Council Meeting Agenda

Monday, October 19, 2020

Regular Council Meeting

Virtual

7:00 P.M.

This meeting is open to the public and is available through an online platform. Please subscribe to the Township of Wilmot You Tube Channel to watch the live stream or view after the meeting.

Delegations must register with the Information and Legislative Services Department. The only matters being discussed at this meeting will be those on the Agenda.

1. MOTION TO CONVENE INTO CLOSED SESSION (IF NECESSARY)

2. MOTION TO RECONVENE IN OPEN SESSION (IF NECESSARY)

3. MOMENT OF SILENCE

4. LAND ACKNOWLEDGEMENT

5. ADDITIONS TO THE AGENDA

6. DISCLOSURE OF PECUNIARY INTEREST UNDER THE MUNICIPAL CONFLICT OF INTEREST ACT

7. MINUTES OF PREVIOUS MEETINGS

7.1 Council Meeting Minutes October 5, 2020

RECOMMENDATION

THAT the minutes of the following meeting be adopted as presented:

Council Meeting October 5, 2020.

8. PUBLIC MEETINGS

9. PRESENTATIONS/DELEGATIONS

9.1 Indoor Arena Ice Usage and Needs Update Report

Anand Desai, Associate Planner, Monteith Brown Planning Consultants

9.1.1 REPORT NO. PFRS 2020-13

Indoor Arena Ice Usage and Needs Analysis Update

RECOMMENDATION

THAT the recommendations in the Indoor Arena Ice Usage and Needs Analysis Update prepared by Monteith Brown Planning Consultants Ltd. be received and;

THAT staff proceed with Recommendation #2 'to undertake further study to determine strategies for delivering a third ice surface' and;

THAT funding be included into the 2021 budget as per the existing 10-year Capital Forecast at an estimated cost of $55,000; and,

THAT the existing contract with Monteith Brown Planning Consultants Inc. be extended to include strategies for delivering a Third Ice Surface report.

9.2 rare Charitable Research Reserve

Land Securement Strategy

Stephanie Sobek-Swant, Tom Woodcock and Robert Orland

9.3 Reep Green Solutions

Impact Report 2020

Mary Jane Patterson, Executive Director

10. CONSENT AGENDA

10.1 REPORT NO. FD 2020-04

Third Quarter Activity Report

10.2 REPORT NO. ILS 2020-27

Lottery License Request

Optimist Club of New Hamburg

Moparfest Car Raffle

10.3 REPORT NO. CK 2020-004

Quarterly Activity Report – July, August & September 2020

10.4 REPORT NO. DS 2020-023

3rd Quarter 2020 Building Statistics Summary

10.5 REPORT NO. ILS 2020-30

Appointment of Drainage Engineer

Mackie Drain

Part 10, Plan 532, New Hamburg

Township of Wilmot

10.6 REPORT NO. ILS 2020-29

Quarterly Activity Report

July 1 to September 30, 2020

RECOMMENDATION

THAT Report Nos. FD 2020-04, ILS 2020-27, CK 2020-004, DS 2020-023, ILS 2020-30, and ILS 2020-29 be approved.

11. REPORTS

11.1 INFORMATION AND LEGISLATIVE SERVICES

11.1.1 REPORT NO. ILS 2020-31

Exotic Animal By-law Amendments

RECOMMENDATION

THAT By-law 2020-39 be adopted in respect to the raising of laying hens within the settlement areas of the Township of Wilmot.

11.2 CORPORATE SERVICES

11.2.1 REPORT NO. COR 2020-035

Statement of Operations as of September 30, 2020 (un-audited)

RECOMMENDATION

THAT report COR 2020-035, Statement of Operations (un-audited) as of September 30, 2020, as prepared by the Manager of Finance / Deputy Treasurer, be received for information purposes.

11.2.2 REPORT NO. COR 2020-036

Capital Program Review as of September 30, 2020 (un-audited)

RECOMMENDATION

THAT Report FIN 2020-036, Capital Program Review as of September 30, 2020 (unaudited), as prepared by the Manager of Finance / Deputy Treasurer, be received for information purposes.

11.2.3 REPORT COR 2020-037

Financial Impact Analysis (COVID-19) Update III

RECOMMENDATION

THAT Report COR 2020-37, outlining the projected financial impact resulting from the COVID-19 pandemic be received, for information purposes; and further

THAT the Township of Wilmot continue to advocate and pursue funding opportunities from senior government sources to offset the negative financial impacts of the COVID-19 pandemic.

11.3 PUBLIC WORKS AND ENGINEERING

11.3.1 REPORT NO. 2020-16

Award of Contract – 4x4 Crew Cab Pickup Truck

RECOMMENDATION

THAT RFP 2020-20 be awarded to Barry Cullen Chevrolet Cadillac Ltd. to supply and deliver one (1) 2021 – Silverado 2500 4x4 Crew Cab Pickup Truck as per their proposal dated September 22, 2020, in the amount of $45,496.41 plus HST.

12. CORRESPONDENCE

12.1 Ontario Ombudsman Annual Report

12.2 Letter from John Jordan

RECOMMENDATION

THAT Items 12.1 and 12.2 be received for information.

13. BY-LAWS

13.1 By-law No. 2020-38 - Fees and Charges By-law Amendment

13.2 By-law No. 2020-39 - Amendments to the Exotic Pet By-law to include Laying Hens in Settlement Areas

RECOMMENDATION

THAT By-laws Nos. 2020-38 and 2020-39 be read a first, second, and third time and finally passed in Open Council.

14. NOTICE OF MOTIONS

15. ANNOUNCEMENTS

16. BUSINESS ARISING FROM CLOSED SESSION

17. CONFIRMATORY BY-LAW

17.1 By-law No. 2020-40

RECOMMENDATION

THAT By-law No. 2020-40 to Confirm the Proceedings of Council at its Meeting held on October 19, 2020 be introduced, read a first, second, and third time and finally passed in Open Council.

18. ADJOURNMENT

RECOMMENDATION

THAT we do now adjourn to meet again at the call of the Mayor.

Council Meeting Minutes

Monday, October 5, 2020

Council Meeting

Electronic Online Participation

7:00 P.M.

Members Present: Mayor L. Armstrong, Councillors A. Hallman, C. Gordijk, B. Fisher, J. Gerber and J. Pfenning

Staff Present: Chief Administrative Officer G. Whittington, Director of Information and Legislative Services D. Mittelholtz, Director of Public Works J. Molenhuis, Director of Parks, Facilities and Recreation S. Jackson, Director of Development Services H. O'Krafka, Director of Corporate Services / Treasurer P. Kelly, Fire Chief R. Leeson, Director / Curator Castle Kilbride T. Loch, Manager of Information and Legislative Services T. Murray, Manager of Planning / EDO A. Martin

1. MOTION TO CONVENE INTO CLOSED SESSION (IF NECESSARY)

2. MOTION TO RECONVENE IN OPEN SESSION (IF NECESSARY)

3. MOMENT OF SILENCE

4. LAND ACKNOWLEDGEMENT

4.1 Councillor A. Hallman read the Land Acknowledgement and spoke to the significance of October 4 as the day of remembering missing and murdered Indigenous women.

5. ADDITIONS TO THE AGENDA

6. DISCLOSURE OF PECUNIARY INTEREST UNDER THE MUNICIPAL CONFLICT OF INTEREST ACT

None declosed.

7. MINUTES OF PREVIOUS MEETINGS

7.1 Council Meeting Minutes September 28, 2020

Resolution No. 2020-151

Moved by: Councillor C. Gordijk Seconded by: Councillor J. Gerber

THAT the minutes of the following meetings be adopted as presented:

Council Meeting September 28, 2020.

CARRIED.

Councillor C. Gordijk noted the list of reading material that was provided was welcomed.

8. PUBLIC MEETINGS

8.1 Zone Change Application 07/20
Caiden-Keller Homes Inc. /
Dryden, Smith & Head Planning Consultants
Part of Lot 27-28, Plan 532A
18 Hincks Street, New Hamburg

Resolution No. 2020-152

Moved by: Councillor J. Pfenning Seconded by: Councillor B. Fisher

THAT Report DS 2020-022 be received for information.

CARRIED.

The Manager of Planning / EDO outlined the report.

The Manager of Planning / EDO advised that the changes in setback will be discussed in further detail in a subsequent report. He advised that the next report is expected to be presented to Council in November, which is anticipated to include engineering comments. The Manger of Planning / EDO noted that the noise report was completed as this property is within a regulation area designated by CN and although the applicant has not been provided with feedback from CN, the Region is satisfied that the requirements CN would have required have been met.

Registered Delegations

Mr. Craig and Cindy Nichols appeared as delegations. Mr. Nichols noted that they are property owners adjacent to the subject property and noted their objections to the proposed zone change application. Mr. and Mrs. Nichols expressed their concerns for privacy given the potential elevations for the proposed buildings and proximity to the property line. They noted that they have a young family and a pool and this lack of privacy raises concerns.

Mr. and Mrs. Rathbone appeared as delegations noting their concerns with the zone change application. Mr. Rathbone noted that concerns with the amount of parking that is available, possibly having 6 families occupying the property not being adequate. Mr. Rathbone asked why the setback reduction is being proposed. He also questioned the impact this development would have on the value of his property. Mr. Rathbone also asked why the application includes a severance instead of a proposal for a semidetached dwelling.

Ms. Ceri Nelmes appeared as a delegation. Ms. Nelmes provided a presentation. The presentation is attached as Appendix A.

Mr. Sam Head appeared as a delegation. Mr. Head noted that the plans submitted have been adjusted to comply with the Township Official Plan to increase density and infill. Mr. Head noted that there is significant parking on the site and he advised that he will work with staff to address the concerns provided by the public in a follow up report.

In response to Council, Mr. Head noted the homes would be a typical 2 story home.

The Manager of Planning / EDO clarified that the semidetached would be potentially 4 units and the single-family home could potentially have 2 units.

Mr. Head noted that fencing requirement has not been addressed at this time, although could be considered. He clarified for Council that the units would be for sale.

9. PRESENTATIONS/DELEGATIONS

10. CONSENT AGENDA

11. REPORTS

11.1 INFORMATION AND LEGISLATIVE SERVICES

11.1.1 REPORT NO. ILS 2020-26

Procedural By-law Amendment

Electronic Participation

Resolution No. 2020-153

Moved by: Councillor C. Gordijk Seconded by: Councillor A. Hallman

THAT Report Number ILS 2020-26 be received for information; and,

THAT By-law Number 2020-36, as amended, be endorsed.

CARRIED, AS AMENDED.

The Director of Information and Legislative Services outlined the report.

Members of Council expressed concern surrounding the 48 hour time frame requirement for providing notice to the Clerk of electronic participation in the absence of a declared emergency. The Director of Information and Legislative Services noted that Council can remove the 48 hour notice requirement, replace it with notice being provided at Council's earliest opportunity, and approve the By-law, as amended,

At the request of Council, the Director of Information and Legislative Services advised that an operational adjustment can be made where votes would be recorded if any Members of Council are not visible to the electronic or in-person public.

In response to Council, the Director of Corporate Services advised that IT Services staff are able to provide the technical support when required; however, noted that as much notice as possible would be needed.

Mayor L. Armstrong clarified that the consensus is that the 48-hour clause be removed and changed to provide as much notice as possible.

11.1.2 REPORT NO. ILS 2020-27

Supplementary Agreement with Createscape Waterloo Region

Resolution No. 2020-154

Moved by: Councillor J. Pfenning Seconded by: Councillor B. Fisher

THAT Report No. ILS 2020-27 be deferred.

CARRIED.

The Director of Information and Legislative Services outlined the report.

Council requested clarification if the Township has any input into the commissioning process in regards to providing a balanced history. The Director of information and Legislative Services advised that the members of the Committee discuss the artist's proposals and provide feedback to the artist on the piece, noting that her time on the Committee has been short and the Director / Curator of Castle Kilbride confirmed the input from the Committee.

Council asked what the Township's process is for overview of the educational program and associated costs, the Director of Information and Legislative Services advised that the educational program is created by the University of Nipissing and is provided to staff for posting on the Township website. The Curator / Director of Castle Kilbride further clarified that the creators of the program are students from the Faculty of Education.

Council requested clarification on the composition of the Committee and representation of such with regards to point 8 of the agreement. The Director of Information and Legislative Services advised of the composition and noted staff will further investigate that aspect of the original Agreement and respond to Council.

Council asked for clarification on the education resources and asked if staff are connecting with the Ministry of Education regarding such. The Director / Curator of Castle Kilbride noted that the education material follows the curriculum and is considered a resource tool that is ever evolving and available for teachers and those visiting the Path.

Mr. John Bailey appeared as a delegation. Mr. Bailey expressed his thoughts on now being the time for due diligence. Mr. Bailey raised concerns with the amended agreement and associated costs to the Township taxpayers. Mr. Bailey also expressed concern regarding the costs associated with the educational components and staff time associated with project. He suggested that the resources provided by the University of Nipissing does not allow for a fulsome educational component. Mr. Bailey asked the Director of Information and Legislative Services if there was a redaction to the agreement as there appears to be a missing page. The Director of Information and Legislative Services advised that nothing in the document has been hidden, other than the redaction of signatures of documents in the public facing document has been removed. Mr. Bailey raised concerns regarding the structure of the committee and questioned why there has been no information available to the public on the committee activities.

Members of Council noted concerns with the missing portion of the agreement and determined that a deferral of the report was needed for staff to confer with Createscape Waterloo Region and the Township solicitor.

Council asked for further details on the arrangement with the University for the educational resources and associated costs. The Director of Information and Legislative Services advised she was not aware of an agreement with the University or any associated costs.

11.2 PARKS, FACILITIES AND RECREATION SERVICES

11.2.1 REPORT NO. PFR 2020-11

RFP Award Constitution Park Playground

Resolution No. 2020-155

Moved by: Councillor J. Pfenning Seconded by: Councillor J. Gerber

THAT RFP 2020-22 be awarded to Play Power LT Canada, Inc., for the design, supply and installation of phase two of the playground replacement at Constitution Park, New Hamburg, as per their proposal dated September 23, 2020, in the amount of $47,336 including HST.

CARRIED.

The Director of Parks, Facilities and Recreation Services outlined the report.

The Parks and Facilities Project Coordinator advised that the playground will be installed by December 11, 2020.

11.2.2 REPORT NO. PFR 2020-12

RFP Award Youth Optimist Park Playground

Resolution No. 2020-156

Moved by: Councillor C. Gordijk Seconded by: Councillor J. Pfenning

THAT RFP 2020-23 be awarded to Open Space Solutions Inc. for the design, supply and installation and the removal of the existing playground equipment at Youth Optimist Park, New Hamburg, as per their proposal dated September 23, 2020, in the amount of $98,168 including HST.

CARRIED.

The Director of Parks, Facilities and Recreation Services outlined the report.

12. CORRESPONDENCE

12.1 Letter from Robert Roth

Resolution No. 2020-157

Moved by: Councillor B. Fisher **Seconded by: Councillor J. Gerber**

THAT Item 12.1 be received for information.

CARRIED.

Mr. John Bailey appeared as a delegation and noted that the author of the letter is not a Wilmot resident and should not have a voice on this matter in his opinion.

13. BY-LAWS

13. 1 BY-LAW NO. 2020-36 To Amend the Rules of Order and Procedure

Resolution No. 2020-158

Moved by: Councillor C. Gordijk **Seconded by: Councillor J. Pfenning**

THAT By-law No. 2020-36 be read a first, second, and third time and finally passed in Open Council.

CARRIED. AS AMENDED.

14. NOTICE OF MOTIONS

15. ANNOUNCEMENTS

15.1 Councillor B. Fisher noted that the Rotary Wilmot and Interfaith Counselling have a fundraising calendar for 2021 at a cost of $25 each with weekly draws of $50.

15.2 Councillor A. Hallman noted today is World Teacher Day and expressed her appreciation to teachers providing online and in person learning.

15.3 Councillor A. Hallman wished a Happy Thanksgiving to those that celebrate and noted that the Region of Waterloo has guidelines on having a safe and smaller Thanksgiving.

15.4 Councillor J. Pfenning accepted Chair Karen Redman's challenge on donating to the Waterloo Region Foodbank and that all of Council will be participating in that challenge. Councillor J. Pfenning noted that each person that can should help out neighbours in need this Thanksgiving and support local business where possible. Councillor J. Pfenning thanked Sobey's in New Hamburg for the support to the community and the Foodbank.

16. BUSINESS ARISING FROM CLOSED SESSION

17. CONFIRMATORY BY-LAW

17.1 By-law No. 2020-38

Resolution No. 2020-159

Moved by: Councillor J. Pfenning Seconded by: Councillor C. Gordijk

THAT By-law No. 2020-38 to Confirm the Proceedings of Council at its Meeting held on October 5, 2020 be introduced, read a first, second, and third time and finally passed in Open Council.

CARRIED.

