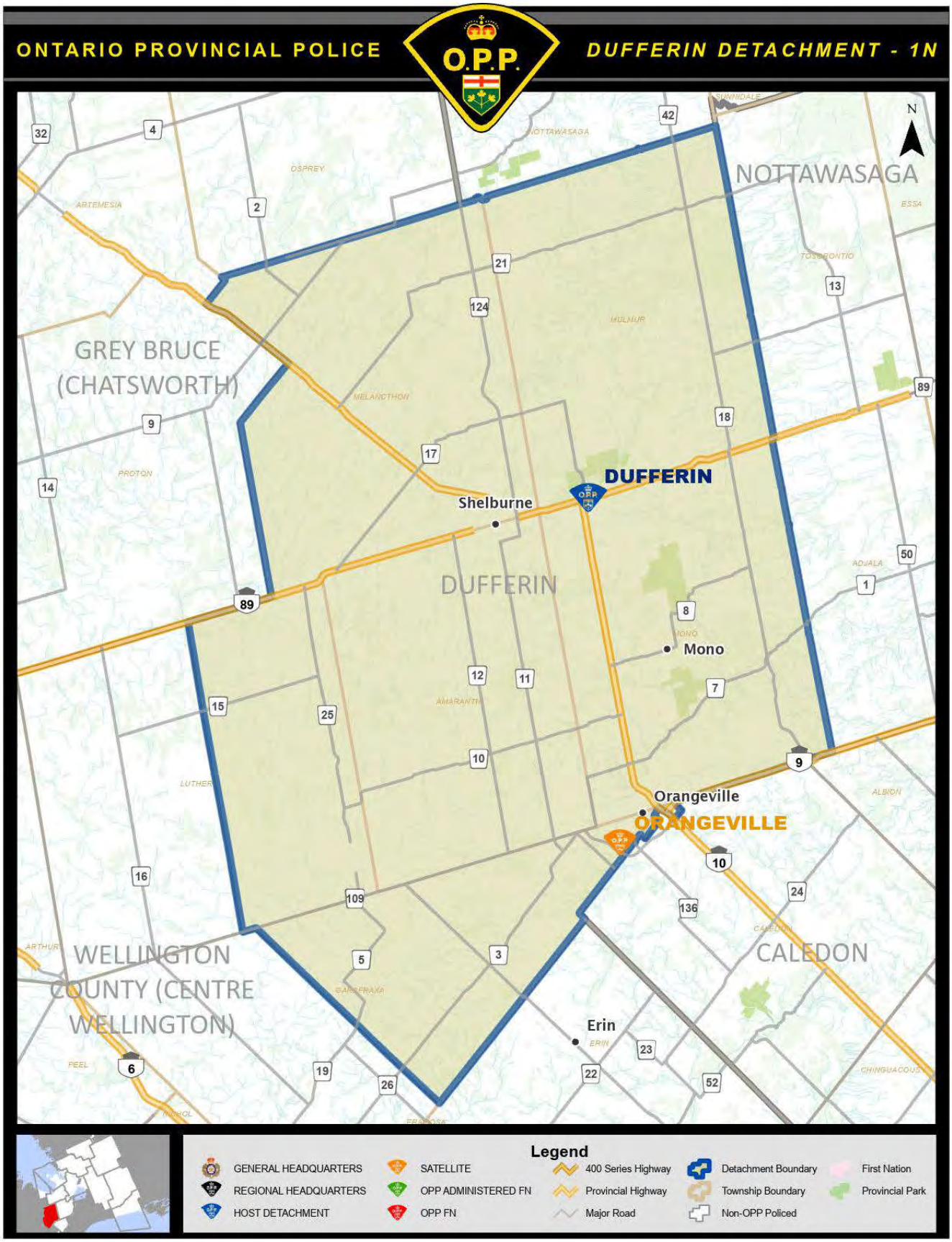
ONTARIO PROVINCIAL POLICE
O.P.P.
DUFFERIN DETACHMENT - 1N
N
NOTTAWASAGA
GREY BRUCE (CHATSWORTH)
DUFFERIN
DUFFERIN
Shelburne
Mono
Orangeville
ORANGEVILLE
WELLINGTON COUNTY (CENTRE WELLINGTON)
CALEDON
Erin
Legend
GENERAL HEADQUARTERS
REGIONAL HEADQUARTERS
HOST DETACHMENT
SATELLITE
OPP ADMINISTERED FN
OPP FN
400 Series Highway
Provincial Highway
Major Road
Detachment Boundary
Township Boundary
Non-OPP Policed
First Nation
Provincial Park

2023-2025 STRATEGIC PLAN

Priorities and Commitments

PEOPLE

A healthy and resilient OPP

We will strive to support all members in achieving their professional and personal best.

WORK

A responsive and evolving OPP

We will empower our members to ensure the best possible policing services are delivered to Ontarians.

COMMUNITIES

A collaborative and progressive OPP

We will partner and build relationships with a shared vision for safety and well-being.

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Message from the Detachment Commander

I am pleased to present the Dufferin Detachment – 2024 OPP Detachment Board Annual Report. This report includes crime, traffic enforcement and community well-being data and highlights initiatives and successes from the past year. This report provides updates on our progress in meeting our Action Plan commitments. I am proud of the work undertaken by our detachment.

We responded and collaborated with our communities by focusing on the reduction of harm and victimization. Our newly formed Domestic Abuse Issues Investigators (DAII) review all intimate partner (IPV) occurrences. We continue to fulfill our responsibility to respond competently to the immediate and long-term needs of victims while demonstrating to offenders that society does not tolerate violence. We saw decreases in drug and property crime occurrences through proactive investigative policing-excellence. We prioritized our Offender Management Apprehension Program (OMAP) and deterred criminal activities of high-risk, repeat offenders.

We continued our relentless efforts at modifying driving behaviours by focusing on engagement, education and enforcement of the “The Big Four” causal factors of collisions 24/7/365. We listened and responded to community concerns focusing on protecting vulnerable road users, commercial motor vehicle safety and security and illegally modified vehicles.

We continued to partner with Headwaters Health Care Centre to deliver an incredibly effective co-response model that enhanced our ability to respond to mental health-related calls.

We prioritized our member’s professional development along with physical and psychological health and safety. Our valued members are our strength and we will continue to prepare them to better meet the future needs of our communities.

In 2025, we will be working with our four OPP detachment boards – Dufferin OPP Detachment Board-Melancthon Township, Town of Mono, Mulmur Township; Orangeville OPP Detachment Board; Dufferin OPP Detachment 2 Board; and the Southwest Dufferin OPP Detachment Board to form the 2026-2029 Dufferin Detachment Action Plan. This work will include engaging with community members to ensure the needs of the communities we serve will be reflected in the commitments we make. Development of the 2026-2029 Dufferin Detachment Action Plan will coincide with the creation of the 2026-2029 OPP Strategic Plan to ensure organizational alignment and support.

The Dufferin Detachment – 2024 OPP Detachment Board Annual Report begins to bridge the gap between *Police Services Act* (PSA) and *Community Safety and Policing Act* (CSPA) reporting requirements.

From detachment administrative staff to frontline uniform members to specialty units to supervisors, our members continue to serve with pride, professionalism and honour. As we anticipate future challenges and opportunities for policing and community safety, we remain dedicated to our mission of serving our communities by protecting citizens, upholding the law and preserving public safety.

Inspector Michael Di Pasquale
Commander, Dufferin Detachment

Summary of Commitments

Through analysis and consultation, the following areas of focus were identified for the years 2023-2025.

Crime	Roadways, Waterways and Trails	Community Well-Being
To address and prevent multijurisdictional violent crimes and crimes of opportunity including auto thefts and frauds. Address recidivism, repeat offenders with bail violations, and the number of wanted persons at large in our community. Address intimate partner violence. Reduce illicit drug activity.	To sustain a continuous and year-round focus on the causal factors of motorized vehicle collisions.	Enhance the Mobile Crisis Response Team (MCRT) and strengthen partnership with Headwaters Health Care Centre. Engage and educate youth, in partnership with local school boards and other community organizations. Increased OPP attendance at community events and festivals through the Auxiliary unit. Protect vulnerable members of the community who may wander from cognitive impairments such as Alzheimer's or Autism by implementing Project Lifesaver.

2024 Crime Progress Updates

Commitment	Progress Update
To address and prevent multijurisdictional violent crimes and crimes of opportunity including auto thefts and frauds.	Dufferin OPP utilized resources available through Project Clasp to address and prevent auto thefts. Project Clasp has proven itself successful as a collaborative approach to addressing auto thefts in Central Ontario through four key strategies: enforcement, training, intelligence and public awareness. Led by our Community Response Unit (CRU) and auxiliary officers, Dufferin OPP participated in regular crime prevention education activities, town halls and presentations to educate and engage with members of the public about public safety priorities, including our vulnerable communities, youth/children, local businesses and financial institutions. We provided our officers with internal and external developmental and training opportunities to become more effective criminal investigators. This allowed us to build capacity and promote succession planning to support our Major Crime Unit and Community Street Crime Unit (CSCU) and other growth and development opportunities. Officers continued to enhance our community's sense of safety through strategic patrols relying upon data analysis and information garnered from community concerns. A mixture of vehicle, foot and bicycle patrols were leveraged, including the deployment of e-bikes.
Address recidivism, repeat offenders with bail violations, and the number of wanted persons at large in our community.	Dufferin OPP prioritized our OMAP efforts by ensuring that persons on release orders or bail remained in compliance with their release conditions. Our officers began using the Provincial Bail Compliance Dashboard (PBCD) as a situational awareness and investigative tool to assist them with their responsibilities. Our detachment continued with ongoing efforts at holding wanted members accountable. Officers safely located and arrested these persons in a timely manner.
Address intimate partner violence.	In 2024, Dufferin County declared IPV an epidemic. We acquired two DAII positions to review all IPV occurrences to support victims of crime and ensure continued investigative excellence. DAII's ensured that referrals to local support agencies were made and there was ongoing communication with victims and witnesses throughout the court processes. DAII's continued to collaborate with community agencies (i.e., Caledon/Dufferin Victim Services, Family Transition Place, local shelters, etc.) to provide outreach and resources.