18. ADJOURNMENT (9:06 PM)

Resolution No. 2020-160

Moved by: Councillor C. Gordijk Seconded by: Councillor B. Fisher

THAT we do now adjourn to meet again at the call of the Mayor.

CARRIED.

Zone Change Application 07/20
Caiden-Keller Homes Inc. / Dryden, Smith & Head Planning Consultants
Part of Lot 27-28, Plan 532A
18 Hincks Street, New Hamburg

The Material Impact to Neighbours

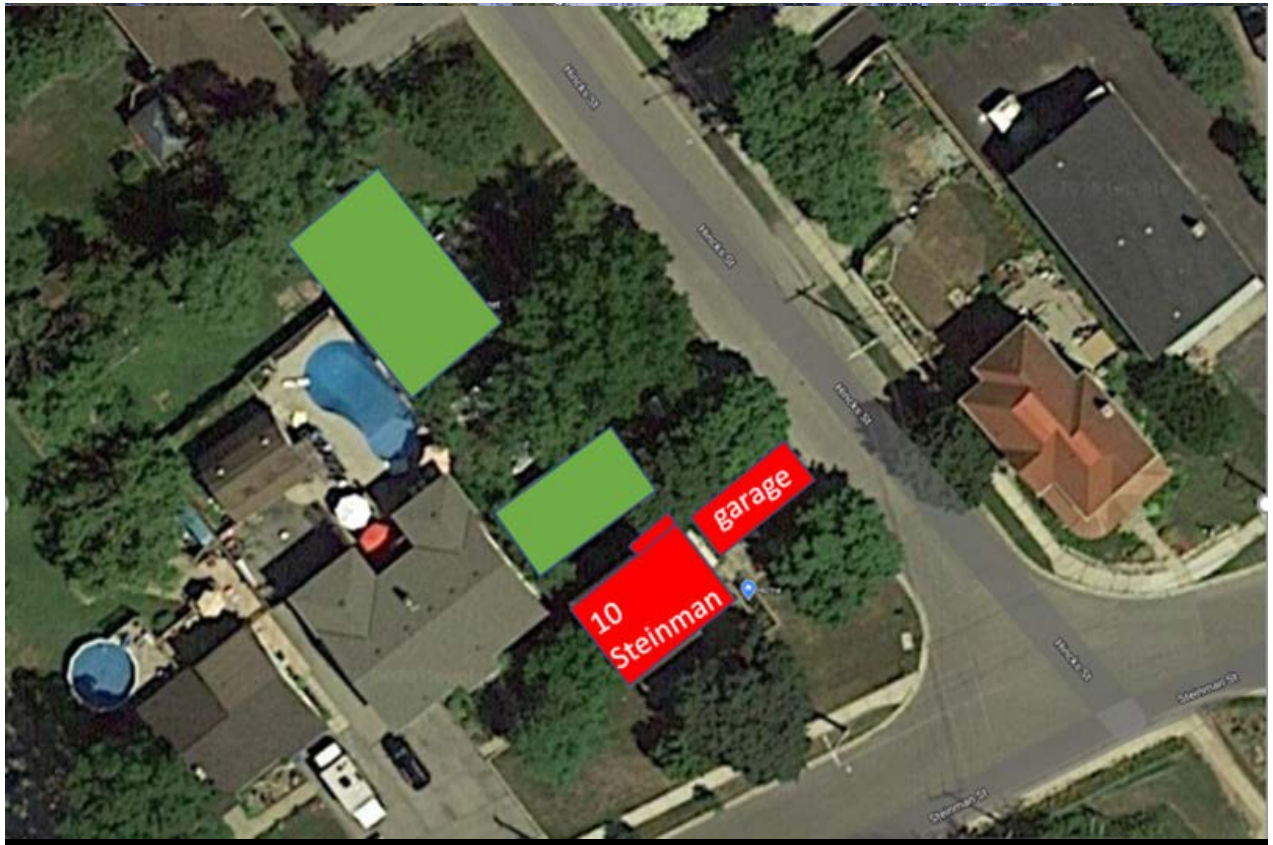
Ceri Nelmes
10 Steinman Street, New Hamburg

$2,050/Monthly
18 HINCKS Street
New Hamburg, Ontario N3A2A3
MLS® Number: 40025010

Sept 25, 2020

2 + 0 Bedrooms | 2 Bathrooms | Single Family

Welcome to this beautiful century home that offers an abundance of charm and rustic flare. With over 1500 ft.² of living space, 3 bedroom, 2 bath and an eat in kitchen, there is more than enough room for all of your family and friends. The main floor features an amazing floor plan with a separate living room dining room area that s perfect for your next dinner party and a cozy family room with a with
wood burning fireplace for that extra ambiance. Another bonus feature on this floor includes a gas stove in the kitchen along with the 9ft ceilings and 12 baseboards that add to this incredible home's character. Need an office space and main floor laundry to tackle all of your tasks for the day? That's here too! The 1.5 car garage with hydro along with the massive L shaped .23 acre lot is sure to fulfill your outdoor needs. Just on the outskirts of town, you get the best of both worlds - easy commutewith peace and quiet. Short term rental.



About Me

I am a homeowner at 10 Steinman Street and request that the current proposal for severing the current lot to three sperate lots at 18 Hincks St. be reconsidered. 18 Hincks St. abuts my property at the back of my home.

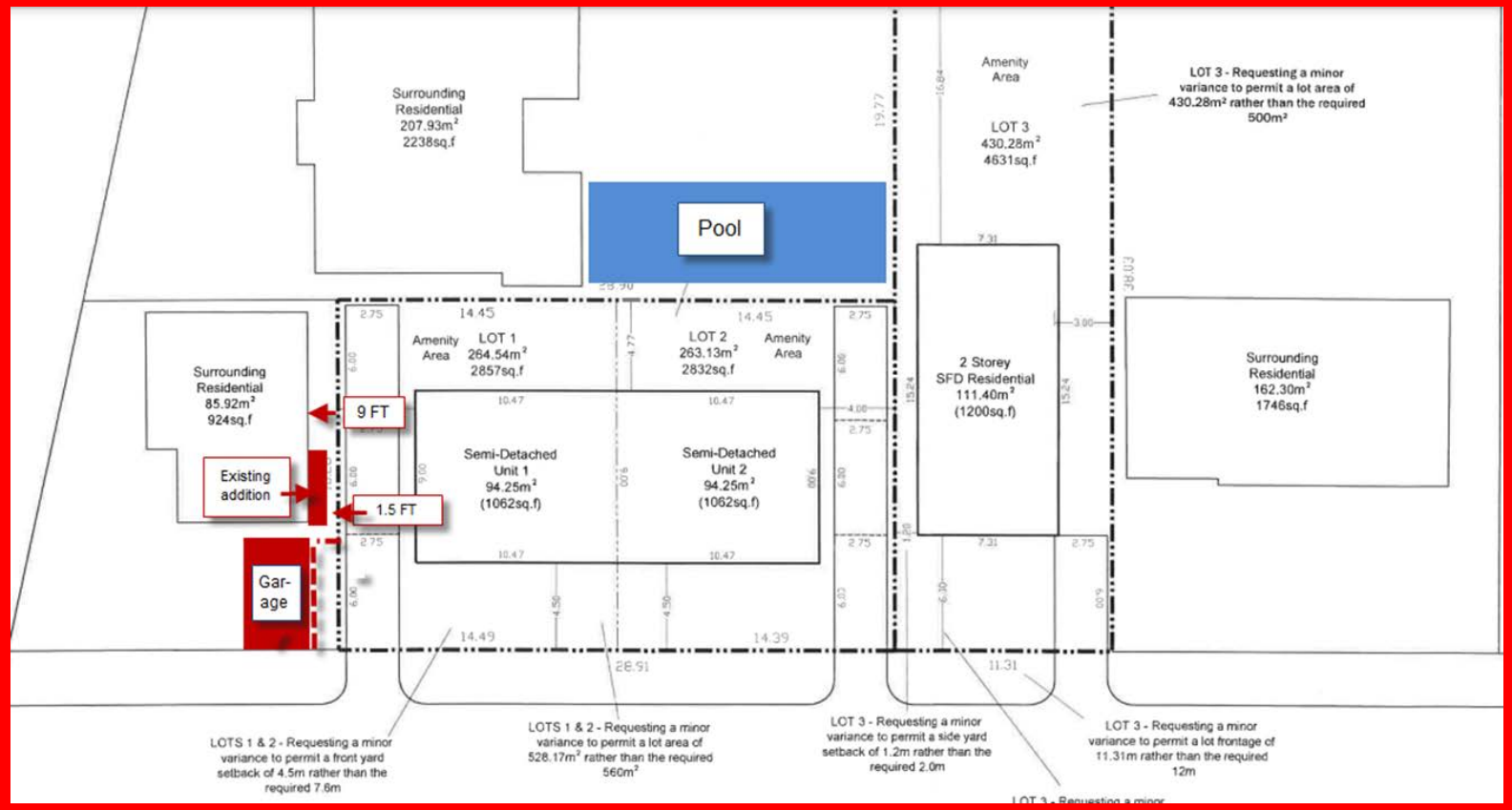
Material Change

Background

- When I purchased my house on 10 Steinman Street, August 2017, I investigated the neighbourhood before moving in.
- There was a lovely family, that lived adjacent to my home in a Century home, with large and lofty, 100+ year old trees. The family had been a part of New Hamburg, in that home, for 30 years (18 Hincks – the house that is slated to be teared down). The existing home is a fair distance away from my house and their garage blocks any views in or out from my main level.
- The house beside me (Steinman) is set back quite a bit, and we don't see each other because that side of my house doesn't have windows.
- In front of my home are train tracks.
- My neighbours across the street are far enough away, my external garage is between us.

We would like Council to not approve the severing of one lot into three and not accept variances.

13 second 18 Hincks St video
(my house is the yellow siding)



Known Errors on the Submitted Plan

The submitted plan does not include my physical garage or the bathroom laundry room at the back of my house. The latter is 1.5 feet from the fenceline.

(I have included the neighbours pool.)