Reduce illicit drug activity.	Dufferin OPP's CSCU continued to collaborate with specialized police units to effectively deter, detect and investigate property and drug crimes across the county. Approximately 148 criminal charges were laid, and multiple search and arrest warrants were executed. Through their efforts, Dufferin OPP's CSCU saw a reduction in property and drug crimes and increased feelings of safety in our communities.

2024 Roadways, Waterways and Trails Progress Updates

Commitment	Progress Update
To sustain a continuous and year-round focus on the causal factors of motorized vehicle collisions.	On an ongoing basis, Dufferin OPP continued to collaborate with road safety partners to prioritize this area of concern for our communities. On an ongoing basis, we relied upon data and complaint-driven areas to identify hot spot areas to focus our enforcement and visibility efforts. Officers utilized this information to ensure that they were strategically deployed to the right places and times to effectively prevent and respond to road safety issues while being flexible to changing demands and community expectations. Our officers prioritized “The Big Four” 24/7/365. They led the region in 12 provincial traffic safety campaigns throughout 2024. Our officers conducted regular commercial motor vehicle safety and security initiatives in partnership with local detachments and law enforcement agencies/MTO throughout the year. We effectively responded to community concerns by developing localized traffic safety campaigns that supported vulnerable road users (pedestrians, cyclists, etc.) and illegally modified vehicles. Our officers are provided with the right tools and training to effectively promote road safety across the county. We are proud of their hard work and we continue to rely upon our community members to drive responsibly and prioritize road safety.

2024 Community Well-Being Progress Updates

Commitment	Progress Update
Enhance the Mobile Crisis Response Team (MCRT) and strengthen partnership with Headwaters Health Care Centre.	Dufferin OPP's MCRT continued to proactively engage with vulnerable persons in our communities, including the unhoused, to ensure that they were kept safe and to connect them with resources for those who were willing to accept. We are very proud of our continued collaborative partnership with Headwaters Health Care Centre. We are finalizing a Transfer of Care Protocol that will aim at reducing police wait times at the hospital. We continued to provide officers with MCRT training to assist them in their daily responsibilities. This training has allowed our officers to more effectively and safely interact with the community, in particular, persons in crisis. Our officers helped promote improved outcomes by providing persons in crisis with referrals to community partners who are better positioned to support their individualized longer-term needs. Our collaborative partnerships continued to have a positive impact in diverting persons away from hospital unnecessarily; thus, improving outcomes for the entire community.
Engage and educate youth, in partnership with local school boards and other community organizations. Increased OPP attendance at community events and festivals through the Auxiliary unit.	Led by our CRU and auxiliary unit, Dufferin OPP conducted presentations to schools and community partners about issues that impacted their safety and well-being. We utilized traditional and social media to communicate targeted messaging focused on educating and engaging with youth, marginalized groups and parents/guardians who support them. Our auxiliary unit continued to proudly represent the Dufferin OPP at community events and festivals alongside our officers. These outstanding volunteers conducted presentations on topics impacting crime and traffic priorities in our community and supported community patrol initiatives.
Protect vulnerable members of the community who may wander from cognitive impairments such as Alzheimer's or Autism by implementing Project Lifesaver.	Led by our CRU and auxiliary unit, Dufferin OPP also participated in several in-person presentations, town halls and engaged the community through social media about the protection of vulnerable persons in our community. We continued to leverage Project Lifesaver as an effective tool to locate persons who may wander due to cognitive impairments and to safely reunite them with their families.

Other Community Updates

- Dufferin OPP created a collision reporting centre (CRC) at the Primrose office which is centrally located to serve the county. The decision to place the CRC here was also made in reviewing historical collision data and will continue to be re-evaluated. The CRC has proven itself to be effective in providing our community with a safe and effective way to streamline collision reporting. It has also freed up our officer's time, so they are available to respond to higher priority calls for service and to enhance their daily proactive patrol and community engagement efforts.
- Dufferin OPP utilized data analytics to develop "focused patrols" to target community concerns, including collisions, LCBO thefts, auto thefts and mischiefs to parks. Our efforts reduced crime and traffic occurrences and future calls for service by placing officers at pre-determined locations, including dates/times and focus to curtail unlawful activity.
- Dufferin OPP continued to engage with diverse groups and organizations in our area to build relationships and promote community safety and well-being. In 2024, we celebrated events and flag raisings with multi-cultural events across the county including Black History Month with the Dufferin County Canadian Black Association.
- Dufferin OPP continues to promote the OPP as an employer of choice. Every member of our team is a recruiter.

Calls for Service

Table 1.1

All CAD Events*	Immediate Police Response Required**
34,967	9,412

* This represents all Computer Aided Dispatch (CAD) event types created for each detachment area. Not all CAD events are dispatched to a frontline OPP detachment officer. Some events may have been actioned by another OPP member, diverted to another unit, or deemed a non-OPP event. This does not include officer or detachment generated events that have not been reported through the PCC, or any online reporting events.

** This represents the total number of CAD events prioritized for an immediate police response, indicating the potential for extreme danger, catastrophic circumstances, injury, the threat of injury, death, and/or crime in progress.

Crime and Clearance

Violent Crimes **Table 2.1**

Offences	2022	2023	2024	Clearance Rate
01 - Homicide	1	0	2	50.00%
02 - Other Offences Causing Death	0	0	0	-
03 - Attempted Murder	0	1	0	-
04 - Sexual Offences	54	52	58	75.86%
05 - Assaults/Firearm Related Offences	179	221	239	78.66%
06 - Offences Resulting in the Deprivation of Freedom	2	5	2	100.00%
07 - Robbery	11	8	8	87.50%
08 - Other Offences Involving Violence or the Threat of Violence	142	147	186	45.70%
09 - Offences in Relation to Sexual Services	0	0	0	-
10 - Total	389	434	495	66.06%

Property Crimes **Table 2.2**

Offences	2022	2023	2024	Clearance Rate
01 - Arson	2	3	8	0.00%
02 - Break and Enter	86	108	68	22.06%
03 - Theft Over $5,000	93	140	119	12.61%
04 - Theft Under $5,000	519	505	500	15.60%
05 - Have Stolen Goods	12	9	17	82.35%
06 - Fraud	285	359	325	5.85%
07 - Mischief	266	237	217	12.90%
08 - Total	1,263	1,361	1,254	13.48%

Other Criminal Code **Table 2.3**

Offences	2022	2023	2024	Clearance Rate
01 - Gaming and Betting	0	0	0	-
02 - Offensive Weapons	29	24	24	58.33%
03 - Other Criminal Code Offences	202	218	253	62.45%
04 - Total	231	242	277	62.09%

Drugs **Table 2.4**

Offences	2022	2023	2024	Clearance Rate
01 - Possession	19	22	13	76.92%
02 - Trafficking	25	26	21	85.71%
03 - Importation and Production	0	0	0	-
04 - Cannabis Possession	0	0	2	100.00%
05 - Cannabis Distribution	1	1	0	-
06 - Cannabis Sale	3	0	0	-
07 - Cannabis Importation and Exportation	0	0	0	-
08 - Cannabis Production	0	0	0	-
09 - Other Cannabis Violations	0	1	0	-
10 - Total	48	50	36	83.33%

Federal Statutes **Table 2.5**

Offences	2022	2023	2024	Clearance Rate
Federal Statutes	4	3	16	100.00%

Traffic Violations **Table 2.6**

Offences	2022	2023	2024	Clearance Rate
01 - Dangerous Operation	5	7	6	100.00%
02 - Flight from Peace Officer	12	23	13	23.08%
03 - Operation while Impaired/Low Blood Drug Concentration Violations	94	89	116	100.00%
04 - Failure or Refusal to Comply with Demand	9	7	11	100.00%
05 - Failure to Stop after Accident	5	5	5	20.00%
06 - Operation while Prohibited	11	11	8	100.00%
07 - Total	136	142	159	91.19%

Youth Crime **Table 2.7**

Disposition Type	2022	2023	2024
Bail	0	0	0
Conviction	13	6	0
Diversion	3	4	1
Non-Conviction	38	67	21
NotAccepted	1	0	0
POA Ticket	3	7	9
NULL	4	8	96
Total	62	92	127

Victim Referrals **Table 2.8**

Offences	2022	2023	2024
Sum of Offered	1672	2035	2205
Sum of Accepted	614	725	761
Sum of Total	2286	2760	2966
Sum of % Accepted	26.86%	26.27%	25.66%

Traffic and Road Safety

Motor Vehicle Collisions (MVC) by Type **Table 3.1**

(Includes roadway, off-road and motorized snow vehicle collisions)

Offences	2022	2023	2024
Fatal Injury Collisions	2	7	7
Non-Fatal Injury Collisions	127	146	156
Property Damage Only Collisions	1,091	1,126	1,142
Alcohol-Related Collisions	39	47	45
Animal-Related Collisions	176	162	147
Speed-Related Collisions	170	141	150
Inattentive-Related Collisions	227	199	159
Persons Killed	3	8	7
Persons Injured	177	268	273

Primary Causal Factors in Fatal MVCs on Roadways **Table 3.2**

Offences	2022	2023	2024
Fatal Roadway Collisions where Causal is Speed Related	0	1	2
Fatal Roadway Collisions where Causal is Alcohol/Drug Related	0	0	2
Persons Killed in Fatal Roadway Collisions where lack of Seatbelt/Helmet use is a Factor	0	0	3
Fatal Roadway Collisions where Causal is Inattentive Related	1	1	1
Fatal Roadway Collisions where Causal is Animal Related	0	0	1

Fatalities in Detachment Area **Table 3.3**

Fatality Type	Category	2022	2023	2024
Roadway	Fatal Incidents	2	7	7
Roadway	Persons Killed	3	8	7
Roadway	Alcohol/Drug Related Incidents	0	0	2
Marine	Fatal Incidents	0	0	0
Marine	Persons Killed	0	0	0
Marine	Alcohol/Drug Related Incidents	0	0	0
Off-Road Vehicle	Fatal Incidents	0	0	0
Off-Road Vehicle	Persons Killed	0	0	0
Off-Road Vehicle	Alcohol/Drug Related Incidents	0	0	0
Motorized Snow Vehicle	Fatal Incidents	0	0	0
Motorized Snow Vehicle	Persons Killed	0	0	0
Motorized Snow Vehicle	Alcohol/Drug Related Incidents	0	0	0

Big 4 **Table 3.4**

Offences	2022	2023	2024
Distracted (HTA 78.1)	339	154	69
Impaired (CCC 320.14 & 320.15)	174	188	221
Seatbelt (HTA 106)	335	322	307
Speeding (HTA 128)	6,494	4,626	4,995

Charges **Table 3.5**

Offences	2022	2023	2024
HTA	10,533	9,608	8,714
Criminal Code Traffic	206	253	276
Criminal Code Non-Traffic	1,175	1,439	1,512
LLCA	119	136	147
Controlled Drug and Substance Act	65	122	115
Federal Cannabis Act	30	7	7
Provincial Cannabis Act	84	85	124
Other	832	912	1,075

Policing Hours

The OPP has developed a Service Delivery Model (SDM) in response to several reviews and audit recommendations. The SDM is designed to:

- Promote officer wellness through balanced workloads
- Determine adequate staffing levels at each detachment
- Ensure the continued delivery of adequate and effective policing services in accordance with the Community Safety and Policing Act (CSPA).

To implement the SDM, the OPP has submitted a seven-year staffing strategy to address required increases in detachment personnel. This model supports the OPP's ability to:

- Respond rapidly to increasing calls for service
- Maintain safe communities through proactive patrols and community engagement
- Address municipal concerns about reduced police visibility

To monitor progress and guide detachment-level planning, the OPP has established time allocation targets for provincial constables (figure 1). These targets reflect how time should ideally be distributed by the end of the seven-year strategy.

The targets are based on a provincial average and variations are expected between detachments due to differences in geography, operational structure, recruitment and other absences.

In the short term, detachments may face challenges in achieving these targets. Continued improvements in scheduling tools, data integrity, and strategic deployment will support progress toward these goals.

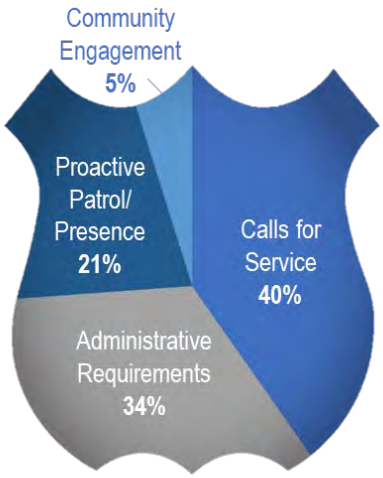

Figure 1: Service Delivery Model Provincial Target

Service Delivery Activity Allocations **Table 4.1**

Calls for Service	Administrative Requirements	Proactive Patrol	Community Engagement
48.7%	30.3%	15.4%	5.6%

Hours (Field Personnel) **Table 4.2**

	2022	2023	2024
TOTAL FRONTLINE HOURS	135,340	127,907	142,042

Endnotes

Tables 2.1, 2.2, 2.3, 2.4, 2.5, 2.6

Source: Niche Records Management System (RMS), (2025/04/23)

Note:

- Statistics Canada's Uniform Crime Reporting Survey was designed to measure the incidence of crime in Canadian society and its characteristics.
- Actual counts (2022, 2023 and 2024) and Clearance Rate for 2024 included.
- The most serious violation methodology (MSV) is used, which is the same as Statistics Canada's methodology. The MSV counts only the first of up to four offences per incident that occurred in the specific time range.
- First Nation population is not included.
- Statistics Canada Verified (green checkmark) only.

Table 2.1 Violent Crimes

Corresponding Violation Description

01 Murder 1st Degree, Murder 2nd Degree, Manslaughter, Infanticide
02 Criminal Negligence Causing Death, Other Related Offences Causing Death
03 Attempted Murder, Conspire to Commit Murder
04 Sexual offence which occurred prior to January 4, 1983, Sexual Assault, Level 3, Aggravated, Sexual Assault, Level 2, Weapon or Bodily Harm, Sexual Assault, Level 1, Sexual Interference, Invitation to Sexual Touching, Sexual Exploitation, Sexual Exploitation of a Person with a Disability, Incest, Corrupting Morals of a Child, Making Sexually Explicit Material Available to Children, Parent or Guardian Procuring Sexual Activity, Householder Permitting Sexual Activity, Luring a Child via Computer, Agreement or Arrangement - Sexual Offence Against a Child, Bestiality - Commits, Compels Another Person, Bestiality in, Presence of, or Incites, a Child, Voyeurism, Non-Consensual Distribution of Intimate Images
05 Assault Level 3, Aggravated, Assault Level 2, Weapon/Bodily Harm, Assault Level 1, Unlawfully Causing Bodily Harm, Discharge Firearm with Intent, Using firearm/Imitation of Firearm in the Commission of an Offence, Pointing a Firearm, Assault, Peace-Public Officer, Assault Against Peace Officer with a Weapon or Causing Bodily Harm, Criminal Negligence Causing Bodily, Harm, Trap Likely to or Causing Bodily Harm, Other Assaults
06 Kidnapping, Forcible Confinement, Hostage Taking, Trafficking in Persons, Abduction Under 14, Not Parent/Guardian, Abduction Under 16, Removal of Children from Canada, Abduction Under 14 Contravening a Custody Order, Abduction Under 15 by Parent/Guardian
07 Robbery, Robbery to Steal Firearm
08 Extortion, Intimidation of a Justice System Participant or a Journalist, Intimidation of a Non-justice System Participant, Criminal Harassment, Indecent/Harassing Communications, Utter Threats to Person, Explosives Causing Death/Bodily Harm, Arson - Disregard for Human Life, Other Violations Against the Person, Failure to Comply with Safeguards (MAID), Forging/Destruction of Documents (MAID)
09 Obtaining Sexual Services for Consideration, Obtaining Sexual Services for Consideration from Person Under the Age of 18 Years, Material Benefit from Sexual Services, Material Benefit from Sexual Services Provided by Person Under the Age of 18 Years, Procuring, Procuring a Person Under the Age of 18 Years, Advertising Sexual Services

Table 2.2 Property Crimes

Corresponding Violation Description

01 Arson
02 Break & Enter, Break & Enter to Steal a Firearm, Break & Enter a Motor Vehicle (Firearm)
03 Theft over $5000, Theft over $5000 from a Motor Vehicle, Shoplifting over $5000, Motor Vehicle Theft
04 Theft $5000 or Under, Theft under $5000 from a Motor Vehicle, Shoplifting $5000 or Under
05 Trafficking in Stolen Goods over $5000, Possession of Stolen Goods over $5000, Trafficking in Stolen Goods $5000 and Under, Possession of Stolen Goods $5000 and Under
06 Fraud, Identity Theft, Identity Fraud
07 Mischief, Mischief to Cultural Property, Hate-motivated mischief relating to property used by identifiable group, Mischief Relating to War Memorials, Altering/Destroying/Removing a Vehicle Identification Number (VIN)

Table 2.3 Other Criminal Code

Corresponding Violation Description

01 Betting House, Gaming House, Other Violations Related to Gaming and Betting
02 Offensive Weapons: Explosives, Weapons Trafficking, Possession and Distribution of Computer Data (Firearm), Altering Cartridge Magazine, Weapons Possession Contrary to Order, Possession of Weapons, Unauthorized Importing/Exporting of Weapons., Firearms Documentation/Administration, Unsafe Storage of Firearms
03 Failure to Comply with Order, Escape and being at large without excuse - escape from custody, Escape and being at large without excuse - Unlawfully at Large, Failure to Appear, Breach of Probation, Disturb the Peace, Child Pornography (Possessing or Accessing), Child Pornography (Making or Distributing), Public Communications to Sell Sexual Services, Offences Related to Impeding Traffic to Buy or Sell Sexual Services, Counterfeiting, Indecent Acts, Voyeurism (Expired), Corrupting Morals, Lure child via Computer (Expired), Obstruct Public/Peace Officer. Trespass at Night, Threatening/Harassing Phone Calls (Expired), Utter Threats Against Property or Animals, Advocating Genocide, Public Incitement of Hatred, Promoting or Advertising Conversion Therapy, Unauthorized Recording of a Movie/Purpose of Sale, Rental, Commercial, Distribution, Offences Against Public Order (Part II CC), Property or Services for Terrorist Activities, Freezing of Property, Disclosure, Audit, Participate in Activity of Terrorist Group, Facilitate Terrorist Activity, Instruction/Commission of Act of Terrorism, Hoax – Terrorism, Advocating/Promoting Terrorism, Firearms and Other Offensive Weapons (Part III CC), Leave Canada to Participate in Activity of a Terrorist Group, Leave Canada to Facilitate Terrorist Activity, Leave Canada to Commit Offence for Terrorist Group, Leave Canada to Commit Offence that is Terrorist Activity, Harbour/Conceal Terrorist (Max = Life), Harbour/Conceal Terrorist (Max Does Not = Life), Harbour/Conceal Person Likely to Carry Out Terrorist Activity, Offences Against the Administration of Law and Justice (Part IV CC). Sexual Offences, Public Morals and Disorderly Conduct (Part V CC), Invasion of Privacy (Part VI CC), Failure to Comply with Regulations / Obligations for Medical Assistance in Dying (MAID), Other Offences Against the Person and Reputation, Offences Against the Rights of Property (Part IX CC), Fraudulent Transactions, Relating to Contracts and Trade (Part X CC), Offences Related to Currency, Proceeds of Crime (Part XII.2 CC), Attempts, Conspiracies, Accessories, Instruct Offence for Criminal Organization, Commit Offence for Criminal Organization, Participate in Activities of Criminal Organization, Recruitment of Members by a Criminal Organization, All Other Criminal Code (includes Part XII.1 CC)