Primary Concerns

Distance to the Abutting Properties

Number of People /Residences

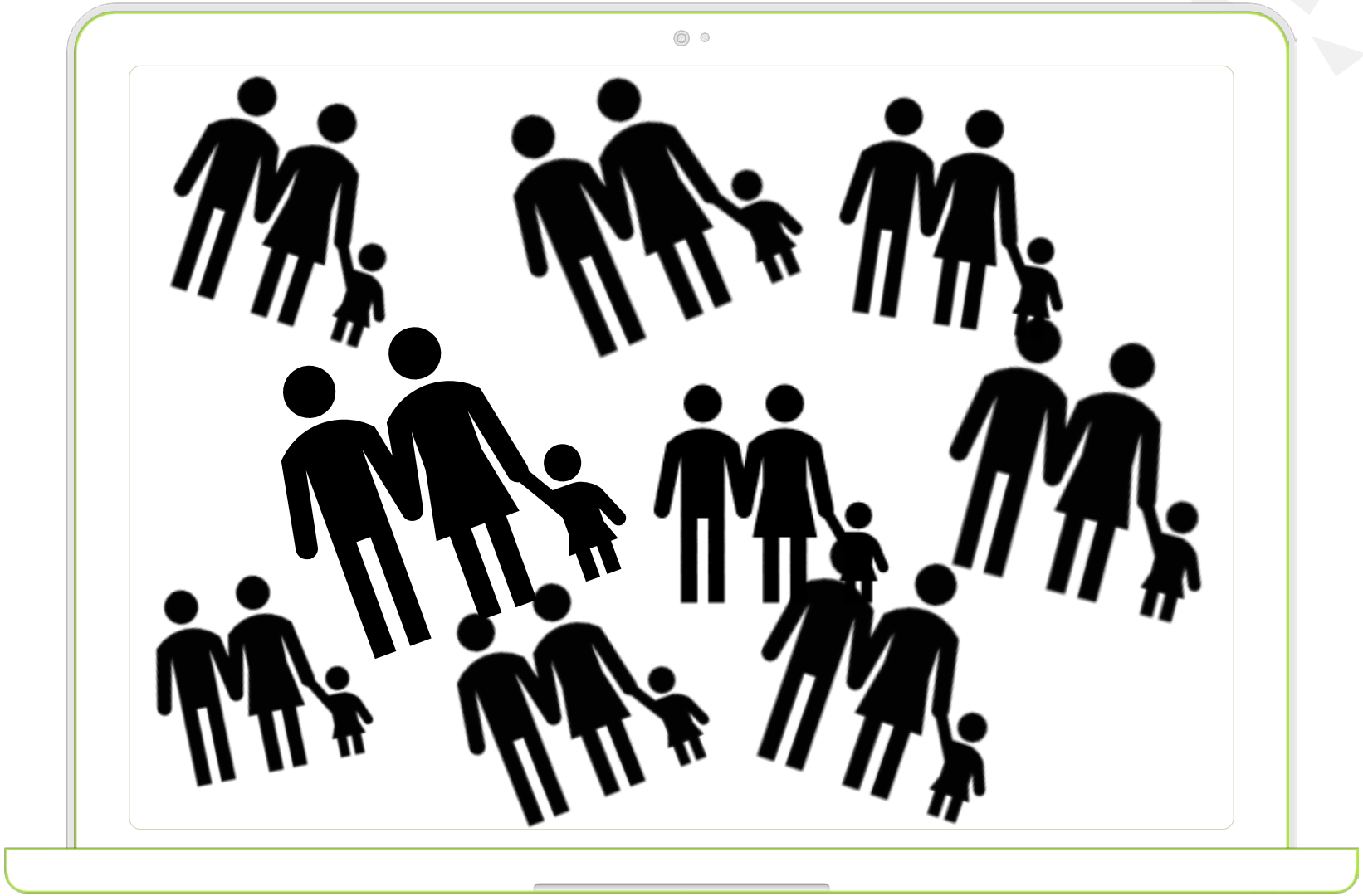
Traffic / Parking

Garbage, Snow

Material Change to Enjoyment of Existing Homes

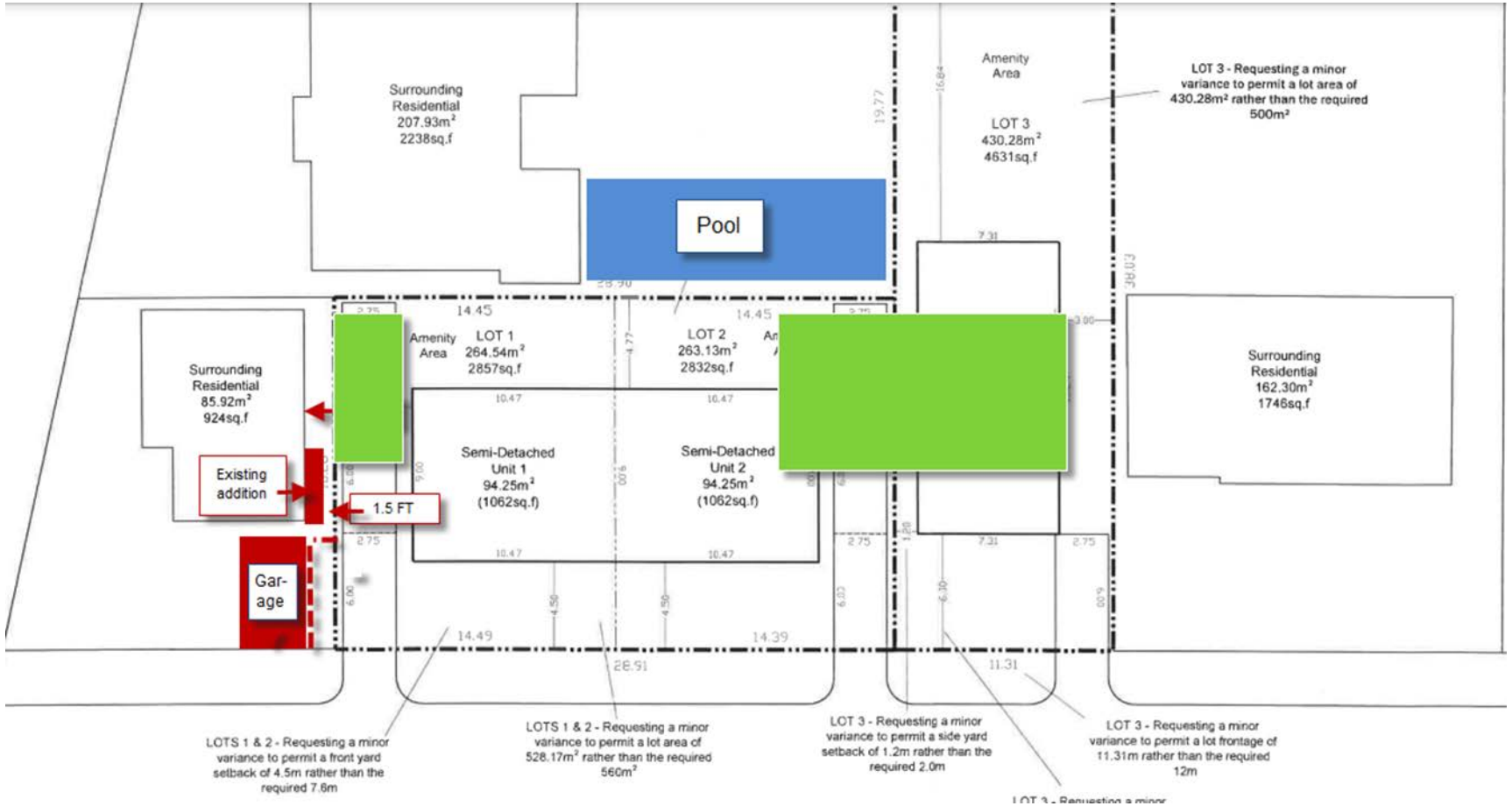
Number of People

27 people could live there

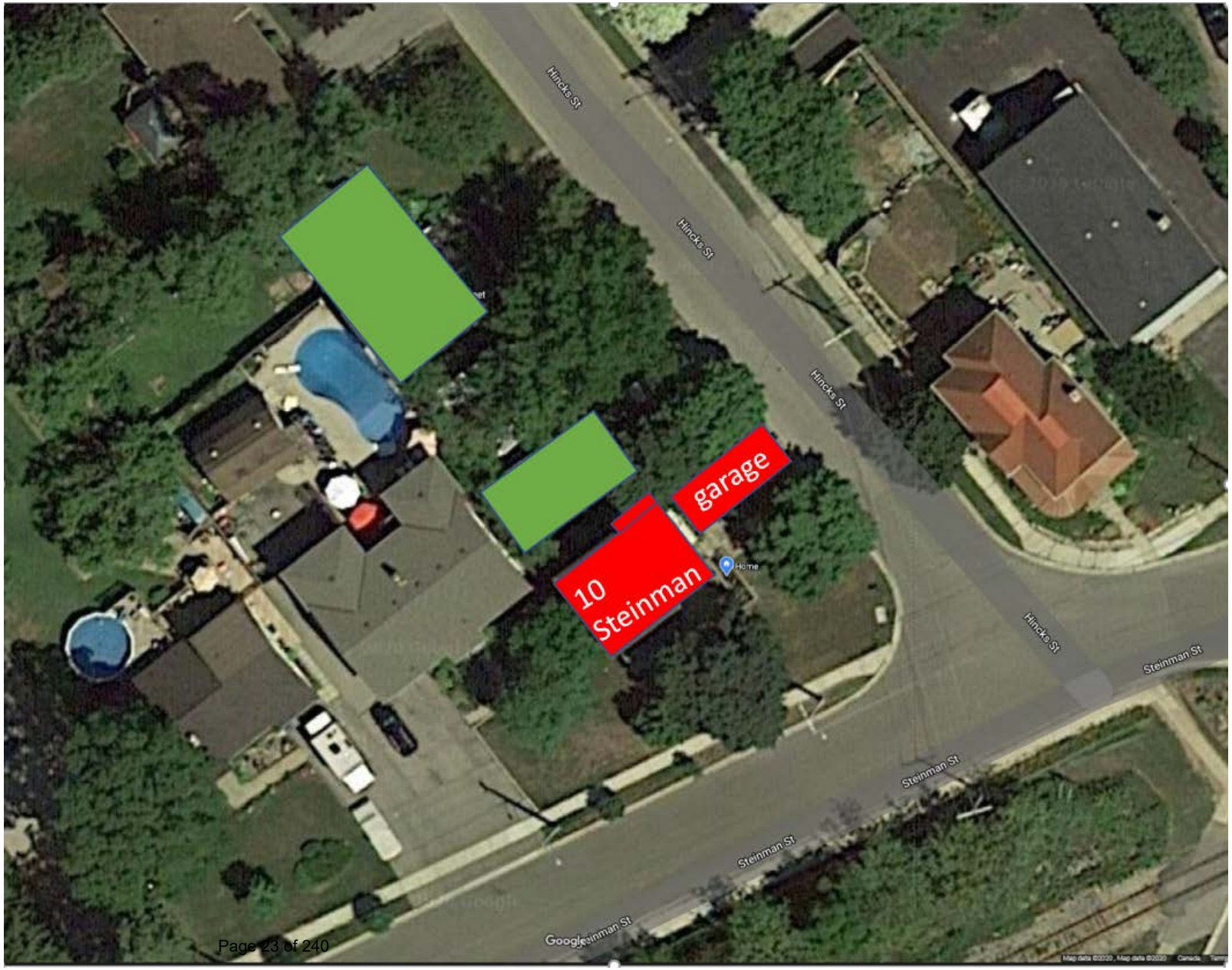


To put that in perspective, It means almost a classroom of people and it significantly affects the surrounding neighbours' enjoyment of their own homes.

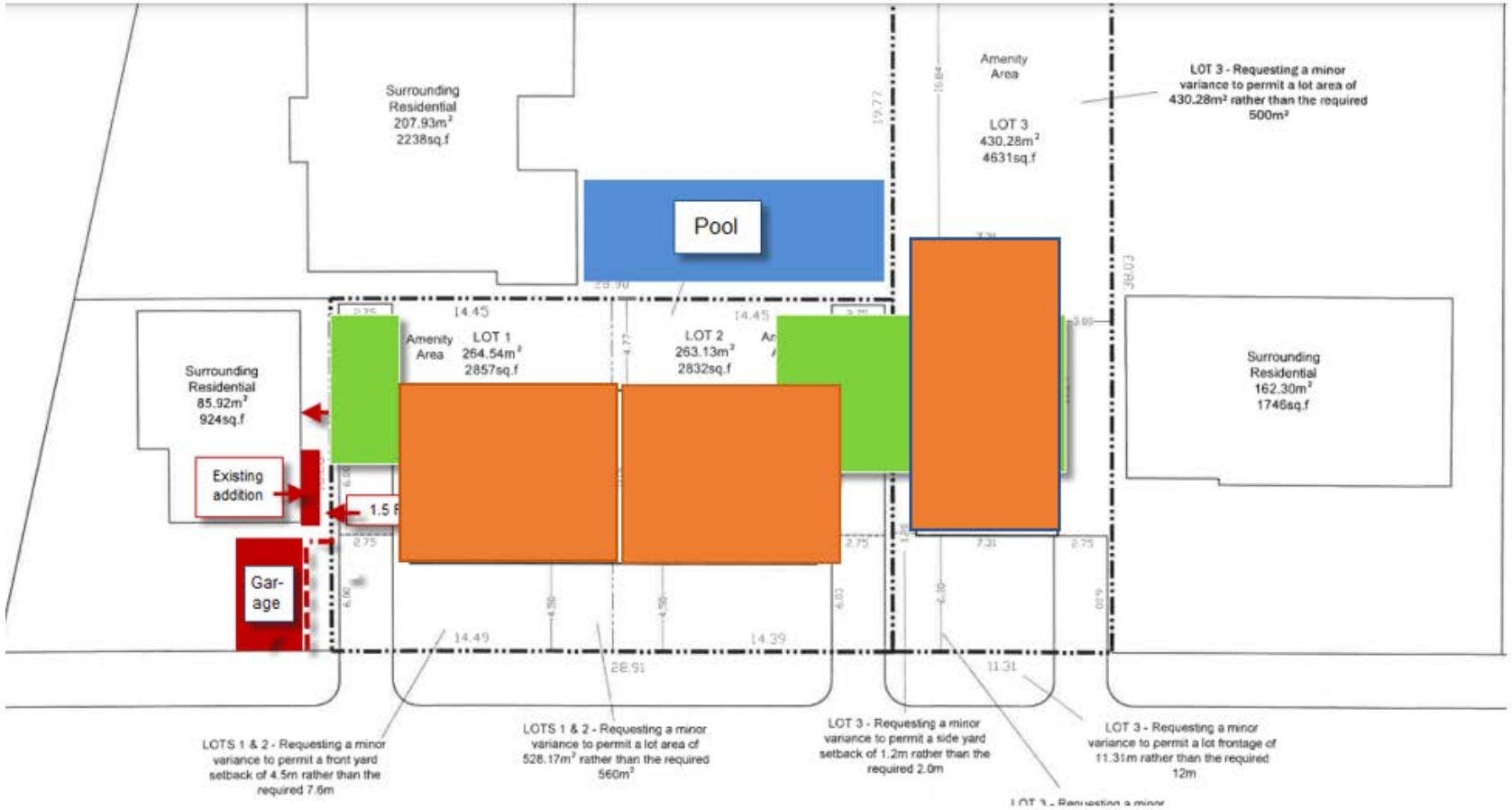
Let's Look at the Plan: Existing Property



Let's Look at the Plan: Existing



Let's Look at the Plan: Proposed overlaying Existing



Let's Look at the Plan: Proposed

How the proposal physically affects me

Main Level

I virtually have no backyard and my property is higher in elevations

My living room / dining room / bathroom windows are (at the shortest) 1.5 feet from the fence and 9 feet (at the largest.

I currently look at the garage and the existing home cannot see into my home.

Upper Level

Main bathroom and bedroom.

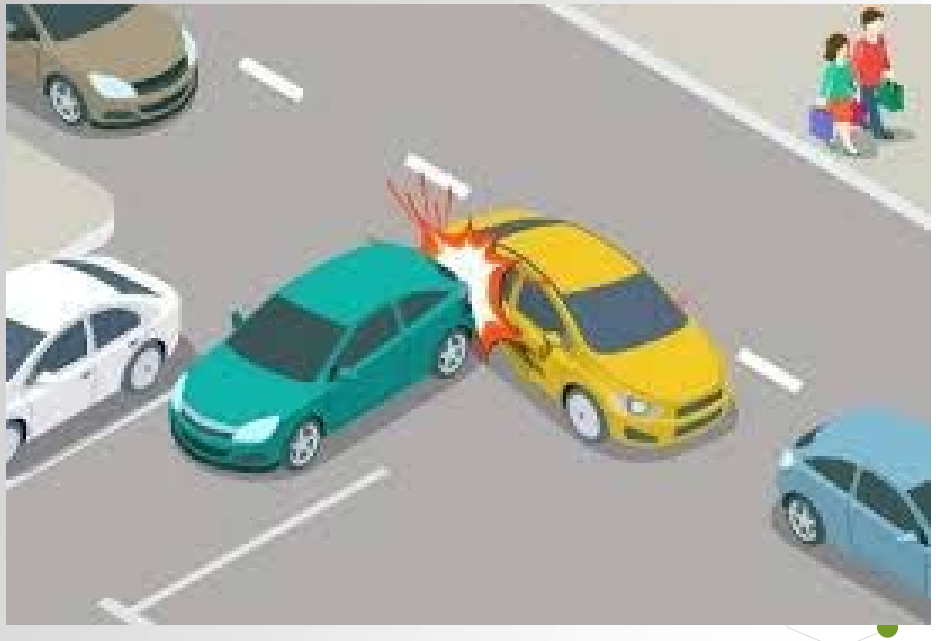
This proposal means new residents could look directly into all of these windows from 10 feet away, my view becomes a semi and it will block any natural light coming into my home.

Please note: the submitted plans do not show the full house footprint.

My Garage

Currently, my garage is one foot from the road and is a blind spot and having seven to eight parking spots increases the traffic and risk. Directly in front of 18 Hincks St. there is traffic from a daycare.

Please note: the submitted plans left out the garage.

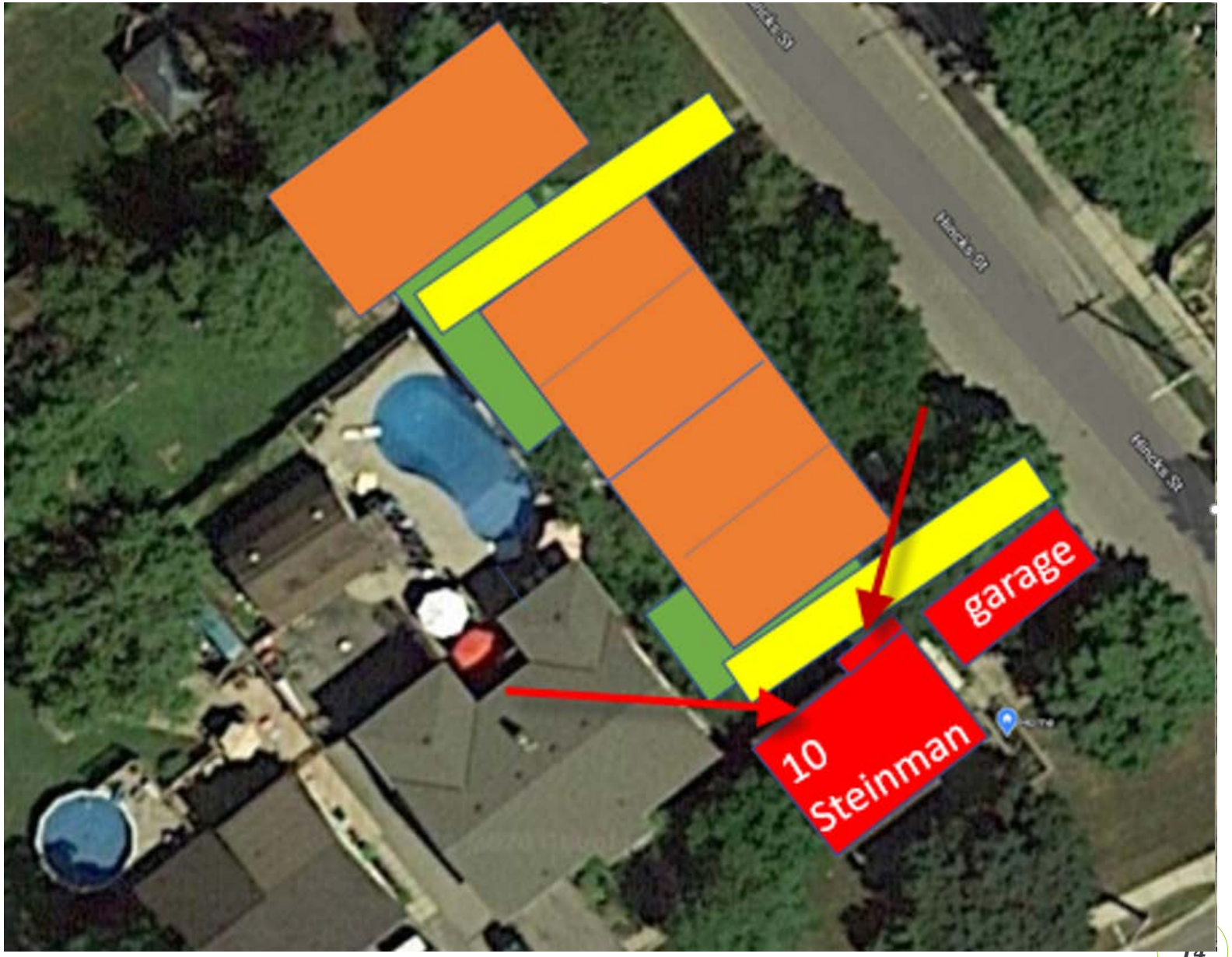


Let's Look at the Plan: My view

We have not seen drawings or mock-ups of what the properties are proposed to look like. Playgrounds? Does zoning allow decks and balconies?

Parking

1.5 feet to fence (narrowest). 9 feet (deepest) The proposal puts parking one foot from (maximum height) fence and runs the whole length of the back of my house (living room/dining room)



Parking

How it affects me directly

- The parking is slated to be one foot beside the fence. The fence is 1.5 feet from my bathroom. It means 2.5 feet from someone sitting on the toilet there will be people getting in and out of their cars.
- It means that literally 10 feet away from my living room windows people will be parking/jostling their cars. My elevation is higher than the property – it means that my view would become parking because the height of fence bylaws. It also means that from 10 feet away, people can look directly into my living room dining room. Plus the noise of parking, chatting, revving engines. (Current view is their garage).
- It means that my plan to create a miniscule private sitting area in my yard is moot. It also means that the area now used for my dog will be beside exhaust fumes and has environmental impact on my century home.
- My garage – is one foot from the road and a potential blind spot. Having people backout and jostling makes this an imminent risk.

Neighbours Privacy

Material Changes

We would be willing to formally sit down with the developers and the Township's planning department to come to a mutually beneficial solution.

Construction

How will our properties be affected?

Will our yards be dug up? Will there be people on our properties? Where will the workers be going to the toilet? Where will the bins be for garbage, etc. What are they doing to contain dust and debris? How are they keeping the property safe during construction from injury? What is the turnaround time to replace broken windows, etc.? What is the impact on the existing residents – best/worse case scenarios?