Table 2.4 Drugs

Corresponding Violation Description

01 Possession – Heroin, Possession – Cocaine, Possession - Other Controlled Drugs and Substances Act, Possession - Methamphetamine (Crystal Meth), Possession - Methylenedioxyamphetamine (Ecstasy), Possession – Opioid (other than heroin)
02 Trafficking – Heroin, Trafficking – Cocaine, Trafficking - Other Controlled Drugs and Substances Act, Trafficking - Methamphetamine (Crystal Meth), Trafficking - Methylenedioxyamphetamine (Ecstasy), Trafficking – Opioid (other than heroin)
03 Import / Export – Heroin, Import / Export – Cocaine, Import / Export - Other Controlled Drugs and Substances Act, Import / Export - Methamphetamines (Crystal Meth), Import / Export - Methylenedioxyamphetamine (Ecstasy), Import/Export – Opioid (other than heroin), Production – Heroin, Production – Cocaine, Production - Other Controlled Drugs & Substances Act, Production - Methamphetamines (Crystal Meth), Production - Methylenedioxyamphetamine (Ecstasy), Production – Opioid (other than heroin), Possession, sale, etc., for use in production of or trafficking in substance
04 Possession of illicit or over 30g dried cannabis (or equivalent) by adult, Possession of over 5g dried cannabis (or equivalent) by youth, Possession of budding or flowering plants, or more than four cannabis plants, Possession of cannabis by organization
05 Distribution of illicit, over 30g dried cannabis (or equivalent), or to an organization, by adult, Distribution of cannabis to youth, by adult, Distribution of over 5g dried cannabis (or equivalent), or to an organization, by youth, Distribution of budding or flowering plants, or more than four cannabis plants, Distribution of cannabis by organization, Possession of cannabis for purpose of distributing
06 Sale of cannabis to adult, Sale of cannabis to youth, Sale of cannabis to an organization, Possession of cannabis for purpose of selling
07 Importation and exportation of cannabis, Possession of cannabis for purpose of exportation
08 Obtain, offer to obtain, alter or offer to alter cannabis, Cultivate, propagate or harvest cannabis by adult, Cultivate, propagate or harvest cannabis by youth or organization
09 Possess, produce, sell, distribute or import anything for use in production or distribution of illicit cannabis, Use of young person in the commission of a cannabis offence, Other Cannabis Act

Table 2.5 Federal Statutes

Corresponding Violation Description

Bankruptcy Act, Income Tax Act, Canada Shipping Act, Canada Health Act, Customs Act , Competition Act, Excise Act, Youth Criminal Justice Act (YCJA), Immigration and Refugee Protection Act, Human Trafficking (involving the use of abduction, fraud, deception or use of threat), Human Smuggling fewer than 10 persons, Human Smuggling 10 persons or more, Firearms Act, National Defence Act, Emergencies Act, Quarantine Act, Other Federal Statutes

Table 2.6 Traffic Violations

Corresponding Violation Description

01 Dangerous Operation Causing Death, Dangerous Operation Causing Bodily Harm, Dangerous Operation
02 Flight from Peace Officer
03 Operation - low blood drug concentration, Operation while impaired causing death (alcohol), Operation while impaired causing death (alcohol and drugs), Operation while impaired causing death (drugs), Operation while impaired causing death (unspecified), Operation while impaired causing bodily harm (alcohol), Operation while impaired causing bodily harm (alcohol and drugs), Operation while impaired causing bodily harm (drugs), Operation while impaired causing bodily harm (unspecified), Operation while impaired (alcohol), Operation while impaired (alcohol and drugs), Operation while impaired (drugs), Operation while impaired (unspecified)
04 Failure or refusal to comply with demand (alcohol), Failure or refusal to comply with demand (alcohol and drugs), Failure or refusal to comply with demand (drugs), Failure or Refusal to Comply with Demand (unspecified), Failure or refusal to comply with demand, accident resulting in bodily harm (alcohol), Failure or refusal to comply with demand, accident resulting in bodily harm (alcohol and drugs), Failure or refusal to comply with demand, accident resulting in bodily harm (drugs), Failure or refusal to comply with demand, accident resulting in bodily harm (unspecified), Failure or refusal to comply with demand, accident resulting in death (alcohol), Failure or refusal to comply with demand, accident resulting in death (alcohol and drugs), Failure or refusal to comply with demand, accident resulting in death (drugs), Failure or refusal to comply with demand, accident resulting in death (unspecified)
05 Failure to stop after accident resulting in death, Failure to stop after accident resulting in bodily harm, Failure to stop after accident, Operation while prohibited

Table 2.7 Youth Crime

Source: Niche Records Management System (RMS), (2025/04/24)

Note:

- Youth Charges by Disposition Type
- Only charges that have had a disposition type recorded in the OPP Niche RMS application are included.
- Youth charges without a disposition type are not included which may result in under stating the actual youth charges.
- “NULL” represents blanks, or where officers did not indicate the Disposition Type, however charges were applied.

Table 2.8 Victim Referrals

Source: Niche Records Management System (RMS), (2025/04/24)

Note:

- Number of Referrals to Victim Service Agencies

Table 3.1 Motor Vehicle Collisions (MVC) by Type

Source: Ontario Provincial Police, Collision Reporting System (CRS), (2025/02/21)

Note:

- Total Motor Vehicle Collisions (Fatal Injury, Non-Fatal Injury and Property Damage Only): Reportable Fatal Injury, Non-Fatal Injury and Property Damage Only Collisions entered into the eCRS for All Motorized Vehicles (MVC-Roadway, MSV- Snowmobile and ORV-Off Road Report Type) regardless of completion/approval status.
- Alcohol/Drug Related Collisions: Reportable MVC collisions where Alcohol/Drug Involved field indicated as Yes OR Contributing Factor scored as Ability Impaired (Alcohol or Drug) OR Driver Condition reported as Had Been Drinking or Ability Impaired.
- Animal Related Collisions: Reportable MVC collisions where Contributing Factor scored as Animal OR Wildlife Involved was an Animal OR Sequence of Events was an Animal.
- Speed Related Collisions: Reportable MVC collisions where Contributing Factor scored as Excessive Speed or Speed Too Fast For Conditions OR Driver Action reported as Exceeding Speed Limit or Speed Too Fast For Conditions.
- Inattentive Related Collisions: Reportable MVC collisions where Contributing Factor scored as Inattentive OR Driver Condition reported as Inattentive.
- Persons Killed or Injured: Number of Persons Injured or Killed in Reportable MVC collisions.

Table 3.2 Primary Causal Factors in Fatal MVCs on Roadways

Source: Ontario Provincial Police, Collision Reporting System (CRS), (2025/02/21)

Note:

- Fatal Roadway Collisions where Causal is Speed Related: Reportable Fatal Roadway Collisions where Contributing Factor scored as Excessive Speed or Speed Too Fast For Conditions OR Driver Action reported as Exceeding Speed Limit or Speed Too Fast For Conditions.
- Fatal Roadway Collisions where Causal is Alcohol/Drug Related: Reportable Fatal Roadway Collisions where Contributing Factor where Alcohol/Drug Involved field indicated as Yes OR Contributing Factor scored as Ability Impaired (Alcohol or Drug) OR Driver Condition reported as Had Been Drinking or Ability Impaired.
- Persons Killed in Fatal Roadway Collisions where lack of Seatbelt/Helmet use is a Factor:
  Persons Killed in Reportable Fatal Roadway Collisions where Victim is fatally injured AND a vehicle occupant AND where safety equipment reported to be not used but available.
- Fatal Roadway Collisions where Causal is Inattentive Related: Reportable Fatal Roadway Collisions where Contributing Factor scored as Inattentive OR Driver Condition reported as Inattentive.
- Fatal Roadway Collisions where Causal is Animal Related: Reportable Fatal Roadway Collisions where Contributing Factor scored as Animal OR Wildlife Involved was an Animal OR Sequence of Events was an Animal.

Table 3.3 Fatalities in Detachment Area

Source: Ontario Provincial Police, Collision Reporting System (CRS), (2025/02/21)

Note:

- Fatal Incidents: Reportable Fatal Collisions by Report Type (Roadway, Marine, Off-Road Vehicle, Motorized Snow Vehicle).
- Persons Killed: Number of Involved Persons where Injury is fatal by Report Type (Roadway, Marine, Off-Road Vehicle, Motorized Snow Vehicle).
- Alcohol/Drug Related Incidents: Reportable Fatal Collisions by Report Type (Roadway, Marine, Off-Road Vehicle, Motorized Snow Vehicle) where Alcohol/Drug Involved field indicated as Yes OR Contributing Factor scored as Ability Impaired (Alcohol or Drug) OR Driver Condition reported as Had Been Drinking or Ability Impaired.