Directly affecting my livelihood

Summary

- Environmental plan for asbestos and lead paint in the demolition. Plus, the specific plan of what trees will be kept and which will be removed.
- Pre and post assessments of neighbour properties and potential damage to homes from the demolition and construction by third-party structural engineers, with no vested interest, paid for by the developers. Plus, the installation and monitoring of crack and vibration monitors in our homes.
- A traffic study and a light and noise study.
- More parking for residents, an overflow parking plan, and a plan of safety.
- A plan for garbage and snow removal.
- A mandate to include neighbouring homes on the developers insurance plans to ensure if they default in building that our homes are covered for damages and we incur no direct costs.
- Request a contract about when there will and won't be work on the property – times, dates etc. policed by the Township. Plus the scheduling of outages of services – including internet, power, water, electricity, etc. and compensation for interruptions.
- A ban on building decks and balconies.
- Height restrictions on building.
- A visual representation of what they are building including window locations.
- We would like to see a plan for garbage and snow removal.
- A plan for the construction of a fence (with noise barrier and for aesthetics) and ask them to request a variance to increase fence heights.
- If the units will be rental properties we would like criminal checks.

Thank You

Ceri Nelmes

519.654.6132

cerianelmes@gmail.com

Indoor Arena Ice Usage & Needs Analysis

Presentation to Township of Wilmot Council

October 19, 2020

Monteith+Brown planning consultants

40+ Years of Planning Excellence Established·1977

PFRS Master Plan Recommendation #12

Purpose of the Analysis

To assess the timing of future ice pad provision, updating the arena component of Wilmot's 2017 Parks, Facilities & Recreation Services Master Plan and the 2013 Ice Usage & Needs Analysis.

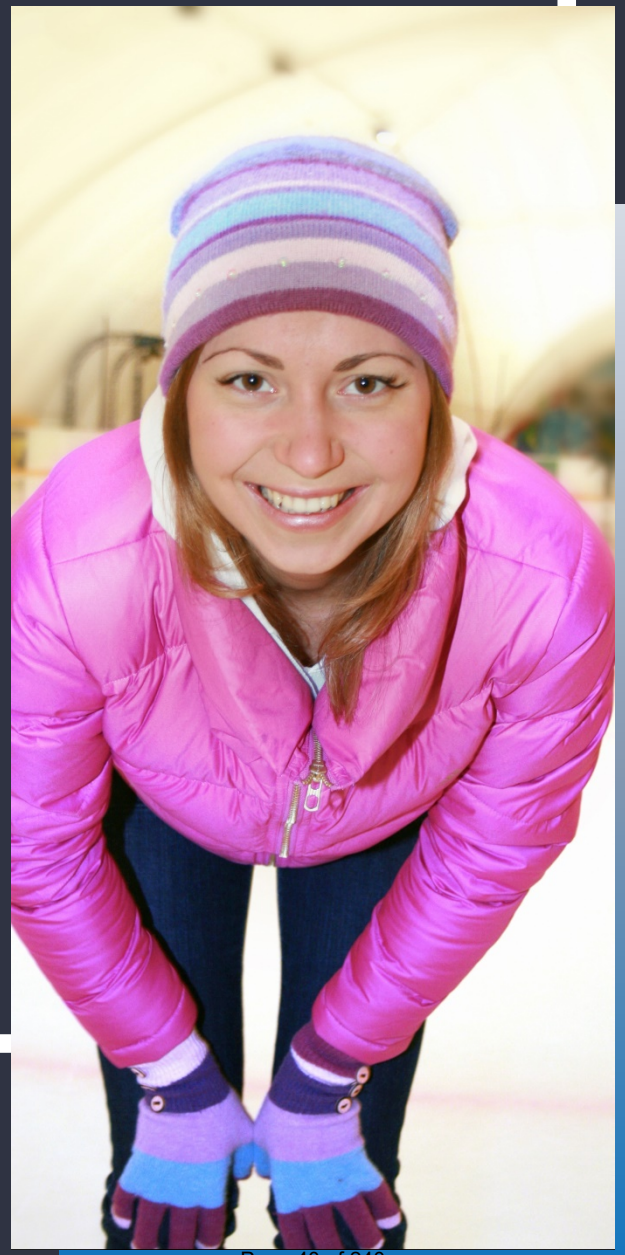
The Township will use the 2020 Ice Usage & Needs Analysis to develop an implementation strategy for future ice surfaces.

Project Objectives

Study Timeline

Arena Stakeholders Contributing Input

- New Hamburg Hockey Association
- Wilmot Girl's Hockey Association
- New Hamburg Skating Club
- New Hamburg Firebirds
- 15 Adult Teams / Pick-Up Leagues



Themes From Discussions

- Minor hockey (girls and boys) rents 15 hours per week outside of Wilmot because of local capacity constraints
- Youth hockey organizations estimated that they could book between 37 and 56 additional hours per week of prime time ice in Wilmot if it was available
- A number of adult leagues cannot grow within their allocated ice time
- Certain concerns over impact of COVID-19 (noting consultations were held in June, near the start of the pandemic)

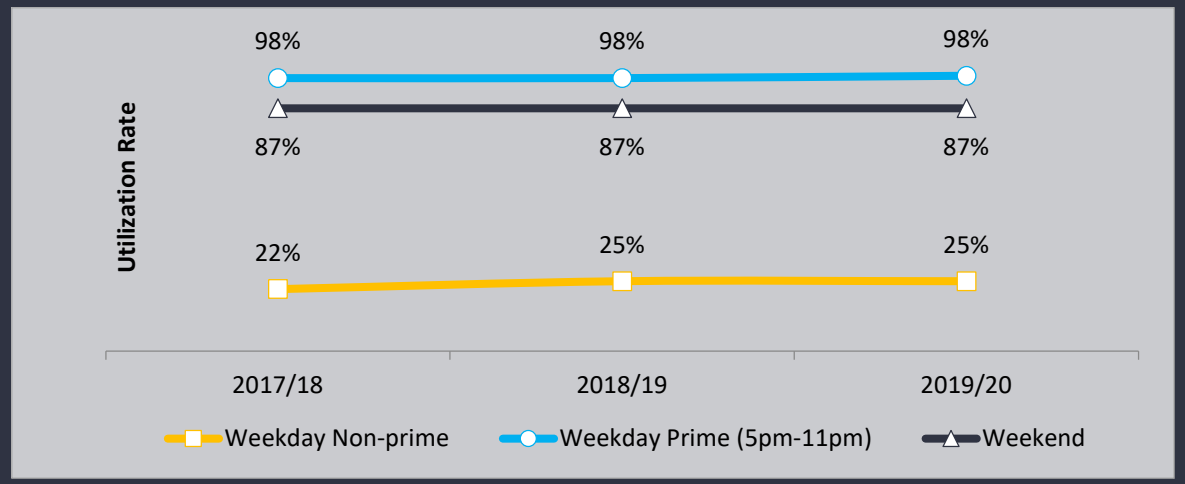
Arena Market Conditions

The WRC's prime time (weekday and weekend) utilization rate of 92% means it is operating near full capacity. There are few opportunities to accommodate more usage during prime time.

Wilmot's population of 21,850 is projected to reach 28,500 by 2031, an average annual rate of growth that would be nearly double that recorded between the 2011 and 2016 Census periods.

Children and teens account for the majority of prime time usage in most arena systems. By 2031, the 5 to 19 age group is forecasted to increase by 43% over 2016 levels.

The number of Wilmot youth registered in ice sports has increased by 30% over the past decade.



Registration in Organized Ice Activities for the Past 3 Winter Seasons

	2017/18	2018/19	2019/20
Youth Registration			
New Hamburg Hockey Association	560	600	590
Wilmot Girls Hockey Association	242	252	255
New Hamburg Skating Club	235	270	275
New Hamburg Junior C Firebirds	23	23	23
Subtotal – Youth	**1,060**	**1,145**	**1,143**
Other/Adult Registration			
Wilmot Girls Hockey Association (Senior B)	18*	18*	18
New Hamburg Hockey Association (U21)	25*	25*	25
Adult Leagues / Teams (estimated)	*no data*		381**
Subtotal – Other/Adults	*no data*		**424**
TOTAL	-	-	**1,567**

Future Arena Market Potential

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There is Demand for 3 Ice Pads in the Short-term

10-Year Projection of Ice Pad Needs

Projection of Ice Pad Needs, Township of Wilmot (2019/20 to 2031)

	2019/20	2026	2031
Forecasted Youth Registration	**1,143**	1,400	1,550
Number of Ice Pads Required (@ 1 ice pad per 450 youth registrants)	**2.5**	3.1	3.4
Additional Ice Pads Required	**0.5**	**1.1**	**1.4**

Next Steps:
Examine Location and Cost Factors for the Third Ice Pad

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Monitor Impacts of COVID-19 and Local Participation Rates

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PARKS, FACILITIES & RECREATION SERVICES
Staff Report

REPORT NO:	**PFRS 2020-13**
TO:	**Council**
SUBMITTED BY:	**Sandy Jackson, Director of Parks, Facilities & Recreation Services**
PREPARED BY:	**Sandy Jackson, Director of Parks, Facilities & Recreation Services**
REVIEWED BY:	**Grant Whittington, CAO**
DATE:	**October 19, 2020**
SUBJECT:	**Indoor Arena Ice Usage and Needs Analysis Update**

RECOMMENDATION:

That the recommendations in the Indoor Arena Ice Usage and Needs Analysis Update prepared by Monteith Brown Planning Consultants Ltd. be received and;

That staff proceed with Recommendation #2 '*to undertake further study to determine strategies for delivering a third ice surface'* and;

That funding be included into the 2021 budget as per the existing 10-year Capital Forecast at an estimated cost of $55,000; and,

That the existing contract with Monteith Brown Planning Consultants Inc. be extended to include strategies for delivering a Third Ice Surface report.

SUMMARY:

The 2020 Capital budget included a project to update the Indoor Arena Ice Usage and Needs Analysis. Monteith Brown Planning Consultants Ltd. were retained to complete the study due to their history with the Township developing the first Ice Needs Analysis in 2013 and the Parks, Facilities and Recreation Services Master Plan in 2017. The rationale for reviewing ice surface

requirements in 2020 is a result of the Master Plan's recommendation to review current statistics related to ice use, conduct public consultation and confirm when a third ice pad project should be considered in the Township.

Due to the conclusions presented in this report, a recommendation to include a new project in the 2021 Capital Budget process to undertake a further study to determine strategies for delivering a third ice surface in the Township is being recommended. This study will include considerations for partnerships, locations, and operational models (multi-pad vs. single pad) and will provide staff and Council with necessary information to help with future ice surface construction decisions.

BACKGROUND:

In 2013, the Township undertook an arena analysis containing a detailed assessment of ice needs. The results were updated and verified when the Parks, Facilities and Recreation Services Master Plan was developed in 2017. The Township uses these documents to develop an implementation strategy for the provision of future municipal facilities such as ice surfaces. Each of the studies includes information related to demographics, population growth, consultation with user groups, and a review of trends of local and industry ice surface demands. The goal of the review is to predict future ice demands and the suggested timing to ensure adequate ice time is available to meet the local demand.

REPORT:

Determining when it is the right time to trigger construction of an additional ice pad is a complex and challenging decision for any municipality. The Township of Wilmot has consistently reviewed demographics, ice use statistics and industry trends since 2007 to ensure this decision is well thought out before considering this type of major capital investment.

In 2020, Monteith Brown Planning Consultants Ltd. (Monteith Brown) were retained by the Township to prepare the report attached as Appendix "A" *Indoor Arena Ice Usage & Needs Analysis Update*. This report builds on information previously prepared by Monteith Brown as the consultants who developed the Parks, Facilities and Recreation Services Master Plan in 2017, and the original Arena Ice Usage study in 2013.

In the 2020 report, Monteith Brown provides the following information:

- A summary of current ice facilities and level of prime-time ice bookings;
- A review of area municipal arenas within a 30 km/ 30-minute drive from Wilmot Township;
- A review of previous studies undertaken by the Township;
- Inclusion of related recommendations from the 2017 Parks, Facilities and Recreation Services Master Plan related to ice needs in the community;
- A review of stakeholder consultation undertaken as part of the 2020 ice needs analysis;
- A community profile outlining existing and forecasted population growth;

- A demographic review related to age structure within the community;
- An overview of socio-economic trends related to participation in sports;
- A review of pressures impacting key arena stakeholders regarding access to ice;
- A summary of a survey issued to all ice users currently utilizing the Wilmot Recreation Complex (WRC);
- A chart outlining the current registration levels for the major ice users;
- A comparison to national and provincial trends related to ice use;
- Reference to the current and potential future impacts of COVID-19; and
- An outline of the timing for future ice surface investment.

This comprehensive report provides a detailed overview of the topics that need to be considered before investing in an additional ice surface. Some of these details have been summarized in the sections below.

Local & Regional Arena Supply:

When the WRC was constructed and the arena complex opened in 2007, the New Hamburg Arena & Community Centre (251 Jacob Street) ice surface was decommissioned. This new complex in the Township resulted in one additional ice surface. This additional ice was quickly filled during prime-time hours by local ice user groups such as New Hamburg Hockey Association (NHHA), Wilmot Girl's Hockey Association (WGHA), the New Hamburg Skating Club (NHSC) and the OHA Jr. C New Hamburg Firebirds (NHF). Remaining prime time ice was booked by adult hockey groups, public skating and during the day, school board use.

As a result of the local demand, travelling outside the Township to rent ice has been a historic practice for some Wilmot-based groups. In addition, some groups, particularly adults, are unable to rent ice locally due to the high demand for youth ice programs. This is a missed revenue opportunity for the Township as adult ice rental rates are 35% higher than youth rates.

Previous Studies

In 2017 the Parks, Facilities and Recreation Services Master Plan was undertaken with extensive public engagement and was approved by Council. This Master Plan found support for the need for a third ice pad due to the local demand and the anticipated population growth in the Township. Three recommendations within the Master Plan were identified related to ice use:

1) Re-evaluate the need for a third ice pad in 2020, and if a third pad is determined to be required, undertake a site selection process. This study is attached as Appendix "A" and summarized below.

2) Undertake an engineering study to assess the costs associated with re-opening the arena at the NHCC. This study was completed in 2019 and included a visual structural review and recommendations for repairs and improvements. Some of the recommended repairs

are being undertaken in 2020 and further repairs will be included in the 10-year capital plan. This study did not include estimated replacement costs for the arena floor, refrigeration lines or the ice mechanical plant. Further study will be required to determine the suitability and costs associated with considering this facility for a future ice surface.

In addition to the engineering study, a Building Condition Assessment (BCA) report was completed in June 2020 as part of the Township's BCA program. This study reviewed Architectural, structural, mechanical and electrical services. These studies will assist future site selection recommendations.

3) Develop an Ice Allocation Policy to ensure that the allocation of ice time is distributed efficiently and equitably. This recommendation was undertaken in 2020 by staff and will be used as an internal guideline for scheduling ice.

The Ice Usage & Needs Analysis, attached as Appendix "A", was completed in the summer of 2020 and provided three recommendations based on the analysis provided in the report:

1. Continue to target 1 ice pad per 450 registered youth participants (ages 5 to 19) in the planning for current and future ice surface needs, consistent with the Parks, Facilities & Recreation Services Master Plan and the previous Ice Needs Analysis. Based on this target and a continuation of existing participation rates, there is a deficit of ice at present (equivalent to 0.5 ice pads), growing to 1.1 ice pads by 2026 and 1.4 ice pads by 2031.

2. Provide one additional ice pad as early as the 2021/22 season. It is anticipated that the findings of this Analysis will be used by the Township to develop a strategy for the provision of future municipal ice surfaces. Specifics relating to the location, design, cost, funding, and form of management for a third ice pad are beyond the scope of this Analysis.

   The Township should undertake further study to determine strategies for delivering a third ice surface, including considerations to partnerships, locations, operational models (multi-pad arenas are more sustainable than single pad facilities), and funding (e.g., capital reserve). Potential strategies may include (but not necessarily limited to):

   - rehabilitation of the New Hamburg Community Centre as a winter ice venue;
   - an expansion to the Wilmot Recreation Complex; or
   - new construction at an alternative site, with capacity for a fourth municipal ice pad (to be determined through future arena assessments).

3. Review potential implications of COVID-19 on arena participation and utilization rates as they pertain to short-term arena demand. The need for a fourth ice pad should be confirmed based on arena market factors including (but not limited to) the rate and

timing of population growth (with emphasis on growth in the 5 to 19 age group), changes to participation rates, additions or removals of ice pads from the regional arena supply, changes to user group programming requirements and capabilities, etc.