Table 3.4 Big 4

Source: Niche Records Management System (RMS) & eTicket, (2025/02/21)

Note:

- Speeding (HTA 128): Charges are based on date charged. Speeding = HTA s.128 charges.
- Seatbelt (HTA 106): Charges are based on date charged. Seatbelt = HTA s.106 charges.
- Distracted (HTA 78.1): Charges are based on date charged. Distracted = HTA s.78.1 charges.
- Impaired (CCC 320.14 & 320.15): Charges are based on date charged. Impaired = CCC s.320.14 & 320.15 charges.

Table 3.5 Charges

Source: Niche Records Management System (RMS) & eTicket, (2025/02/21)

Note:

- HTA: Charges are based on date charged. Highway Traffic Act Statute charges.
- Criminal Code Traffic: Charges are based on date charged. Criminal Code Traffic (CCC s320.13, 320.14, 320.15, 320.16, 320.17 & 320.18) charges.
- Criminal Code Non-Traffic: Charges are based on date charged. All CCC charges not included in the Criminal Code Traffic section above.
- LLCA: Charges are based on date charged. Liquor Licence and Control Act charges.
- Federal Cannabis Act: Charges are based on date charged. Cannabis Act charges.
- Provincial Cannabis Act: Charges are based on date charged. Cannabis Control Act charges.
- Controlled Drug and Substance Act: Charges are based on date charged. Controlled Drug and Substance Act charges.
- Other: Charges are based on date charged. "Other" charges is comprised of CAIA, Other Provincial & Federal Offences not already captured in sections above.

Table 4.1 Service Delivery Activity Allocations

Source: Daily Activity Reporting (DAR) System

Date: April 17, 2025

Note: Activity allocation percentages are based on the total reported hours of detachment provincial constables performing duties within their home detachment location.

Table 4.2 Hours (Field Personnel)

Source: Daily Activity Reporting (DAR) System

Date: January 20, 2025

Note:

- Total reported hours, excluding paid duties.
- Includes Provincial Constable to Sergeant ranks only.
- Excludes First Nations badge numbers.
- Excludes administrative accounts and joint services accounts.
- Excludes incomplete DAR entries and those with errors.
- Excludes General Headquarters location codes.

CONTACT THE OPP

REACH THE OPP BY PHONE

- Know your location: Be ready to describe your surroundings. Look for addresses, landmarks and buildings that may help identify your location.
- Call 9-1-1 if there is immediate risk to someone's life or property.
- Don't hang up, stay on the line
- Call 1-888-310-1122 for non-life-threatening incidents that require police attention
- TTY 1-888-310-1133, or Agent 511 for registered subscribers (for the Deaf, Hard of Hearing and Speech Impaired)

PROVIDE AN ANONYMOUS TIP

- Call Crime Stoppers at 1-800-222-8477 (TIPS)
- Visit www.crimestoppers.ca

SPEAK WITH AN OFFICER FOR ALL OTHER MATTERS

To arrange to meet an officer at a detachment, go to www.opp.ca to use the Local Detachment Finder and follow the prompts.

REPORT AN INCIDENT ONLINE

You have the option to report select occurrences to police from the convenience of a computer.

Visit www.opp.ca/reporting to use the Citizen Self Reporting system. Specific incidents can be reported online without attending a detachment or waiting for an officer.

You can use this system to report:

- Theft Under $5,000
- Mischief / Damage to Property Under $5,000
- Mischief / Damage to Vehicle Under $5,000
- Theft from Vehicle Under $5,000
- Lost / Missing Property Under $5,000 including a licence plate(s) or validation sticker(s)
- Theft of any type of gasoline from a gas station
- Driving Complaints
- Theft from Vehicle Under $5,000
- Lost / Missing Property Under $5,000 including a licence plate(s) or validation sticker(s)
- Theft of any type of gasoline from a gas station
- Driving Complaints

Do not use this system if this is an emergency! If it is, call 9-1-1.

9-1-1 is for police, fire or medical emergencies only.

Accidental, hang-up or abuse of 9-1-1 calls tie up emergency lines, communicators and officers which could result in the slower response to a real emergency, risking the safety of people who need urgent help.

#KnowWhenToCall

If you've dialed 9-1-1 in error, stay on the line. Your call will be connected to police. Answer all questions asked by the communicator. This eliminates a lengthy follow up process that may lead to officers attending your location to ensure your safety.

DETACHMENT BOARD ANNUAL REPORT

2024

DUFFERIN DETACHMENT

506312 Highway 89
Mono ,ON
L9V 1H9

Tel: 519-925-3838
Fax: 519-925-6462

Follow us on

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Ph: (519) 925-5525
Fax: (519) 925-1110

TOWNSHIP OF MELANCTHON
Committee of Adjustment

157101 Highway 10
Melancthon, Ontario
L9V 2E6

NOTICE OF PUBLIC MEETING
Application for Consent

File No. **B1/25**

Date of Meeting: **Thursday, July 17th, 2025** Time: **6:00 p.m.**

Name of Owner/Applicant: **Steve & Susan Verduin**

Location of Public Meeting: **157101 Highway 10, Melancthon Office**
(Hybrid Meeting - see note below)

NOTE: This will be a Hybrid meeting. If you wish to attend the Meeting in Person you may come to the Township Office or if you wish to join virtually, please call, or e-mail the Township office prior to the day of the public meeting so you can be provided with a link to the meeting. If you are unable to attend the meeting, please provide written comments and a phone number where you can be reached to the Township Clerk prior to the public meeting.

PROPOSED SEVERANCE: E Part Lot 1, Concession 1 OS RP 7R1455 Parts 2 & 3 (556024 Mulmur-Melancthon Townline)

Existing Use: Open Land

Proposed Use: Open Land

Road Frontage: 61 m (200.13 ft)

Depth: 27.06 m (88.8 ft)

Area: 0.83 ha (2.06 acres)

RETAINED PORTION: E Part Lot 1, Concession 1 OS RP 7R1455 Parts 2 & 3 (556024 Mulmur-Melancthon Townline)

Existing Use: Residential

Proposed Use: Residential

Road Frontage: 280.33 m (919.72ft)

Depth: 95.52 m (313.39 ft)

Area: 3.02 ha (7.46 acres)

FINAL LOT ENLARGEMENT: East Part Lot 1, Con 1 OS RP 7R4078 Part 1 (Lot Enlargement of 556034 Mulmur-Melancthon Townline)

Existing Use: Residential

Proposed Use: Residential

Road Frontage: 122 m (400.26ft)

Depth: 109.62 m (359.65 ft)

Area: 1.34 ha (3.3 acres)

If you require additional information on this application, it may be obtained by contacting the Secretary-Treasurer at the above address during regular office hours.

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If a person or public body that files an appeal of a decision of the Melancthon Township Committee of Adjustment in respect of the proposed consent does not make a written submission to the Committee of Adjustment before it gives or refuses to give a provisional consent, the Ontario Land Tribunal may dismiss the appeal.

If you wish to be notified of the decision of the Committee of Adjustment in respect of the proposed consent, you must make a written request to the Committee of Adjustment, Township of Melancthon, 157101 Highway 10, Melancthon, Ontario, L9V 2E6.

Date of this notice: June 18th, 2025

Denise B. Holmes, Secretary-Treasurer

Appendix 1 – Lands subject to Consent Application

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Ministry of Municipal Affairs and Housing

Office of the Deputy Minister

777 Bay Street, 17th Floor
Toronto ON M7A 2J3
Tel.: 416 585-7100

Ministère des Affaires Municipales et du Logement

Bureau du sous-ministre

777, rue Bay, 17e étage
Toronto (Ontario) M7A 2J3
Tél. : 416 585-7100

Ontario

242-2025-4

June 19, 2025

Dear Sir/Madam,

I am writing to provide clarity regarding the authority of municipalities in setting building standards, particularly in light of the recently passed legislative changes under the *Protect Ontario by Building Faster and Smarter Act, 2025* (Bill 17).

As part of the government's commitment to accelerating housing development and ensuring consistency across Ontario, the amendment to the *Building Code Act, 1992*, in Schedule 1 of Bill 17 now provides greater clarification that municipalities do not have, and have never had, the authority to pass by-laws that establish construction or demolition standards. Municipalities cannot use provisions in the *Municipal Act, City of Toronto Act*, and *Planning Act,* including site plan control, to create and require construction or demolition standards for buildings. This includes, but is not limited to, local green building standards or green development standards as they pertain to the construction of a building, including any energy efficiency requirements for buildings.

The intent of this clarification is to:

- Ensure predictability and consistency for builders and developers across the province.
- Avoid duplication and any differences between municipal by-laws and provincial regulations.
- Support the timely delivery of housing and other buildings.
- Avoid the need for developers and designers to redesign their products for use in different municipal jurisdictions.

Municipalities play an important role in community planning and development, however, it is essential that all jurisdictions operate within the framework established by provincial legislation to ensure a streamlined and effective approach to building across Ontario.

As this clarification is reflected in municipal processes, the ministry has been directed to monitor outcomes to ensure actions are not taken to bypass this, which would erode efforts to ensure standardization of mandatory requirements across the province. If necessary, and considering economic conditions, the government is prepared to take additional legislative action to ensure municipalities are adhering to the provincial framework and reducing red tape in this space.

Should you have any questions or require further clarification, please contact David McLean, Assistant Deputy Minister, Housing Policy and Planning Division, MMAH.