Stakeholder Consultation & Local Utilization Rates

Monteith Brown undertook an extensive stakeholder consultation when completing the 2020 Indoor Ice Usage Needs Analysis. Interviews with the primary user groups included NHHA, NHSK, WGHA and NHF organizations. In addition, a feedback form was sent to other arena user groups with 19 groups submitting information to support the findings. Stakeholders provided information regarding current and forecasted participation, ice needs, hours booked outside the Township and other valuable information to support the recommendations. A summary of the information received from the key stakeholders is outlined below:

NHHA

- Registration ranged from 560 – 600 participants over past three seasons, representing 20% growth compared to when the 2013 Ice Needs Analysis was prepared
- Experiencing growth in 4-6-year-old age group and midget and juvenile divisions
- Identified need for 20 – 30 additional hours of ice per week based on out of town bookings and the need for additional practice ice for rep teams to stay competitive
- Strongly support a third ice pad in Wilmot with a preference for a centralized location at the WRC

NHSC

- Registrations range from 240 – 255 participants over the past three seasons
- Registrations have increased 15% over the past three seasons, particularly due to CanSkate and powerskating programs
- Competitive figure skating program has been shrinking which aligns with provincial and national trends
- The club does not use out of town facilities and does not currently require additional ice.

WGHA

- Registration growth of approximately 5% over the past three years driven by continued interest in girls' hockey (particularly the Novice division) resulting in 235–275 registered players over the past three seasons
- WGHA is consistently renting approximately 8 hours of ice out of town
- Including out of town use, the club indicated they could use an additional 16-25 hours of ice if a third pad were available.

NHF

- The Jr. C team has 23 players on their roster annually

- This group is currently satisfied with their ice allocation at the WRC, however, noted potential interest in securing additional practice ice in the future.

These key user groups identified the need for 37-56 additional hours of ice use if a third pad was available in the Township. This represents 30–47% in ice time from the four primary groups without considering interest from any other groups.
Other Arena User Groups

- 80-85% of ice use is currently allocated to youth programming. This aligns with the Ice Allocation Guideline
- With only 15-20% of ice available for adult groups, many of these groups are unable to find ice time locally
- These groups pay approximately 35% more per hour of ice than youth groups and can play a significant role in revenue generation, thereby offsetting operating costs.

The 2020 Ice Usage & Needs Analysis indicated that based on the Township's statistics for ice use, prime time rentals have remained strong at 92% over the past three years and the WRC Arena is operating near capacity. This is consistent with findings from the 2017 Master Plan and the 2013 Ice Study. The remaining 8% of prime-time ice is generally undesirable as it includes half hour time slots and hours later in the evening. Prime-time hours are defined as Monday through Friday 5pm – 11pm and Saturday and Sunday 6am to 12am.

Community Profile

The Analysis undertook a detailed review of the Township's existing and forecasted population growth, which is projected to grow from the current level of 21,850 and is projected to reach 28,500 by 2031. Community age structure was also analysed and identified a 43% increase in forecasted youth residents (age 5-19) between 2016 and 2031 based upon projections prepared by the Region of Waterloo. This aligns with an increased demand in ice needs. Other socio-economic trends were also identified including the impact of participation in higher cost ice sports based on a higher average income; lower proportion of residents living below the poverty line; and lower than provincial level of residents born outside of Canada who may not have exposure or interest in ice sports.

Ice Surface Needs Assessment

The chart below is included as Table 3 in the Ice User Study attached as Appendix "A". This chart shows the actual 2020 participation rates and the forecasted rates determined through the statistics and comments provided by the user groups. This chart is the basis for the recommendation that a third ice pad is needed in the Township.

Projection of Registered Ice Sport Participants, Township of Wilmot (2012/13 – 2031)
(see pg18 of Appendix "A")

	Actual	Forecast	
	2019/20	2026	2031
Youth/Core Registrants (based on a 27% participation rate for residents ages 5 to 19)	**1,143**	**1,400**	**1,550**
Adult/Other Registrants (based on a 5.5% participation rate for residents ages 20 to 49)	**424**	**490**	**535**
Total Registrants	**1,567**	**1,890**	**2,085**

The chart below identifies the timing for projection of new ice pads based on the research completed by Monteith Brown. When applying the recommended ratio of one ice pad per 450 registered youth, the projection of ice pad needs indicates the need to consider site selection and construction of an additional ice pad as early as 2021. The projection assumes that the Township will experience population growth at the rate projected by the Region (including for the 5 to 19-year age group) and that local ice sport participation rates are sustained.

Projection of Ice Pad Needs, Township of Wilmot (2019/20 – 2031)
(see pg19 of Appendix "A")

	2019/20	2026	2031
Forecasted Number of Youth Registrants	**1,143**	**1,400**	**1,550**
Number of Ice Pads Required (based on 2 pads at present and a provision target of 1 ice pad per 450 youth registrants)	2.5	3.1	3.4
Additional Ice Pads Required	**0.5**	**1.1**	**1.4**

The 2020 Ice Usage & Needs Analysis indicates that Wilmot's arena market is growing at a faster rate than previously identified in earlier studies. This has accelerated the need to consider a third ice pad. The ice pad demand threshold has reached 2.5 ice pads which aligns with the proposed timing in the 2013 ice study as the recommended timeline to look at an additional ice surface to meet demands.

The first step in addressing the ice needs is to complete a site selection and service delivery study. This will help formulate budget needs and timelines should the decision to move forward with a third ice surface be included in the 10-year capital program.

<u>COVID-19 Impacts</u>

The Analysis was undertaken in summer of 2020 was prepared during the "first wave" of the COVID-19 pandemic. The Analysis acknowledges the potential impact the pandemic could have on long-term demand for arena services and facilities. A short-term slowdown in growth of ice use was anticipated as a result of COVID-19, however, the fall registrations for both NHHA and WGHA have shown only a slight decrease in numbers to date. That said, the

second and potential future waves of the pandemic could impact this participation level and it is anticipated that the 2021/22 season could also be impacted. This will be a consideration when timing for construction is proposed and once the site selection study is completed should this report be approved.

ALIGNMENT WITH THE TOWNSHIP OF WILMOT STRATEGIC PLAN:

The Indoor Arena Ice Usage and Needs Analysis Update report is aligned with following Township Strategic Plan goals:

- *We enjoy our Quality of Life*, through the action of *Providing Recreational Opportunities for Everyone*;
- *We Have a Prosperous Economy*, through the action of *Maintaining our Infrastructure*
- *We Are an Engaged Community,* through the action of *Involving Volunteers and Integrating Community Groups.*

FINANCIAL CONSIDERATIONS:

The purpose of this report is to outline the findings of the 2020 Indoor Arena Ice Usage & Needs Analysis Update Study and proceed with the inclusion of $55,000 in the 2021 Capital Budget to undertake further study to determine strategies for delivering a third ice surface.

This proposed study will help determine site/building feasibility and estimated capital costs of construction. Professional services for architectural and/or engineering analysis may be included to develop facility fit diagrams; order of magnitude costs or Class D construction budgets; and service delivery modeling to determine staffing costs; and any other detailed information that will assist the Township with location and construction decisions.

Each of the three site location options outlined above (rehabilitated NHCC arena, add on to WRC or look for a new site) and any additional options would be considered in this study. Results of the study would be presented to Council in 2021 prior to future budget deliberations.

Monteith Brown Planning Consultants Inc. have completed all previous studies related to this next step. Due to their significant background knowledge, staff are recommending that the Terms of Reference be prepared to extend the existing contract, and that the follow up report to determine strategies to deliver a third ice pad be awarded to Monteith Brown. The extension of the existing contract with Monteith Brown is in the best interests of the Township for consistency purposes and is permitted within the Township's procurement by-law with the approval of Council.

ATTACHMENTS:

Appendix A: Indoor Ice Usage & Needs Analysis Update prepared by Monteith Brown Planning Consultants Ltd.

Township of Wilmot

Indoor Arena Ice Usage & Needs Analysis Update

September 2020

Monteith+Brown planning consultants

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Township of Wilmot

Indoor Arena Ice Usage and Needs Analysis Update

FINAL REPORT

September 18, 2020

Prepared by:

Monteith+Brown
planning consultants

Table of Contents

Section **Page**

1.0 Introduction 1

1.1 Overview 1
1.2 Note about COVID-19 1
1.3 Local & Regional Arena Supply 2
1.4 Previous Studies 3
1.5 Stakeholder Consultation 4

2.0 Community Profile 5

2.1 Existing and Forecasted Population Growth 5
2.2 Age Structure 6
2.3 Other Socio-Economic Trends 7

3.0 Local Pressures & Utilization Rates 8

3.1 Pressures Impacting Arena Stakeholders 8
3.2 Summary of Requests for Additional Ice Time 11
3.3 Ice Utilization 12
3.4 Participation Rates 15
3.5 Comparison to National & Provincial Trends 17

4.0 Ice Surface Needs Assessment 18

4.1 Estimating Participation 18
4.2 Applying the Provision Target 19
4.3 Timing of Future Ice Surface Needs 20
4.4 Summary of Recommendations 21

1.0 Introduction

1.1 Overview

The Township of Wilmot regularly assesses the usage of its arena system to plan for future needs. This Indoor Arena Ice Usage & Needs Analysis ("the Analysis") updates assessments most recently carried out as part of the Township's 2017 Parks, Facilities & Recreation Services Master Plan.

The purpose of this Analysis is to reassess the timing of future ice surface provision within the Township by updating the ice surface component of the 2017 Master Plan (which included a high level assessment of all municipal recreation services and facilities) and a 2013 arena analysis under the same name (which contained a detailed assessment of ice needs). The following objectives have been established for this project:

- Assess trends in ice surface demand (locally, regionally, and beyond) and contributing factors;
- Consider trends in local ice sport participation, as well as community demographics (including updated age-based data and population forecasts);
- Evaluate changes in utilization of Township of Wilmot ice surfaces since the Master Plan;
- Gather input from major local ice sport organizations regarding current and future demand; and
- Project future ice surface demand based on the items above, including timing of anticipated need for a third municipal ice surface.

The Township will use this Analysis to develop an implementation strategy for the provision of future municipal ice surfaces. Specifics relating to the location, design, cost, and form of management for additional ice pads are beyond the scope of this Analysis.

1.2 Note about COVID-19

This Study is being prepared in 2020 during the midst of the COVID-19 pandemic. The pandemic has the potential to affect the long-term demand for and delivery of arena services and facilities, however, the ultimate scope and scale of change is presently unknown. A short-term slowdown in the growth trajectory of local ice sports is possible; longer-term impacts will need to be monitored. Early observations are that while the Township has re-opened one ice rink, groups are seeking allocations similar to pre-pandemic levels. This is resulting from user groups having to accommodate a reduced participant load per hour due to physical distancing requirements along with access to a fewer number of timeslots resulting from the Township having to spend more time cleaning in between rentals and the second rink remaining closed. While impacts on overall registration are unknown, it is a positive sign that user groups are able to book available arena times.

The Township and many of the other parties involved in recreation services will be working hard to address the challenges presented by COVID-19. It is believed that long-term planning and strategic investment are vital to support the significant role that the recreation sector plays in personal, social, and economic recovery and revitalization for the Township of Wilmot.

1.3 Local & Regional Arena Supply

The Township operates two NHL-regulation sized ice pads at the Wilmot Recreation Complex (WRC) with six change rooms per pad and spectator seating for 350 and 750 spectators for each respective ice pad. The arena is part of a broader multi-use community centre that includes an indoor aquatics facility, fitness space, youth centre, program rooms, and a number of outdoor recreational amenities. The WRC is centrally located between the Township's two primary settlement areas of New Hamburg and Baden with direct access to Highway 7, drawing residents from across Wilmot as well as area municipalities.

The New Hamburg Community Centre (NHCC) is a former arena whose ice plant was mothballed after the opening of the WRC in 2007, a decision supported by the findings of the Township's 2002 Recreation Facility Needs Study. Originally constructed in 1948, the NHCC was most recently renovated in 2013 to improve the entrance, lobby and washrooms. The arena's dry floor is currently being used by the Wilmot Family Resource Centre for youth programs, the Community Players Theatre, special events, and a limited number of community rentals; it is not currently capable of being used for ice sports or activities.

In addition to the WRC, there are a number of arenas in area municipalities. Ice sport participation is typically regional in rural communities, driven in part by the wide geographic reach of certain hockey leagues and skating programs as well as the ability to access ice at more convenient times than would be possible in larger urban communities. Notable arenas located within 30 kilometres, or approximately a 25 to 30 minute drive, of the WRC include:

- City of Kitchener – Lions Arena and Queensmount Arena (two single pad arenas), while the City's Leisure Facilities Master Plan recommends a feasibility study be completed for a twin pad arena in southwest Kitchener;
- Township of North Dumfries – North Dumfries Community Complex and Queen Elizabeth Arena (single pad arenas), noting that the Township is presently engaged in a study to determine its long-range arena needs that could involve removal or replacement of the Queen Elizabeth Arena;
- Township of East Zorra-Tavistock – Tavistock & District Recreation Centre (single pad arena);
- Township of Blandford-Blenheim – Plattsville Community Arena (single pad arena);
- Township of Wellesley – Wellesley Arena (single pad arena) which is planned to be replaced with a new arena facility; and
- City of Stratford – William Allman Memorial Arena and Dufferin Arena (two single pad arenas), along with the Rotary Complex (twin pad arena).

Traveling outside the community to access available ice time or more favourable rental rates has been a historic practice for certain Wilmot-based groups, although it may not be a sustainable solution for all residents due to challenges with travel time and access. The Township's primary mandate is to address needs directly attributable to Wilmot residents; given the regional supply of arenas, it would not be sustainable to provide arenas in Wilmot to directly respond to non-resident organizations due to tax funding inequalities that would otherwise exist, though some economic spinoff may be attributable to casual players coming from outside of the Township.

1.4 Previous Studies

In January 2017, Township of Wilmot Council endorsed the Parks, Facilities & Recreation Services Master Plan prepared by Monteith Brown Planning Consultants. With the assistance of an extensive public consultation program and supported by a comprehensive assessment of indoor recreation facility needs, the Master Plan found that the Wilmot Recreation Complex arena was operating at capacity during many prime time periods and that selected arena users were travelling outside of the Township to access ice time available in other municipalities. T**he Master Plan found support for providing a total of three ice pads in Wilmot**, confirming previous analyses prepared as part of the 2013 Indoor Ice Usage and Needs Analysis, along with the 2007 Addendum to the 2002 Recreation Facility Needs Study. Each of these studies identified options for a third ice pad, but did not evaluate or select a preferred provision option.

More specifically, the 2017 Master Plan advanced the following recommendations for Wilmot's arena system and their implementation has provided rationale for updating the Master Plan's arena assessments through this Analysis.

PFRS Master Plan Recommendation	Status / Implementation
#12. Re-evaluate the need for a third ice pad in 2020 following the expansion of the New Hamburg treatment plant. The Township should monitor participation and utilization trends during this time to ensure that the demand for ice is sustained during this period. This exercise should also confirm the size of the children/youth population once the 2016 Census for population by age cohort has been released, seek to determine if national hockey participation trends (declining participation) are affecting Wilmot, undertake consultation with arena groups, and investigate opportunities in adjacent communities to accommodate additional capacity within their respective arenas to accommodate Wilmot residents. *If a third ice pad is determined to be required, undertake a site selection process, which should include the following options: a) re-opening the New Hamburg Community Centre for ice, b) expansion of the Wilmot Recreation Complex, and c) any other site(s) deemed appropriate for consideration.*	– *Recent engineering improvements to Wilmot's water treatment plant have expanded its sewage capacity to service a population of 28,500 persons, thereby addressing criteria contained in Recommendation #12.* – *2016 Census results have been considered in this Analysis and confirm approximately 4,000 youth between the ages of 5 and 19.*

PFRS Master Plan Recommendation	Status / Implementation
#13. Undertake an engineering study to assess the costs associated with re-opening the arena at the New Hamburg Community Centre to assist with identifying the location for a third ice pad should demand exist in the future. This study should also identify the costs associated with converting the floor pad into a warm building, in the event that another option for a third ice pad is selected.	– *An engineering report was prepared in 2019 for the New Hamburg Community Centre, thereby addressing Recommendation #13. That report recommended several options for renovations including the ability to accommodate seasonal ice usage as well as a multi-purpose warm floor.*
#14. Develop an ice allocation policy to ensure that the allocation of ice time is distributed efficiently and equitably.	– *Township staff are finalizing an Ice Allocation Policy, thereby addressing Recommendation #14.*

At the time that this project was initiated, the Township had already submitted an application for the Investing in Canada Infrastructure Program (ICIP) for the New Hamburg Community Centre. The Township had requested funding for modernization activities such as slab and rink board replacement, building and fire code compliance, accessibility for persons with disabilities, and replacement of selected mechanical components. Township staff have been since advised that the application was unsuccessful.

1.5 Stakeholder Consultation

To assist in determining the appropriate provision of ice surfaces, interviews were conducted with the Township of Wilmot's primary users of ice time while questionnaires were sent out to other groups that make use of local ice pads and dry floors. The consultation was structured to solicit registration data, trends, usage profiles, and an understanding of current pressures and future needs from each of the groups. This information has been integrated into this report where appropriate.