Sincerely,

Martha Greenberg
Deputy Minister, Ministry of Municipal Affairs and Housing

Cc: David McLean, Assistant Deputy Minister, Housing Policy and Planning Division, MMAH

Roseann Knechtel

From: Roseann Knechtel
Sent: June 2, 2025 9:49 AM
Subject: Fw: request for County property tax inserts

From: Meghan Townsend <mtownsend@townofgrandvalley.ca>
Sent: Friday, May 30, 2025 4:06 PM
Subject: request for County property tax inserts

Hello everyone,
At their May 27, 2025 meeting, after a discussion on public education regarding property taxes, Grand Valley Council passed the following resolution request to the County:

2025-05-33
Be it resolved that Council receives the Report – Treasurer's Update for information purposes
And Further That Council requests the County of Dufferin to supply literature and information regarding a breakdown of the 2025 county budget
And Further That this resolution be forwarded to the County and all Dufferin municipalities
And Further That if timing does not work for 2025 that it be included for 2026
CARRIED

Thank you,

Meghan Townsend, MPS, BSc, Dipl.M.A. | CAO/Clerk
Town of Grand Valley | 5 Main Street North, Grand Valley, ON L9W 5S6
Tel: (519) 928-5652 x222 | Fax: (519) 928-2275 | mtownsend@townofgrandvalley.ca
My workday may look different from your workday. Please do not feel obligated to respond outside of your normal working hours.

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TOWN OF CALEDON

Annette Groves
Mayor

Her Worship, Mayor Annette Groves
Office of the Mayor
6311 Old Church Road
Caledon, ON L7C 1J6

June 4, 2025

The Honourable Doug Ford,
Premier of Ontario
Premier's Office, Room 281
Main Legislative Building, Queen's Park
Toronto, ON M7A 1A5
Premier@ontario.ca

Dear Premier Ford,

Illegal land use, including unauthorized development, unapproved land alterations, and other non-compliant activities, poses significant threats to the Town's agricultural viability, water quality, and ecosystem health, in addition to decreasing adjacent land values and undermining public trust in land-use governance enforcement.

There have been approximately 1,300 properties investigated in Caledon for illegal land use since 2015, with the majority of instances being for the operation of illegal transportation depots.

Illegal transportation depots and parking lots undermine the success of Caledon's largest industry and employment sector. The prevalence of illegal transportation depots and parking lots, and their disregard for architectural and landscape standards, reduce the appeal for investment in prestige employment lands.

Penalties prescribed by the Planning Act are insufficient to deter violations, as they do not adequately reflect the economic gains derived from illegal land use activities and even maximum fines are difficult to obtain. The existing provisions in the Municipal Act specifically disallow municipalities from licensing transportation depots and truck parking.

In June 2023, the Town of Caledon wrote to your office requesting increased authority for municipalities to manage illegal land use including the ability to physically bar entry to properties and increase maximum penalty amounts for individuals and corporations. The Town has also made similar requests to the Honourable Deputy Premier Sylvia Jones, the Ministry of the

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Attorney General, the Ministry of Transportation and the Ministry of Municipal Affairs and Housing.

At the June 3, 2025 General Committee Meeting, Council expressed support for a motion to strengthen municipal authority to effectively manage illegal land use by:

1. Amending the Planning Act to allow for a municipality to:

    a. require a person to pay an administrative penalty if the municipality is satisfied that the person has contravened section 41, section 46, subsection 49 (4) or section 52 or who contravenes a by-law passed under section 34 or 38 or an order made under section 47; whereas municipalities cannot currently administer administrative penalty systems under the Act, unlike the Municipal Act and Building Code Act,

    b. issue orders to discontinue a contravening activity or perform work to correct a contravention under a by-law passed under section 34 of the Act, whereas the Act does not currently allow it.

    c. enable a matter or thing to be done at a person's expense in default of it being done in accordance with an order made under a by-law passed under section 34 of the Act; further, that the costs of such action taken by a municipality may be recovered by adding the costs to the tax roll and collecting them in the same manner as property taxes, whereas municipalities cannot currently perform remedial work under the Act, unlike the Municipal Act,

    d. register charges, fines, orders, notices, prohibitions, injunctions and court imposed fines in the proper land registry office, so any person acquiring any interest in the land subsequent to the registration of the order is deemed to have been served with the same order; whereas the Act does not currently allow it,

    e. increase the maximum penalty amounts to $50,000 for an individual and $100,000 for a corporation on a first conviction and $25,000 for each day the contravention continues after a conviction for an individual and $50,000 for a corporation, additionally, amending the Act to allow municipalities to establish minimum fines under Zoning and Site Plan Control by-laws and continuing offence penalties on a first conviction.

2. Amending the Municipal Act to allow for a municipality to:

    a. provide a system of licenses under a business licensing by-law for the local parking and storage operations of transportation businesses, including transportation depots and parking lots, whereas municipalities cannot currently regulate the minimum standards appropriate for the community through Ontario Regulation 583/06 (Licensing Powers),

    b. close a business operating without a license or engaged in egregious illegal land uses that significantly harm nearby residents, the environment, and public safety; whereas municipalities cannot currently close or prevent illegal land use or operations from continuing,

    c. physically bar entry to properties where illegal land uses that have significant detrimental impacts on adjacent residential properties, the environment or create unsafe situations,

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d. register charges, fines, orders, notices, prohibitions, injunctions and court imposed fines in the proper land registry office, so any person acquiring any interest in the land subsequent to the registration of the order is deemed to have been served with the same order; whereas the Act does not currently allow it

A copy of the notice of motion has been enclosed for your reference. For more information regarding this matter, please contact my Chief of Staff, Catherine Monast, directly by email at catherine.monast@caledon.ca or by phone at 905.584.2272 ext. 4539. Thank you for your attention to this matter.

Sincerely,

Mayor Annette Groves

Town of Caledon

The Honourable Ruby Sahota, Minister of Democratic Institutions and MP for Brampton North-Caledon, ruby.sahota@parl.gc.ca
Kyle Seeback, MP for Dufferin—Caledon, Kyle.Seeback@parl.gc.ca
The Honourable Chrystia Freeland, Minister of Transport and Internal Trade chrystia.freeland@parl.gc.ca
The Honourable Sylvia Jones, Deputy Premier, Minister of Health and MPP Dufferin-Caledon, sylvia.jones@pc.ola.org
The Honourable Rob Flack, Minister of Municipal Affairs and Housing, minister.mah@ontario.ca
The Honourbale Prabmeet Singh Sarkaria, Minister of Transportation minister.mto@ontario.ca
The Honourable Todd McCarthy, Minister of Environment, Conservation and Parks minister.mecp@ontario.ca
The Honourable Doug Downey, Attorney General of Ontario, doug.downey@pc.ola.org
Association of Municipalities of Ontario, amo@amo.on.ca
Rural Ontario Municipal Association, roma@roma.on.ca
City of Toronto, clerk@toronto.ca
York Region, regional.clerk@york.ca
City of Vaughan, clerks@vaughan.ca
Town of Richmond Hill, clerks@richmondhill.ca
Town of Markham, customerservice@markham.ca
Town of Aurora, info@aurora.ca
Town of Whitchurch-Stouffville, clerks@townofws.ca
King Township, clerks@king.ca
Town of Newmarket, clerks@newmarket.ca
Township of East Gwillimbury, clerks@eastgwillimbury.ca
Town of Georgina, info@georgina.ca
Region of Durham, clerks@durham.ca
Town of Ajax, clerks@ajax.ca
Township of Brock, Clerks@brock.ca

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Roseann Knechtel

Subject: FW: Illegal Land Use Letter
Attachments: Illegal Land Use Letter to Premier Ford June 4 2025.pdf

From: Denise Holmes <dholmes@melancthontownship.ca>
Sent: June 24, 2025 2:28 PM
Subject: FW: Illegal Land Use Letter

Good Afternoon,

At the meeting of Council held on June 19, 2025, the following motion was introduced and passed:

Moved by McLean, Seconded by Neilson

Be it resolved that: "Council support the letter from the Town of Caledon with regards to Illegal Land Use and that this motion of support be forwarded to all Dufferin County municipalities and request that they also support the letter. **Carried.**

Thank you.

Kind regards,

Denise B. Holmes, AMCT
CAO/Clerk, Township of Melancthon
519-925-5525 Ext. 101
The Administration Office will be open to the public Monday to Friday from 8:30 a.m. to 12:00 p.m. and 1:00 p.m. to 4:30 p.m. There will be no public access between 12:00 p.m. to 1:00 p.m. as the Office will be closed.