One-on-one interviews were held over telephone and video conference platforms in June 2020 with representatives of:

1. New Hamburg Hockey Association
2. Wilmot Girl's Hockey Association
3. New Hamburg Skating Club
4. New Hamburg Junior C Firebirds

A feedback form was also created on the Township of Wilmot website and all arena user groups were invited to share their thoughts in June/July 2020. In addition to the primary groups listed above, the following organizations and individuals submitted a response for consideration in the planning process.

1. Amyotte Men's Hockey *(summer ice user)*
2. Bingeman Winter & Summer Hockey
3. Community Players of New Hamburg
4. D'Aguilar Pick-up Hockey
5. Denomme Sunday Morning Pickup Hockey
6. Dordan Mechanical Hockey
7. Men's Shinny Hockey *(summer ice user)*
8. Murray Friday 3 on 3 Half Ice Hockey
9. New Hamburg Firebirds
10. New Hamburg Hockey Association
11. New Hamburg Skating Club
12. Next Level Up Hockey
13. Red Lions Pick-up Hockey
14. Stonecroft Ball Hockey
15. Tobola Pick-up Hockey
16. Tuesday Night Ball Hockey
17. Wanner Pick-up Hockey *(summer ice user)*
18. Wilmot Girls Hockey Association
19. Wright Sunday Morning Hockey

2.0 Community Profile

The Township's demographics are part of the market-based considerations that will be assessed specifically in relation to arena needs and ice sports. The following is a summary of pertinent demographic and socio-economic trends, building upon trends that can be referenced in the 2017 Parks, Facilities, and Recreation Services Master Plan.

2.1 Existing and Forecasted Population Growth

Based upon the following, a percentage of the 6,650 new residents forecasted to arrive in Wilmot by 2031 can be expected to participate in ice sports and thereby generate needs for indoor arenas.

- The Region of Waterloo estimates that Wilmot's year end 2019 population is 21,850 persons.[1] This figure will be used as the baseline figure for this Analysis.

- The Township's annualized average population growth rate was nearly 1.5% between the 2011 and 2016 Census periods. This was half of the annual average rate between the 2001 and 2011 Census periods indicating that growth in the Township has slowed in recent years. By comparison, Waterloo Region grew by an average of 1% per year between 2011 and 2016.

- New Hamburg (9,100 persons) and Baden (5,100 persons) are the largest settlement areas by population in the Township.[2]

- Wilmot's population target for the year 2031 is 28,500 persons as allocated by the Region of Waterloo in conformity with the Provincial Growth Plan for the Greater Golden Horseshoe. This represents growth of 6,650 persons over the next 11 years, or annualized average growth of 2.8% which is nearly double the rate of growth experienced between the 2011 and 2016 Census periods.

- The impact of the COVID-19 pandemic is an evolving matter. At the present time, the pandemic has resulted in an economic slowdown in growth across Canada due to limited travel, reduced construction activity, employment disruptions and curtailed migration. Over the longer-term, research suggests that the Greater Golden Horseshoe (of which Wilmot is a part) will remain attractive to growth and that previous population and employment forecasts will continue to be achieved.[3] This may mean a brief "pause" in Wilmot's positive growth, the timing and severity of which will require ongoing monitoring.

[1] Region of Waterloo. April 14, 2020. Year-End 2019 Population and Household Estimates for Waterloo Region. Report PDL-CPL-20-11 prepared by the Planning, Development and Legislative Services Department. Table 1.

[2] Township of Wilmot Development Services Department. 2019. Approximate Township Population Information as of December 31, 2019.

[3] Ministry of Municipal Affairs and Housing, Greater Golden Horseshoe: Growth Forecasts to 2051. Technical Report. Hemson Consulting Ltd. June 16, 2020.

2.2 Age Structure

Based upon the following, Wilmot's arena system can be expected to continue experiencing growth-related pressures from younger age groups despite an overall aging of the population.

- Wilmot's Census median age was recorded at 41.4 years in 2016, an increase of 3 years compared to 2001. The Township's 2016 median age was 3 years older than that of the Region of Waterloo but similar to the provincial median age.

- Children and teens in the 5 to 19 age group typically account for the majority of prime time usage in many arena systems, particularly on weekdays during the early to mid-evening. The 2016 Census recorded 4,005 persons between the ages of 5 and 19, representing 19% of all residents which is a similar proportion to that of Waterloo Region (18%). By the year 2031, the number of children and teens in this age group is forecasted to reach 5,700 persons[4] thereby adding an additional 1,700 persons and representing an increase of 43% over the 2016 Census figure.

43%

Percentage increase that is forecasted in the number of Wilmot residents ages 5 to 19 between 2016 and 2031.

- Adults between the ages of 20 and 49 typically account for the remainder of ice sport users, often booking times in "shoulder periods" that occur in the later evening. The 2016 Census recorded figure of 7,375 individuals in this age group is projected to grow to approximately 9,700 persons[5] by the year 2031, an increase of 32%.

- A percentage of older adults ages 50+ also play ice sports, albeit at a lower participation rate relative to other age groups and commonly during off-peak/non-prime weekday daytime hours. The 2016 Census recorded figure of 7,860 individuals in this age group is projected to grow to approximately 11,400 persons[6] by the year 2031, an increase of 45%.

[4] Correspondence provided by the Region of Waterloo in June 2020. Uses the moderate growth forecast applied to the Township's estimated 2031 population by single year of age, consistent with the Region of Waterloo Official Plan.

[5] Ibid. Correspondence from the Region of Waterloo, June 2020.

[6] Ibid. Correspondence from the Region of Waterloo, June 2020.

2.3 Other Socio-Economic Trends

Based upon the following, immigration and income are <u>not</u> expected to negatively impact ice sport participation in Wilmot to the extent that they have in other parts of Ontario.

- Participation in ice sports can be influenced by the degree of immigration in a community, particularly since a great deal of in-migration across Canada and Waterloo Region has come from countries that do not typically play ice sports. This may be less of a factor locally since the number of Wilmot residents born outside of Canada has remained relatively unchanged (the Township added just 500 immigrants between the 2001 and 2016 Census periods) while the proportion of immigrants as a share of Wilmot's population is 10%, less than half of the Region's proportional share of immigrants (23%).

- Visible minority rates have increased from 2.2% of the total population in 2001 to 3.4% in 2016. However, the percentage of visible minorities living in Wilmot remains well below that of Waterloo Region (19%).

- Participation in ice sports is influenced to a certain degree by household income, largely associated with costs of equipment, ice time and travel. The Township's Census median household income of $96,154 in 2015 is 24% higher than the Waterloo Region median and 29% above the provincial median, suggesting above average interest and ability to participate in ice sports.

- The percentage of Wilmot residents living below the Low Income Cut-Off, after-tax (LICO-AT) has decreased between 2005 and 2015. The 2016 Census recorded 2.2% of Wilmot residents living below the LICO-AT (455 persons) compared to 2.8% recorded through the 2006 Census. Proportionally speaking, substantially fewer Wilmot residents lived below the LICO-AT in 2015 compared to Waterloo Region and the province (9.8% respectively for each).

- The COVID-19 pandemic has had a major immediate impact on sports, with the season for most team sports cancelled or delayed. Wilmot's ice users are concerned about the implications on the upcoming 2020/21 season, particularly the safety of their players and restrictions that may be in place. The situation is fluid and the Township and sport associations will follow the best practices and protocols put forward by public health and regulatory bodies. It is not currently known how this will affect interest in ice sports or future registration levels. It is possible that household discretionary spending may decline in the short-term due to higher rates of unemployment, which could lead to lower participation in more costly and time-intensive activities such as ice sports. Longer-term prospects will need to be monitored.

3.0 Local Pressures & Utilization Rates

This section identifies factors contributing to local ice needs (as expressed by major user groups) and examines trends in the arena utilization and participation rates in Wilmot.

3.1 Pressures Impacting Arena Stakeholders

Note: The following represents the opinions of local youth ice organizations at the time of the consultation. Confirmation of ice utilization and future ice needs is addressed through subsequent sections of this report; input from local groups is only one of several inputs used in the future demand model.

Interviews with Primary Arena Users

The following summarizes the major points of discussion as well as written feedback that each of these organizations also contributed through the stakeholder survey.

New Hamburg Hockey Association (NHHA)

- NHHA registrations have historically hovered around 560 players but have been in the range of 600 players over the past two seasons. They are seeing growth primarily in 4 to 6 year olds with many new families coming to Wilmot but are also retaining older players in the midget and juvenile divisions. While COVID-19 may affect short-term registration rates, particularly among families that have lost income, NHHA would expect registrations to rebound at some point in the future.

- NHHA presently uses approximately 70 hours per week at the WRC plus goes out of town to rent 7 hours per week at arenas in Wellesley and Plattsville; in addition, rep-teams are securing additional time in other municipalities out of their own team budgets. The need to book time in area municipalities is driven by an inability to secure prime times at the WRC based on current scheduling and allocation, something that is challenging for NHHA's rep-level teams (and parents are not always willing to travel out of town for practices).

- Based on the amount of time being booked outside of Wilmot and a stated target to add between 0.5 and 1 hour of practice time for each rep team (to stay competitive with regional teams), NHHA believes that they could easily make use of another 20 to 30 hours per week in Wilmot beyond their current allocation.

- NHHA strongly believes that a third ice pad is required in Wilmot and thinks that parents would prefer a centralized location such as the WRC. While the New Hamburg Community Centre is a viable option and there is community support from a sentimental perspective, there are challenges such as parking and equipment storage (the latter of which is exacerbated by half-ice play now mandated by Hockey Canada as part of its LTAD model, requiring the use and storage of temporary boards).

New Hamburg Skating Club (NHSC)

- NHSC registrations have increased 15% over the past three seasons, driven largely by the club's CanSkate and powerskating programs. Higher registrations can be attributed to population growth in Baden along with the fact that the WRC can conveniently be reached from the west end of Kitchener (the NHSC reports that it services a number of residents from Kitchener's Forest Heights community who may otherwise spend more time travelling to arenas in the City). NHSC also is observing growth among 10 to 16 year olds in learn-to-skate programs, particularly among newcomers to Canada.

- The NHSC competitive figure skating program has been shrinking in recent years, mirroring national and provincial trends caused by financial barriers, the hard work and time commitment required, and possibly a shift in interests to team-based activities (figure skating is largely an individual sport).

- While there are other skating clubs that operate in area municipalities, the NHSC can train skaters at a higher level due to their ice time capabilities (as other clubs may have less time available to them in their own arena systems). The club also reports a positive relationship with Township staff who work to address needs and concerns that may arise.

- The club does not use arenas in other municipalities and their current allocation would allow program growth for the foreseeable future. Therefore, the NHSC does not require additional arenas or ice time in Wilmot or elsewhere.

- The COVID-19 pandemic has the potential to affect certain programs but note that they have done some preliminary inquiries with their members and feedback is that most skaters plan on returning once the arenas open and/or physical distancing restrictions are lifted. There is a worry that some figure skaters may not return if there is an extended lay-off as figure skaters are used to structure and routine, and they may find other interests in their free time.

Wilmot Girls Hockey Association (WGHA)

- With 273 players in the 2019/20 season, WGHA has experienced 5% growth over the past three years driven by continued interest in girls' hockey and rapid growth in its Novice division. The group's further growth is largely capped due to an inability to secure additional ice times and have lost 6 to 10 players to boys' programs due to a lack of ice time. WGHA plans on sending an 'intent to register' letter to determine the degree to which COVID-19 could affect player numbers.

- WGHA is booking approximately 27 hours per week in Wilmot but have also been consistently renting 8 hours per week out of town in Tavistock and Plattsville, the latter of whom has a new junior team that will make use of that arena and could result in WGHA losing their time there. Arenas in Wellesley and St. Clements were previously used but no longer available to them at the desired time. The organization is presently booking 6:30am ice times in Tavistock and Wilmot which are undesirable for many people, particularly if having to drive out of town.

- Factoring out of town usage along with practice times booked independently by their competitive teams, WGHA estimates that they could book an additional 16 to 25 hours per week in Wilmot if provided the opportunity. Not only would this address current needs but also allow the number of senior level teams to grow. The group would also make greater use of spring season ice time

(April and May, if available) for rep tryouts as they book 14 hours out of town after ice is removed from the WRC.

- Further to the above point, WGHA reports renting the New Hamburg Community Centre for dry-land practices and training since it cannot access those same on-ice times at the WRC.

- In the absence of additional weekday ice, WGHA cannot grow its programs and will continue to turn players away. Of greater concern is a fear that their membership could actually shrink if they lose time at out of town rinks. The organization believes a third ice pad is needed in Wilmot, whether at the New Hamburg Community Centre or another location, noting that the former would be good as a practice pad or for adult leagues since minor games would be difficult due to lack of parking.

New Hamburg Firebirds

- The Firebirds are a Junior C team that use the Wilmot Recreation Complex for games and practices, and report strong satisfaction with the facility and a positive relationship with the Township. The team roster is capped at 23 players spanning ages of 16 to 21 that typically are using the program to move from Junior C to Junior B play, or are players that are no longer eligible for minor hockey programs.

- Home games are primarily played on Friday evenings with occasional Saturdays depending upon league and Township schedules. The team schedules one practice per week starting at 9:00pm that runs for an hour. The club suggested a desire to add one practice and extend each practice by half an hour, thereby adding a total of one hour of practice time per week, though the cost of rentals is presently prohibitive to doing so.

- Apart from the noted desire for more practice time, the Firebirds are satisfied with their current ice allocation. Although they would ideally have an earlier evening timeslot, they understand that minor hockey and skating programs need to be allocated times conducive to young children.

- The team does not presently practice out of town as their ice time needs are met locally and they have access to their own dressing room and equipment stored at the WRC.

- If the Township were to add a new ice pad, the Firebirds would be open to considering picking up additional practice time there if they can accommodate it in their annual budget. Although they would not have concerns with re-opening the New Hamburg Community Centre for ice sports (and would consider picking up limited ice time there), the team's preference would be to add a third ice pad at the WRC given that their dressing room and equipment is already onsite.

- The COVID-19 pandemic is the biggest threat facing the team right now due to many real and potential impacts. First and foremost is the availability of arenas in time for the 2020/21 season including the ability to schedule sufficient games for league play since that drives revenues for the team (through gate receipts, fundraising, and sponsorships). Practices will also be challenging in advance of the removal of physical distancing restrictions given scrimmages and skill development training are a central part of their preparation. In addition, the Firebirds may face challenges in fielding a competitive team (potentially also affecting gate revenues) should out-of-town university and college players not return due to online learning proposed for Ontario's post-secondary institutions in the coming year.

Arena User Group Survey

Individual comments provided by these groups have been factored into the needs assessments, with a general summary of common themes contained below:

37 to 56 Hours

Additional hours per week that boys and girls minor hockey (and Junior C club) estimate they could collectively rent in Wilmot if available.

- Certain groups reported that their ability to grow is limited by their current ice allocation, in particularly hindering teams at the senior and competitive levels. Selected groups report booking ice and dry floor time in other municipalities.
- Further to the above noted point, some groups report that their membership could grow if provided with more desirable ice times (e.g. early evening).
- Half-ice requirements under Hockey Canada's LTAD model are great for skill development but are creating challenges with purchasing and storing equipment (e.g. temporary rink boards).
- Concerns were expressed about the effects of the COVID-19 pandemic on operations and participation rates.
- Certain comments were made regarding facility maintenance, cleanliness, scheduling practices, fees, etc. noting that these operational elements are not included as part of this report's scope of work. These comments have been passed onto Township staff.

3.2 Summary of Requests for Additional Ice Time

Based on the stakeholder interviews, the following table identifies the number of additional hours requested through this Analysis by local youth groups for the upcoming season.

Table 1: Requests for Additional Hours per Week, 2020/21 Winter Season

Organization	Allocated Weekly Ice Time for 2019/20	Additional Hours Requested for 2020/21
New Hamburg Hockey Association	71.5	20 to 30 hours
Wilmot Girls Hockey Association	26.5	16 to 25 hours
New Hamburg Skating Club	15.5	0
New Hamburg Junior C Firebirds	5.0	1
Adult Teams	17.5	Not interviewed
Public Skating / Shinny	11.0	Not applicable
TOTAL	**147.0**	**37 to 56 hours per week**

Notes: (1) includes prime and non-prime time allocations.

(2) Certain groups indicate that the ongoing COVID-19 pandemic and resulting adjustments to arena operating hours and physical distancing measures could impact registrations for the 2020/21 season. Their estimates of additional ice time needs are generally based on pre-pandemic participation rates.

In total, Wilmot's primary youth-serving organizations indicate that they can collectively utilize 37 to 56 hours of additional ice time on a weekly basis during the winter season to better accommodate their existing

programs. This represents an increase of 30% to 47% in ice time from the four primary groups. Based on feedback provided by the groups, much of this time is likely to be required for additional practice time for minor hockey teams (boys and girls). Should the Township of Wilmot be able to supply this amount of additional ice time, it would also replace the NHHA and WGHA out-of-town rentals (currently 15 hours per week plus individual team rentals).

The cost of ice rentals along with where a group's allocation occurs within the primetime window is likely to impact the uptake of these additional hours. It is important to note that this calculation pertains to existing youth demand levels only (adult groups were not surveyed) and does not take into account future growth-related demands, which are discussed in Section 4.0.

3.3 Ice Utilization

For the purposes of this analysis, the winter season spans September to March when demand for local youth ice sports is greatest. Weekly arena usage data for the 2017/18, 2018/19 and 2019/20 winter seasons was provided by the Township to demonstrate historical usage trends. This data was not impacted by the COVID-19 shutdown, which occurred near the end of the 2019/20 season.

According to Township staff, weekly arena schedules are generally representative of the entire ice season, although there may be fluctuations throughout the winter season due to one-off rentals, special events, tournaments, and holidays.

It is further noted that the data presented in this section represents the ice time that is scheduled and not what is actually used, although turned back ice time is rare. Bookings by Waterloo Oxford Secondary School are excluded though Township staff indicate that this school books 82 hours of non-prime time ice per season.

Summary of Ice Utilization

Based on the Township's ice schedules, prime time arena utilization has remained strong over the past three years, which is consistent with the findings from the 2013 Study and 2017 Master Plan.

With a prime time utilization rate of 92%, the WRC's two ice pads are operating near full capacity.

There are limited opportunities to accommodate additional usage during prime time hours. Usable blocks of open prime time hours are typically available during the early hours (e.g., 6am) and late hours (after 10pm) during the weekend; however, certain groups view these as less desirable to users or too late for youth.

The Township's parameters for prime and non-prime time ice are defined as:

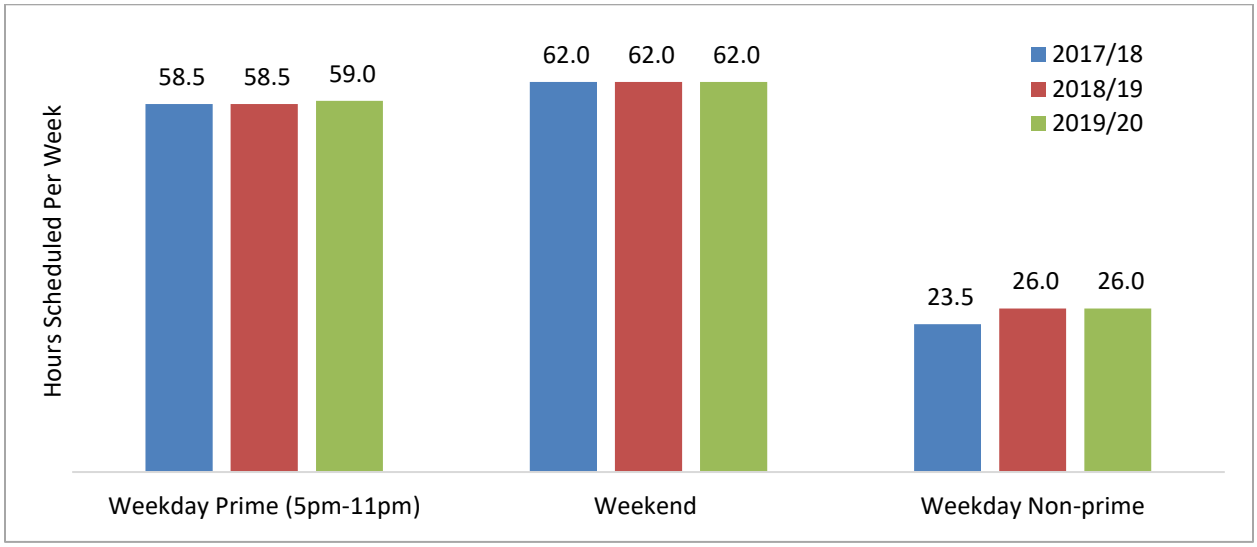
Prime Time Hours		Non-Prime Time Hours	
Monday to Friday:	5:00 pm to 11:00 pm	Monday to Friday:	6:00 am to 5:00 pm
Saturday and Sunday:	6:00 am to 12:00 am		11:00 pm to 12:00 am

Wilmot achieved a prime time utilization rate of 92% during the most recent 2019/20 winter season, representing a marginal increase of one percent from the 2017/18 season and has generally held steady at this level for the past five years. This is indicative of an arena system operating at full capacity during prime time as remnant time slots are typically a few half hour blocks. The only 'useable' available prime time hours (i.e., minimum block of one hour) that remain at the WRC are on weekends during the early mornings (6:00am) and late nights (after 10:00pm). These times are not suitable for most youth programs, particularly younger age groups.

Figure 1 and Figure 2 illustrate the WRC weekly ice usage profile by time of day. Analysis of the arena schedules for the past season revealed that:

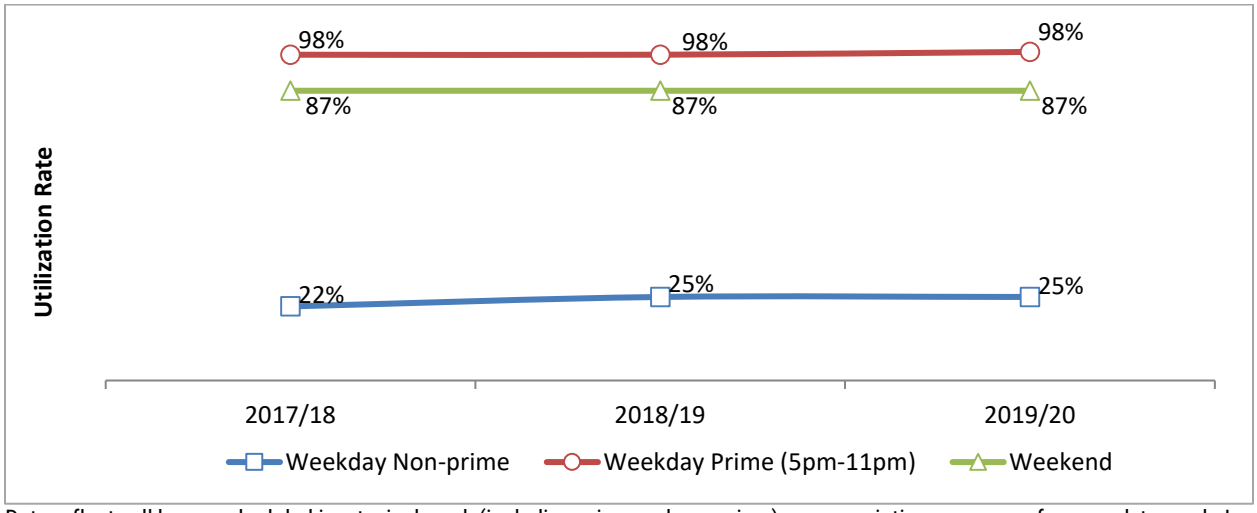
- Of the 60 weekday prime time hours that are provided across the WRC's two ice pads, 59 hours were allocated amounting to 98% of available time;
- Of the 71.5 weekend prime time hours (excluding flooding), 62 hours were allocated amounting to 87% of available time; and
- Of the 105 non-prime time hours (excluding maintenance and flooding), 26 hours were allocated amounting to 25% of available time.

Figure 1: Wilmot Recreation Complex Weekly Winter Ice Schedules (in hours) by Time of Use, 2017/18 to 2019/20



Data reflects all hours scheduled in a typical week (including prime and non-prime); some variation may occur from week to week. Ice maintenance is excluded.
Source: Township of Wilmot

Figure 2: Wilmot Recreation Complex Arena Utilization Rate per Winter Season, 2017/18 to 2019/20



Data reflects all hours scheduled in a typical week (including prime and non-prime); some variation may occur from week to week. Ice maintenance is excluded.
Source: Township of Wilmot

Figure 3 summarizes the weekly prime and non-prime ice allocation by type of group over the past three ice seasons. An analysis of the Township's weekly ice schedules found that:

- Scheduled youth groups (e.g., minor hockey, girls' hockey and figure skating) consistently received approximately 114 hours per week, despite changes to their membership.

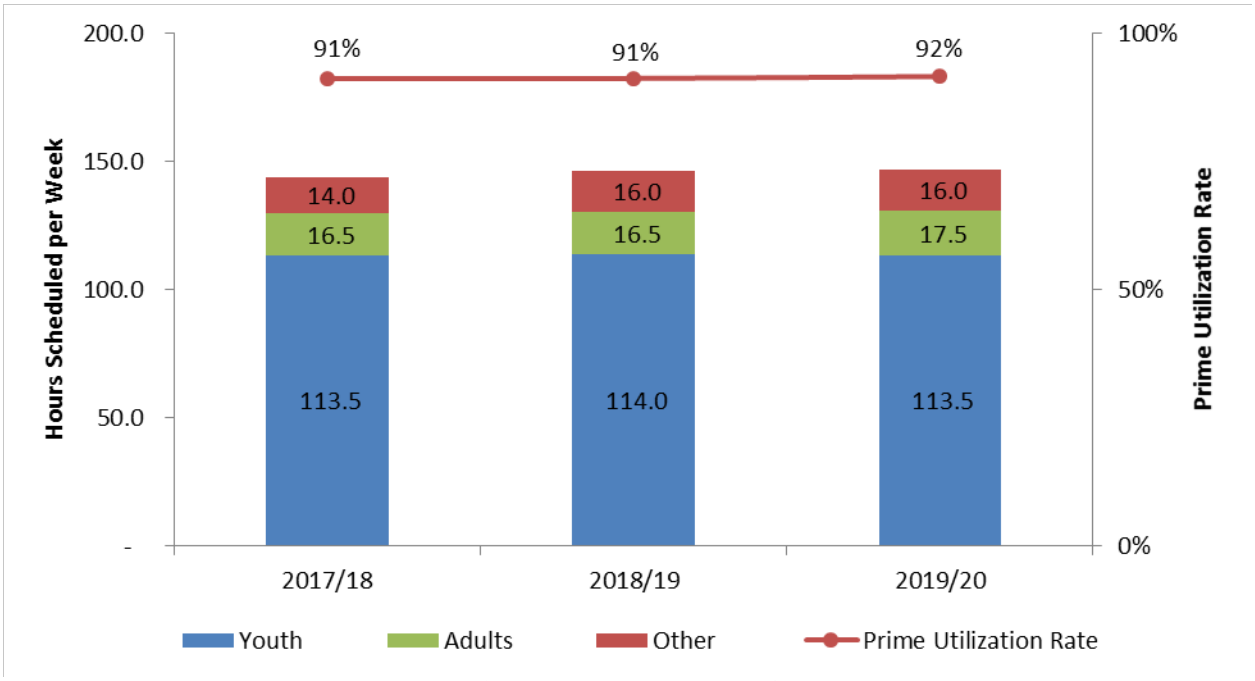
- Scheduled adult groups (e.g., leagues, adult rentals, etc.) increased by one hour, though the Township has received numerous requests from adult groups that could not be accommodated. The requests primarily consisted of men's leagues displaced by the temporary closure of the Wellesley Arena, extra ice time for Huskies teams, birthday parties, etc.

- Other scheduled groups and public skating allocations increased by two hours to 16 hours per week as a result of additional non-prime shinny offerings in 2019/20.

- Compared to the 2013/14 season when the last detailed Analysis was prepared, youth organizations have received 7.5 more hours allocated to them per week while adults have 4.5 fewer hours each week. This illustrates the efforts of staff to accommodate growing youth programs, which has potentially led to the displacement of certain adult groups.

- There has been a modest increase in non-prime time bookings that occur on weekday mornings and afternoons. Wilmot's non-prime time usage rate has historically been in the range of 20% to 25%, which is comparable to other municipalities since the majority of arena users cannot be reasonably expected to book ice time during normal business and school hours.

Figure 3: Wilmot Recreation Complex Weekly Winter Ice Schedules (in hours) by Type of Group, 2017/18 to 2019/20



Data reflects all hours scheduled in a typical week (including prime and non-prime); some variation may occur from week to week
"Other" category consists of the New Hamburg Firebirds, Shinny and Public Skate
Source: Township of Wilmot

3.4 Participation Rates

In addition to hours rented, the number of participants registered in ice sports is another complementary indicator of demand. In particular, minor ice sport registrations drive prime time needs for the most desirable or peak times.

Based on data provided by the primary youth-serving user groups, the total number of youth users in Wilmot has increased by 83 participants (8%) compared to three seasons prior; compared to youth registrations from a decade prior, there are approximately 260 more youth participants (30%) in the Township.

Using an estimate of approximately 4,200 persons between the ages of 5 and 19 in Wilmot,[7] based on the number recorded through the 2016 Census and escalated by the Township's average annual growth rate, then 27% of children and youth participate in organized winter ice sports (the upcoming 2021 Census should be used to update this age-related assumption in the absence of a current estimate). Wilmot's ice sport participation rate continues to be on the upper end of the range in comparison to other municipalities and reinforces the notion brought forward by local arena users that the demand for their programs is strong.

Table 2: Registration in Organized Ice Activities – 2017/18 to 2019/20

	2017/18	2018/19	2019/20
Youth Registration			
New Hamburg Hockey Association – NHHA	560	600	590
Wilmot Girls Hockey Association – WGHA (youth only)	242	252	255
New Hamburg Skating Club – NHSC	235	270	275
New Hamburg Junior C Firebirds	23	23	23
Subtotal – Youth	**1,060**	**1,145**	**1,143**
Other/Adult Registration			
Wilmot Girls Hockey Association (Senior B)	18*	18*	18
New Hamburg Hockey Association (U21)	25*	25*	25
Adult Leagues / Teams (estimated)	*no data*		381**
Subtotal – Other/Adults	*no data*		**424**
TOTAL	**-**	**-**	**1,567**

* estimate based on reported 2019/20 registration
** provided by the Township of Wilmot based upon fall/winter rentals

[7] Based on 2016 Census population and assumes 1.5% annual compound growth rate

From the preceding participation data, there are some notable trends regarding youth ice sports:

- The number of minor hockey (boys) registrants has been steadily increasing with 100 new players (+20%) compared to when the 2013 Arena Needs Analysis was prepared. Comparatively, girls' hockey participation, which had the greatest rate of growth recorded in the 2013 Arena Needs Analysis, has levelled off with a more nominal increase of 14 players (+5%) based on current registration. While half ice play may allow certain age divisions to take on more registrants, the limited supply of early evening timeslots at the WRC may constrain further minor-level growth.

- Registration in figure skating has increased by 40 skaters (+17%) in the past three years after a period of general stability following the 2013 Arena Needs Analysis. Growth has been driven by CanSkate and Powerskate programs which comprise 90% of the NHSC's current registration.

Given the forecasted increase of the youth population to 2031, it is reasonable to expect that Wilmot's minor ice sports and skating programs will continue to attract more participants over time.

While children and youth constitute the primary users of ice time in Wilmot, consideration should also be given to the adult market. Registration data for adult users is not formally collected by the Township though estimates place prime time users at slightly below 400 players. As shown in the preceding charts, adult groups rented approximately 17.5 hours per week in 2019/20 – a decrease of 4.5 hours since the 2013/14 season (due largely to a re-allocation to youth groups rather than declining demand). Many of these groups are quite mobile and are willing to rent time at other arenas in the region, often changing on a yearly basis based on ice availability and rates.

In a number of municipalities with similar characteristics, the allocation of youth versus adult bookings in prime time is generally an 80/20 split, noting that adults typically require less ice time (e.g., no practices) so they can accommodate more users during their allotted hours. In Wilmot, this ratio is currently closer to 85/15 (youth/adult), suggesting that – while the usage profile is not significantly different from most municipal ice rinks – the allocation to the adult hockey community is on the lower end of the typical range. This is indicative of an arena system that is operating near peak capacity and where youth are assigned priority to access the most desirable hours. Over time as the population ages, it is possible that this ratio will change in favour of adult ice users.

It is also noteworthy that 5% of Wilmot adults between the ages 20 to 49 are involved in ice sports, in line with provincial norms that suggest the same. This suggests that there is nothing unique about adult demand in the Township and that adult participation should fluctuate at a rate similar to population growth in this age cohort, all other factors being equal.

3.5 Comparison to National & Provincial Trends

Based upon the review of pressures that are impacting Wlimot's arena stakeholders along with local participation rates and use of ice, there are areas of the local arena system that align with trends found across Canada but also certain deviations. Municipalities across the country are grappling with infrastructure deficits, namely the escalating costs of repairing and/or updating their aging arenas; while Wilmot was proactive in building the Wilmot Recreation Complex to reduce/defer some of its asset management obligations for the New Hamburg Community Centre, the latter building remains an active building in the Township's portfolio of facilities. That said, arena users have access to a high quality twin pad arena at the WRC that employs a modern design reflecting best practices in design (e.g. arena seating, adequate number and size of dressing rooms, accessibility for persons with disabilities, etc.).