Town of Bradford West Gwillimbury
100 Dissette St., Unit 7&8
P.O. Box 100, Bradford, Ontario, L3Z 2A7
Telephone: 905-775-5366
Fax: 905-775-0153
www.townofbwg.com

June 17, 2025 VIA EMAIL

Re: Advocacy for Increased Income Support Thresholds for Canadian Veterans

At its Regular Meeting of Council held on Tuesday, June 3, 2025, the Town of Bradford West Gwillimbury Council ratified the following motion:

Resolution 2025-185
Moved by: Councillor Harper
Seconded by: Councillor Scott

WHEREAS the Town of Bradford West Gwillimbury recognizes the selfless service and enduring sacrifices made by Canadian Armed Forces veterans in the defence of our country and values;

WHEREAS the 2021 Census, conducted by Statistics Canada, identified more than 460,000 veterans residing across Canada, a significant population segment deserving of comprehensive, accessible, and modernized federal support;

WHEREAS Veterans Affairs Canada (VAC) currently administers income support programs to assist veterans in need, including the Income Replacement Benefit (IRB) program;

WHEREAS the eligibility threshold for the Income Replacement Benefit (IRB) program which was created in 2019—set at $20,000 annually for a single-person household—fails to reflect today's economic reality, particularly in light of inflation, soaring housing costs, and the general increase in cost of living;

WHEREAS such low eligibility thresholds may disincentivize employment and community participation by penalizing veterans for earning beyond an outdated benchmark, thereby discouraging reintegration and contribution to civic life;

WHEREAS it is the duty of all levels of government to stand in unified support of our veterans and to advocate for policy changes that enable them to live with dignity and financial stability;

THEREFORE, BE IT RESOLVED That the Council of the Town of Bradford West Gwillimbury formally calls on the Government of Canada and all federal parties to increase the eligibility threshold for the Income Replacement Benefit (IRB) program from $20,000 to no less than $40,000 annually for a single-person household; and

THAT Council urges Veterans Affairs Canada to review all income support programs with the intent to modernize eligibility criteria in line with the current cost of living across Canada;

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THAT this motion be formally endorsed and sent to:

- The Right Honourable Mark Carney, Prime Minister of Canada;
- The Honourable Jill McKnight, Minister of Veterans Affairs;
- The Honourable Andrew Scheer, Acting Leader of the Official Opposition
- Scot Davidson, Member of Parliament for New Tecumseth-Gwillimbury;
- All 444 municipalities across the Province of Ontario;
- The Federation of Canadian Municipalities (FCM) and the Association of Municipalities of Ontario (AMO) for broader distribution and endorsement; and

THAT a copy of this resolution be published on the Town's official website and communicated through the Town's official channels to raise awareness and gather public support.

Regards,

Tara Reynolds
Clerk, Town of Bradford West Gwillimbury
(905) 775-5366 Ext 1104
treynolds@townofbwg.com

CC: Hon. Mark Carney, Prime Minister of Canada
Hon. Jill McKnight, Minister of Veterans Affairs
Hon. Andrew Scheer, Acting Leader of the Official Opposition
Scot Davidson, MP New Tecumseth-Gwillimbury
All Ontario Municipalities
The Federation of Canadian Municipalities (FCM)
Association of Municipalities of Ontario (AMO)

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June 13, 2025

Premier of Ontario
Legislative Building
Queen's Park
Toronto ON M7A 1A1

Dear Mr. Premier,

RE: Council motion passed June 10, 2025

Please be advised that on June 10, 2025 during a City Council meeting, Guelph City Council passed the following resolutions in regards to the Special Economic Zones Act, 2025.

Moved By: Councillor Caron
Seconded By: Councillor Goller

1. THAT the City of Guelph opposes provisions in Bill 5, particularly under Schedules 2 and 9, and provisions in Bill 17, that would diminish environmental protections or override municipal planning authority; and
2. THAT the City of Guelph call on the Province of Ontario to obey their own rule of law, to pursue housing, forestry, infrastructure and critical mineral development through policies that follow sound environmental planning principles, uphold the planning authority of local government, respect Indigenous treaty obligations, and protect vital ecological systems; and
3. THAT City of Guelph Council endorse the City's submissions regarding Bill 5 to ERO 025-0391 - Special Economic Zones Act, 2025 and ERO 025-0380 - Species Conservation Act, 2025 as posted in Information Items on May 23, 2025; and
4. THAT this resolution be forwarded to the Honourable Doug Ford, Premier of Ontario; Mike Schreiner, MPP for Guelph; Minister of Municipal Affairs and Housing; Minister of the Environment, Conservation and Parks; Minister of Economic Development, Job Creation and Trade; and the Association of Municipalities of Ontario.

Carried

Stephen O'Brien, General Manager, City Clerk's Office/City Clerk
Corporate Services, **City Clerk's Office**

T **519-822-1260 x 5644**
E **stephen.obrien@guelph.ca**

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June 16, 2025

Re: Item for Discussion – Road Salt Usage

At its meeting of June 11, 2025, the Council of the Corporation of the Town of Bracebridge ratified motion #24-GC-068, regarding Road Salt Usage, as follows:

> "WHEREAS chloride concentrations have increased by at least 0.5 mg/L in 80 of 274 (29%) of the lakes sampled by the District of Muskoka between 2018 and 2022, and by 15-fold in Lake Muskoka since 1970;
>
> AND WHEREAS Queen's University scientist, Dr. Shelley Arnott, a leader in global research on the effects of road salt on lakes, has demonstrated that in Muskoka lakes, some important aquatic organisms are negatively affected at chloride exposure levels as low as 10 mg/L, far below the 120 mg/L long term or chronic exposure guideline;
>
> AND WHEREAS roughly one quarter of lakes sampled by the District Municipality of Muskoka now have chloride levels above 10 mg/L;
>
> NOW THEREFORE BE IT RESOLVED THAT the Council of the Town of Bracebridge:
>
> 1. Commits to ongoing efforts toward the reduction of road salt as much as possible, while maintaining safety on roads, including public reporting on annual use, supporting local efforts to research the ongoing impacts of road salt, and assisting education efforts.
>
> 2. Urges the Province of Ontario to work urgently with key stakeholders to develop limited liability legislation, including enforceable contractor training and a single set of provincially-endorsed standard Best Management Practices for snow and ice management on private lands; and to create and fund an expert stakeholder advisory committee to advise the Province and municipalities on the best courses of action to protect freshwater ecosystems, drinking water and infrastructure from the impacts of salt pollution.
>
> AND FURTHER THAT a copy of this resolution be sent to the Premier of Ontario; the Ontario Minister of the Environment, Conservation and Parks; the Attorney General of Ontario; the Muskoka-Parry Sound MPP; Conservation Ontario; the Association of Municipalities of Ontario; the Association of Municipal Managers, Clerks and Treasurers of Ontario, the District Municipality of Muskoka; and other lower-tier municipalities in Muskoka."

In accordance with Council's direction, I am forwarding you a copy of the resolution for your reference.

Please do not hesitate to contact me if I can provide any additional clarification in this regard.

Yours truly

Lori McDonald
Director of Corporate Services/Clerk

District of Parry Sound Municipal Association
c/o Township of McKellar, 701 Hwy 124 McKellar, ON P0G 1C0
President: Lynda Carleton **Secretary-Treasurer:** Karlee Britton

RE: Supporting Municipal Ethics Through Access and Education

The District of Parry Sound Municipal Association (DPSMA), representing the twenty-three Municipalities within the District of Parry Sound, held its Spring 2025 meeting on May 23, 2025, in the Municipality of Callander. At this meeting, the following resolution was carried:

Moved by: Kathy Hamer (Municipality of McDougall)

Seconded by: Daniel O'Halloran (Township of McMurrich Monteith)

Whereas democracy is an open process – one that requires ongoing engagement between citizens and their elected officials; and

Whereas ethics and integrity are at the core of public confidence in government and in the political process; and

Whereas proper policies and procedures protect the democratic process; and

Whereas sections 223.2 and 223.3, Municipal Act, 2001 state all municipalities are required to adopt a Code of Conduct for members of Council and to appoint an Integrity Commissioner; and

Whereas it is the role of the Integrity Commissioner to educate member of Council on the Councillor Code of Conduct policy as well as to investigate alleged breaches of the Code of Conduct, at the municipality's expense; and

Whereas there are many new elected officials each term of Council who need access to information and proper training in order to do the work effectively and responsibility; and

Whereas Municipal Affairs and the Ombudsman's Office are hesitant to give information, so there is nowhere to ask questions and learn; and

Whereas the only source of information is to pay for fee-for-service on a case-by-case basis from the Integrity Commissioner which is very cost-prohibitive for small municipalities; and

Whereas Council is expected to oversee the management of taxpayers money and taxpayers deserve to know where their tax dollars are being spent;

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Now Therefore Be It Resolved That the District of Parry Sound Municipal Association calls upon the Ontario government to provide free access to information so that Councils can be effective in their role in our democratic system; and

Further That the DPSMA hereby requests that Municipal Affairs and/or the Ombudsman's Office and/or the Integrity Commissioner provide, if requested by a municipality, sufficient particulars of each investigation to permit the municipality to fully understand and address the subject matter of each investigation.

Further That this resolution be forwarded to the Honourable Doug Ford, Premier of Ontario, the Honourable Graydon Smith, MPP Parry Sound-Muskoka and to all Ontario Municipalities for support.

Forwarded on behalf of the District of Parry Sound Municipal Association; For questions and/or inquires, please contact:

Karlee Britton | Secretary-Treasurer
District of Parry Sound Municipal Association
clerk@mckellar.ca
(705) 389-2842 x4

cc:

Honourable Doug Ford, Premier of Ontario
Honourable Graydon Smith, MPP Parry Sound-Muskoka
Municipalities within the District of Parry Sound
All Ontario Municipalities

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From the Office of the Clerk
The Corporation of the County of Prince Edward
T: 613.476.2148 x 1021 | F: 613.476.5727
clerks@pecounty.on.ca | www.thecounty.ca

June 13, 2025

Please be advised that during the regular Council meeting of June 10, 2025 the following resolution regarding support of advocacy to the Federal Government for 'disability without poverty' was carried.

RESOLUTION NO. 2025-345

DATE: June 10, 2025

MOVED BY: Councillor Roberts

SECONDED BY: Councillor Branderhorst

WHEREAS one in four Ontarians lives with a disability; and

WHEREAS the median household income in Prince Edward County ($75K) is already well below both the Basic Living Income and the Ontario Median Household Income ($84K); and

WHEREAS persons with disabilities are twice as likely to live in poverty and would already require an average of 30% more income just to reach the poverty line; and

WHEREAS the new federal benefit for people with disabilities (about $200/month) and called the Canada Disability Benefit) is about to be rolled out; and

WHEREAS the Federal government has yet to exempt this new federal benefit from being considered income for federal tax purposes,

NOW THEREFORE BE IT RESOLVED:

THAT the Mayor be requested to communicate with Prime Minister Carney that the Council of the County of Prince Edward calls on the Government of Canada to commit to exempting the Canada Disability Benefit from income tax and work towards supporting Canadians with a disability to live without poverty;

THAT Prime Minister Carney be requested to publicly confirm his government's commitment to making that legislative change as soon as possible; and

THAT a copy of this resolution be circulated to the federal Minister of Finance, the federal Minister of Health, the Federation of Canadian Municipalities, Prince Edward Lennox and Addington Social Services, the Rural Ontario Municipal Association (ROMA), the Eastern Ontario Wardens' Caucus (EOWC) and all municipalities in the Province of Ontario.

CARRIED

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Sent by Email

June 4, 2025

The Honourable Peter Bethlenfalvy
MPP Pickering-Uxbridge
1550 Kingston Rd., Suite 213
Pickering, ON L1V 1C3
peter.bethlenfalvy@pc.ola.org

Subject: Raising Ontario Works (OW) and Ontario Disability Support Program (ODSP)

The Council of The Corporation of the City of Pickering considered the above matter at a Meeting held on May 26, 2025 and adopted the following resolution:

WHEREAS individuals and families receiving income support through Ontario Works (OW) and the Ontario Disability Support Program (ODSP) are facing increasing challenges in meeting basic needs due to rising costs of living;

And Whereas Statistics Canada notes that people with disabilities have a higher poverty rate and a lower rate of employment than the overall population;

And Whereas the annual income support for Ontario Works is currently $8,796.00 and $16,416.00 for Ontario Disability Support Program. These supports have not increased sufficiently to keep up with inflation and the cost of living. Such costs are anticipated to continue increasing;

And Whereas the low income measure for a single person in Greater Toronto Area is estimated to be approximately $27,343 annually, and the deep income poverty threshold is determined to be $20,508;

And Whereas Food Banks, including our local Food Banks, provide a necessary service with increasing demands in our communities;

And Whereas the Pickering Food Bank served 1,722 adults, and 1,054 children in February 2025;

And Whereas food banks are already reducing their distribution capacity; and it is anticipated that due to developing economic circumstances, such as the current tariff war, there will be increased unemployment, increased food prices, and a heightened demand for food distribution, while donations continue to decline;

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And Whereas these economic trends will continue to erode the purchasing power of OW and ODSP recipients, increasing reliance on food banks and placing additional pressure on municipalities and community organizations;

Now therefore it be resolved that the Council of The Corporation of the City of Pickering directs through the Office of the Chief Administrative Officer:

1. That staff send a letter to the Premier of Ontario, Minister of Finance, Minister of Children, Community and Social Services, and the Minister for Seniors and Accessibility, to strongly urge that the Ontario Provincial Government significantly raise the payments of Ontario Works and Ontario Disability Support Program and the increases be reflected in the upcoming Provincial Budget and that the increased amount aligns with inflationary costs and thereby decrease the pressure on food banks and the reliance on municipalities and taxpayers to supplement the gap in financial need; and,

2. That a copy of this resolution be forwarded to all Members of Provincial Parliament (MPPs), the Regional Municipality of Durham, all Municipalities in the Province of Ontario, the Federation of Canadian Municipalities (FCM), and the Association of Municipalities of Ontario (AMO) for their endorsement and advocacy.

Should you require further information, please do not hesitate to contact the undersigned at 905.420.4660, extension 2019.

Yours truly

Susan Cassel
City Clerk

SC:am

Copy: Robert Cerjanec, MPP Ajax
Lorne Coe, MPP Whitby
Jennifer French, MPP Oshawa
Todd McCarthy, MPP Durham
Laurie Scott, MPP Haliburton—Kawartha Lakes—Brock
Alexander Harras, Regional Clerk, Region of Durham
Federation of Canadian Municipalities (FCM)
Association of Municipalities of Ontario (AMO)

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CORPORATION OF THE
TOWNSHIP OF BLACK RIVER – MATHESON
367 FOURTH AVE, P.O. BOX 601, MATHESON, ON P0K 1N0
TELEPHONE (705) 273-2313) **EMAIL** : brm@twpbrm.ca **WEBSITE**: www.twpbrm.ca

Jon Pegg
Fire Marshal of Ontario
Office of the Fire Marshal
25 Morton Shulman Avenue
Toronto, ON M3M 0B1

June 10, 2025

Via Email: Jon.Pegg@ontario.ca

Dear Fire Marshal Pegg:

Subject: Request for Exemption to Proposed Mandatory Firefighter Certification Requirements (O. Reg. 343/22)

On behalf of the Council of the Township of Black River-Matheson, I am writing to express our concerns regarding the mandatory firefighter certification requirements under Ontario Regulation 343/22.

At its meeting held on June 10th, Council passed the attached resolution formally opposing the implementation of these requirements. While we recognize and support the importance of firefighter training and safety, the regulation as it stands does not adequately reflect the operational realities of small, rural, and northern municipalities.

Communities such as ours rely heavily on volunteer and composite fire departments that already face critical challenges in recruitment, training accessibility, and financial capacity.

Specifically, we are burdened by:

- Geographic barriers and long travel distances to accredited training centres,
- Inconsistent access to instructors and scheduling options,
- Limited budgets and competing capital demands,
- Difficulty in retaining and replacing volunteers due to increased regulatory pressures.

Without additional support, flexibility, or exemption mechanisms, the implementation of O. Reg. 343/22 will severely compromise our ability to provide consistent, timely, and effective fire protection to our residents.

Accordingly, the Council of the Township of Black River-Matheson respectfully requests that the Office of the Fire Marshal and the Ministry of the Solicitor General:

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1. Defer full implementation of the certification regulation for rural and northern municipalities,
2. Provide exemptions or alternative compliance pathways tailored to the needs and limitations of small, remote fire services,
3. Increase funding and training supports for municipalities outside major urban centres.

We believe that a one-size-fits-all regulatory model will disproportionately and unfairly affect communities like ours. A more flexible, consultative approach is urgently needed. Thank you for your consideration of this request. We would welcome further discussion and are open to participating in any future consultations or working groups aimed at resolving these challenges collaboratively.

Sincerely,

Dave Dyment, Mayor
/hjl
On behalf of the Council of Black River-Matheson

Encl.: Resolution No.2025-214 – Council Opposition to O. Reg. 343/22

CC:
The Honourable Michael Kerzner, Solicitor General – michael.kerzner@ontario.ca
The Honourable Doug Ford, Premier of Ontario – premier@ontario.ca
John Vanthof, MPP, Timiskaming—Cochrane – jvanthof-co@ndp.on.ca
Association of Municipalities of Ontario (AMO) – amo@amo.on.ca
Federation of Northern Ontario Municipalities (FONOM) – admin@fonom.org
All Ontario Municipalities

Corporation of the Township of Black River - Matheson
367 Fourth Avenue
P.O. Box 601
Matheson, Ontario
P0K 1N0

ITEM # 2025-10.b)
RESOLUTION

DATE: June 10, 2025 2025-214

Moved by Councillor Steve Campsall
Seconded by Councillor Alain Bouchard

WHEREAS the Ontario government has enacted O. Reg. 343/22, establishing mandatory certification requirements for firefighters under the Fire Protection and Prevention Act, 1997;

AND WHEREAS Council for the Township of Black River-Matheson acknowledges the importance of standardized firefighter training and safety;

AND WHEREAS these mandatory certification requirements pose significant challenges for small, rural, and northern municipalities due to limited financial and training resources, geographic barriers, and reliance on volunteer fire departments;

AND WHEREAS the implementation of these requirements without additional flexibility or support may negatively impact the Township's ability to recruit and retain volunteer firefighters and provide adequate fire protection to its residents;

NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Township of Black River-Matheson formally opposes the mandatory firefighter certification requirements as currently outlined in O. Reg. 343/22;

AND FURTHER THAT this resolution be forwarded to the Solicitor General, Premier of Ontario, MPP John Vanthof, the Fire Marshal, AMO, FONOM, and all Ontario municipalities

☒ CARRIED ☐ DEFEATED

CHAIR SIGNATURE

☐ Original ☐ Amendment ☐ Refer ☐ Defer ☐ Reconsider ☐ Withdrawn

Recorded Vote-TO BE COMPLETED BY CLERK ONLY

	YEAS	NAYS
Mayor Dave Dyment		
Councillor Allen		
Councillor Charbonneau		
Councillor Campsall		

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The Corporation of the Township of Mulmur

By-law No. - 2025

Being a by-law to confirm the proceedings of the Council of the Corporation of the Township of Mulmur for July 2, 2025

Whereas Section 5 (1) of the *Municipal Act*, 2001, as amended, provides that the powers of a municipality shall be exercised by Council;

And whereas Section 5 (3) of the *Municipal Act*, 2001, as amended, provides that municipal powers shall be exercised by by-law;

Now therefore the Council of the Corporation of the Township of Mulmur hereby enacts as follows:

1. All actions of the Council and Committees of Council of the Corporation of the Township of Mulmur for the aforementioned date in respect to every report, motion, by-law or other action passed and taken by Council or Committees of Council, including the exercise of natural person powers, are hereby adopted, ratified and confirmed by its separate by-law.

2. The Mayor of the Township and the proper officers of the Corporation of the Township of Mulmur are hereby authorized and directed to do all things necessary to give effect to the said action, to obtain approvals where required and except where otherwise provided, to execute all documents necessary in that behalf.

Passed on this 2nd day of July 2025.

…… ……

Janet Horner, Mayor Roseann Knechtel, Clerk

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