Participation in hockey and figure skating at the national and provincial levels has been in a general decline for over a decade; minor/youth participation levels have been negatively affected by factors internal and external to the sport which can range from:

- significant and escalating costs borne by households (for equipment, travel, ice rentals);
- lack of time for households to commit to sport, especially at the competitive/rep level;
- difficulties in finding and/or compensating qualified coaches;
- volunteer burnout leading to shortages at the executive level and among parent-coaches;
- changing demographics factors such as an aging of the population, immigration from countries that do not play ice sports, growing polarization between household incomes, etc.; and
- growing competition from other sports such as indoor soccer and basketball.

Fortunately, Wilmot-based arena organizations have been able to grow their registrations as a whole in spite of the broader regional and provincial trends. This may be attributable to a combination of the organizational strength/capacity of local arena groups, continued interest in ice sports among Wilmot residents, an influx of young families in the community which has sustained the important 5 to 19 year age group, and an ability to service urban populations living in the eastern communities of Kitchener-Waterloo as well as surrounding rural populations in area municipalities. Conversations with certain arena stakeholders also note that their ability to access convenient ice times has been a positive factor in maintaining/growing their registrations.

Recommendation #12 of Wilmot's Parks, Facilities and Recreation Services Master Plan references the need for the Township to monitor arena participation and utilization trends to ensure that the demand for ice is sustained, particularly if national headwinds are affecting Wilmot.[8] In the three years since the Master Plan was prepared, local participation rates and utilization levels have not waned. So long as Wilmot-based groups can continue to sustain their registration rates at a pace similar to or above the rate of population growth in the Township, continued demand for arenas and ice time can be expected.

[8] Township of Wilmot. 2017. Parks, Facilities and Recreation Services Master Plan. p.48

4.0 Ice Surface Needs Assessment

This section evaluates the overall supply of indoor ice pads in the Township of Wilmot. In identifying future ice facility needs, a number of inputs have been utilized, including future population characteristics, current and projected utilization, and "provision targets" based on a combination of accepted standards of play, market-driven factors, stakeholder input, and other local circumstances.

4.1 Estimating Participation

The projected number of ice participants is calculated by applying overall participation rates to the forecasted population of the identified age groups. In doing so, the needs assessment model makes the following core assumptions relating to participation and population growth including:

- Population growth will occur as identified in Section 2.0 of this Analysis.
- Participation rates in hockey, figure skating, and their related disciplines will grow in proportion to population growth over the course of the planning period.

Changes in the Region of Waterloo's population forecasts along with the impacts of the COVID-19 pandemic on population growth and ice sport participation rates are two notable factors that could impact the estimated ice demand for Wilmot. Therefore, it is recommended that the population projections, ongoing registrations / participation rates, and their collective impact on the needs assessment should be closely monitored over the coming years.

With the above noted assumptions in mind, the following table illustrates the youth and adult registration levels forecasted for the Township of Wilmot assuming that ice supplies are not unduly constricted. Between the current season and 2031, overall registration in local youth and adult ice organizations is anticipated to grow from 1,567 to 2,085 – a 33% increase (518 registrants). The number of youth participants is forecasted to grow by 32% (approximately 400 registrants) and the number of adult participants is forecasted to grow by 34% (approximately 100 registrants).

Table 3: Projection of Registered Ice Sport Participants, Township of Wilmot (2012/13 to 2031)

	Actual	Forecast	
	2019/20	2026	2031
Youth/Core Registrants (based on a 27% participation rate for residents ages 5 to 19)	**1,143**	**1,400**	**1,550**
Adult/Other Registrants (based on a 5.5% participation rate for residents ages 20 to 49)	**424**	**490**	**535**
Total Registrants	**1,567**	**1,890**	**2,085**

Note: the impact of the COVID-19 pandemic on local and regional participation rates will need to be monitored.

4.2 Applying the Provision Target

Wilmot's 2017 Parks, Facilities & Recreation Services Master Plan establishes a provision target of 1 ice pad per 450 registered youth (ages 5 to 19) to guide arena planning, reconfirming the metric that the Township has used since 2013. This target continues to be the preferred approach because it considers participation trends, population growth, and demographic factors.

The provision target of 1 ice pad per 450 registered youth assumes the following:

- that youth will continue to use the large majority of prime time hours;
- that the Township will attempt to accommodate modest usage from a broader market of users (e.g., adults, tournaments, etc.);
- that, over the long-term, the intent is to accommodate the needs of all local groups within Wilmot (i.e., not regularly renting time outside of the municipality for local programs); and
- that groups will be willing and able to pay for the entirety of their ice needs (note: there is always a concern that lower rates and more desirable times offered at a rink in an adjacent community could attract users away from local ice rinks).

The following table illustrates application of the preferred provision target, assuming the existing rate of participation is maintained (i.e., at 27%) and that the youth market segment (age 5 to 19) changes at the forecasted rate. This analysis identifies a deficit of 0.5 ice pads at present, growing to 1.4 additional ice pads by 2031. Interestingly, this deficit of 0.5 ice pads generally equates to 30 to 40 hours of pent-up demand which is consistent with the request from major arena users.

Projection of Ice Pad Needs, Township of Wilmot (2019/20 to 2031)

	2019/20	2026	2031
Forecasted Number of Youth Registrants	**1,143**	**1,400**	**1,550**
Number of Ice Pads Required (based on 2 pads at present and a provision target of 1 ice pad per 450 youth registrants)	2.5	3.1	3.4
Additional Ice Pads Required	**0.5**	**1.1**	**1.4**

2.5 Ice Pads

The level of demand that this Report and previous arena assessments identify as the "trigger" to initiate site selection and construction of a third ice pad in Wilmot.

Growth in Wilmot's arena market is now projected to occur at a faster rate than previously contemplated through earlier arena planning assessments, therefore, pressures for a third ice pad are more immediate. An accelerated forecast of ice sport participants is driven by the continued strength in local ice sport participation rates along with an accelerated population growth forecast as a result of the Township's infrastructure servicing capacity gains along with new provincial growth forecasts.

The recommended timing for constructing a new ice pad is discussed in Section 4.3. The Township has reached the demand threshold (2.5 ice pads) at which the 2013 arena analysis recommended the provision of the third ice pad.[9] Municipal best practices - contingent upon a number of market factors - are such that

[9] Township of Wilmot. 2013. Indoor Arena Ice Usage and Needs Analysis. p.23.

arena construction is initiated shortly prior to need for a full ice pad being realized in order to allow demand to "grow into" a new facility and avoid displacing or unduly restricting growth-related needs of local arena organizations.

That being said, there are indications from the Region of Waterloo that the Township's overall 2031 population target of 28,500 persons may be pushed out towards the year 2041 due to lower rates of population growth compared to those projected through the provincial Places to Grow. Combined with the potential of the COVID-19 pandemic to further delay residential growth, new population forecasts and 2021 Census data could have a bearing on the above noted arena market projections.

4.3 Timing of Future Ice Surface Needs

The Town's proactive efforts in regularly conducting assessments of its arena system have resulted in a number of benefits, including sound and sustainable capital planning that is tied to market needs. Preceding master plans and studies identified the need for a third ice pad around the year 2018. **The current deficit of 0.5 ice pads (and growing) is a level that supports provision of a new ice pad as early as 2021/22 and would allow the community to quickly maximize use of the facility.**

Previous iterations of the Arena Needs Analysis and Master Plans identified risk factors such as declining province-wide participation rates in ice sports. Wilmot has largely withstood these market trends and in fact could be growing its participation rate, thus this Analysis finds sufficient justification to add the third ice pad.

Consistent with previous assessments, needs for a new ice pad could be addressed by (in no particular order):

- **Re-commissioning the New Hamburg Community Centre arena** – this has the potential to be ready as early as the 2021/22 season depending upon the works required to restart arena operations;
- **Expanding the Wilmot Recreation Complex** – this is subject to further study regarding viability and ability for the site to accommodate an expansion, as well as determining capital costs and construction timelines; or
- **Constructing a new arena (with ability to be twinned to include a fourth municipal ice pad)** – this option is subject to further study regarding viability; costing and timelines have not been assessed.

It bears noting that the projection model in this Analysis anticipates the third ice pad as being at capacity in five years (Section 4.2); however, forecasted need in 2031 would not quite be at the level to recommend a fourth ice pad. Although there may be financial economics of scale associated with simultaneously constructing a fourth ice pad (e.g. twin pad arena), the 12 to 15 year time period in which the fourth pad is projected to be needed (post-2031) carries a financial risk if a fourth ice pad is built prematurely (i.e. capital, operating and lifecycle replacement costs that are not aligned with demand).

4.4 Summary of Recommendations

The following recommendations are made based on the preceding analysis:

1. Continue to target 1 ice pad per 450 registered youth participants (ages 5 to 19) in the planning for current and future ice surface needs, consistent with the Parks, Facilities & Recreation Master Plan and the previous Ice Needs Analysis. Based on this target and a continuation of existing participation rates, there is a deficit of ice at present (equivalent to 0.5 ice pads), growing to 1.1 ice pads by 2026 and 1.4 ice pads by 2031.

2. Provide one additional ice pad as early as the 2021/22 season. It is anticipated that the findings of this Analysis will be used by the Township to develop a strategy for the provision of future municipal ice surfaces. Specifics relating to the location, design, cost, funding, and form of management for a third ice pad are beyond the scope of this Analysis.

   The Township should undertake further study to determine strategies for delivering a third ice surface, including considerations to partnerships, locations, operational models (multi-pad arenas are more sustainable than single pad facilities), and funding (e.g., capital reserve). Potential strategies may include (but not necessarily limited to):

   - rehabilitation of the New Hamburg Community Centre as a winter ice venue;
   - an expansion to the Wilmot Recreation Complex; or
   - new construction at an alternative site, with capacity for a fourth municipal ice pad (to be determined through future arena assessments).

3. Review potential implications of COVID-19 on arena participation and utilization rates as they pertain to short-term arena demand. The need for a fourth ice pad should be confirmed based on arena market factors including (but not limited to) the rate and timing of population growth (with emphasis on growth in the 5 to 19 age group), changes to participation rates, additions or removals of ice pads from the regional arena supply, changes to user group programming requirements and capabilities, etc.

Introducing the *rare*sites land securement strategy

More land protected for conservation across Waterloo Region

Stephanie Sobek-Swant, Tom Woodcock, Robert Orland
***rare* Charitable Research Reserve**, Orland Conservation

1

A land trust and environmental institute

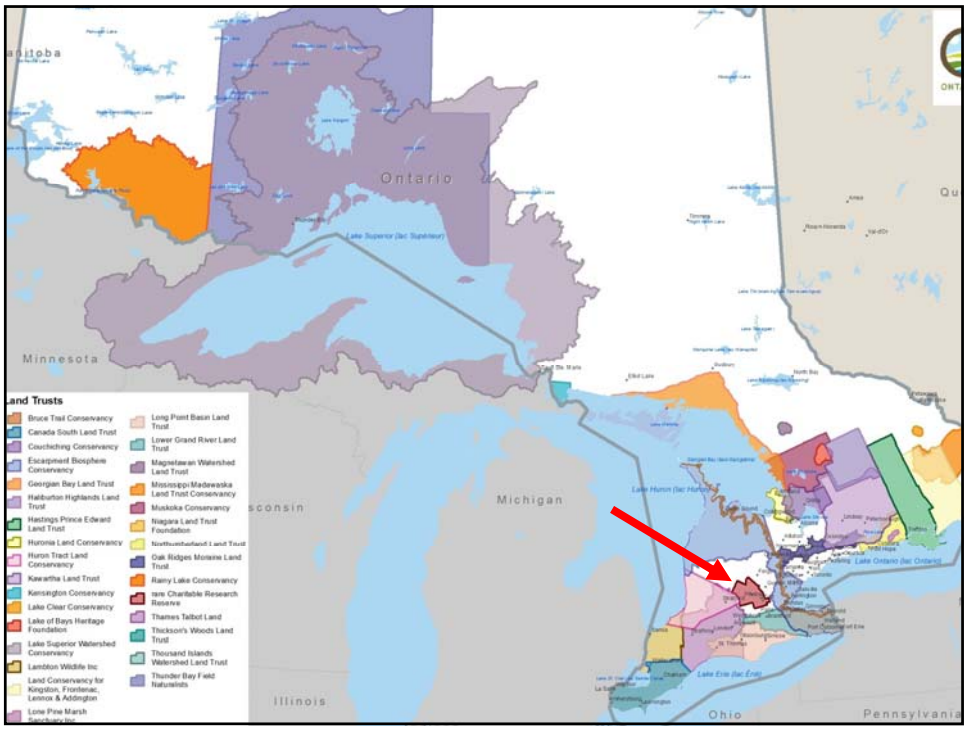
Key focus 2020-2024:

Stewardship & Place —
Conservation and restoration of land is *rare's* core priority.
We will launch and begin to implement the *rare*sites land securement strategy; being on the land and with the land will form the basis for everything else we do.

2

Waterloo Region: Home to more than 550,000 people and, expected to grow by 35% over the next 20 years

3


Ontario
Minnesota
Michigan
Illinois
Ohio
Pennsylvania
Lake Superior (lac Supérieur)
Lake Huron (lac Huron)
Lake Ontario (lac Ontario)
Lake Erie (lac Erie)
Land Trusts
Bruce Trail Conservancy
Canada South Land Trust
Couchiching Conservancy
Escarpment Biosphere Conservancy
Georgian Bay Land Trust
Haliburton Highlands Land Trust
Hastings Prince Edward Land Trust
Huronia Land Conservancy
Huron Tract Land Conservancy
Kawartha Land Trust
Kensington Conservancy
Lake Clear Conservancy
Lake of Bays Heritage Foundation
Lake Superior Watershed Conservancy
Lambton Wildlife Inc
Land Conservancy for Kingston, Frontenac, Lennox & Addington
Long Point Basin Land Trust
Lower Grand River Land Trust
Magnetawan Watershed Land Trust
Mississippi Madawaska Land Trust Conservancy
Muskoka Conservancy
Niagara Land Trust Foundation
Oak Ridges Moraine Land Trust
Rainy Lake Conservancy
Thames Talbot Land
Thickson's Woods Land Trust
Thousand Islands Watershed Land Trust
Thunder Bay Field Naturalists

4

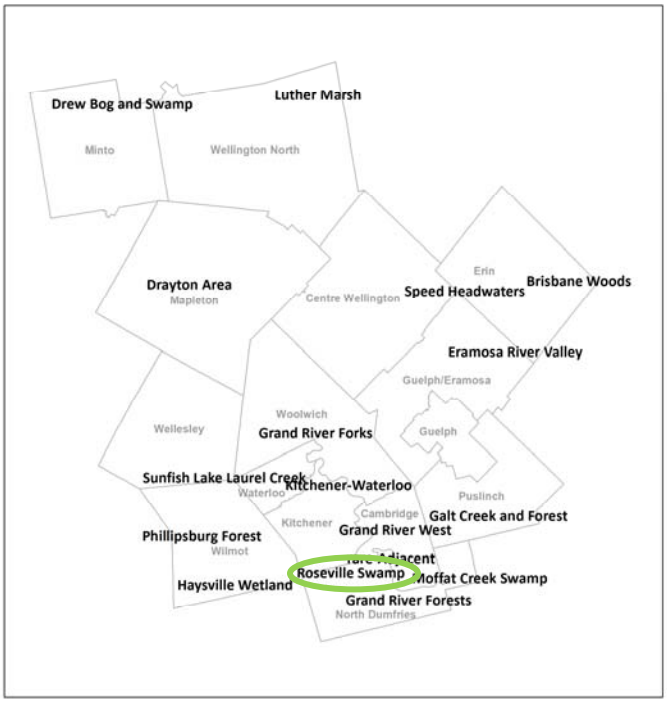
Organization	Land Secured (ha)	Actively securing in the area	Partner Potential	Focus
Conservation Halton	~300	Some	Yes	Area expansion & linkage
County of Wellington	525	No	Yes	Forests
Credit Valley Conservation	~39	No	Yes	Credit Valley Trail
Ducks Unlimited Canada	0	No	Yes	Waterfowl habitat
GRCA (Grand River CA)	7,933	No	Yes	Outside the area
Nature Conservancy of Canada	0	No	Possibly	Outside the area
Ontario Farmland Trust	38	Yes	Yes	Farmland
Ontario Heritage Trust	11	No	Tech support	Natural heritage
Ontario Nature	0	No	Yes	Ecological
rare Charitable Research Reserve	400	Yes	Yes	Ecological
Region of Waterloo	435	No	Yes	Greenlands network
Waterloo Region Nature	8	Yes	Yes	Ecological
TOTAL	**9,664**			

5

Securement strategy criteria

- Ecological and physical science,
- Parcel size (>2 ha),
- Urbanization threat,
- Potential for funding,
- Geographic dispersion to serve every lower tier municipality within the Region of Waterloo and Wellington County; and,
- Limited to a reasonable number of landowner contacts that can be approached within a five year program.

6



18 Target Areas, 365 properties, 7-81 lots/area

7

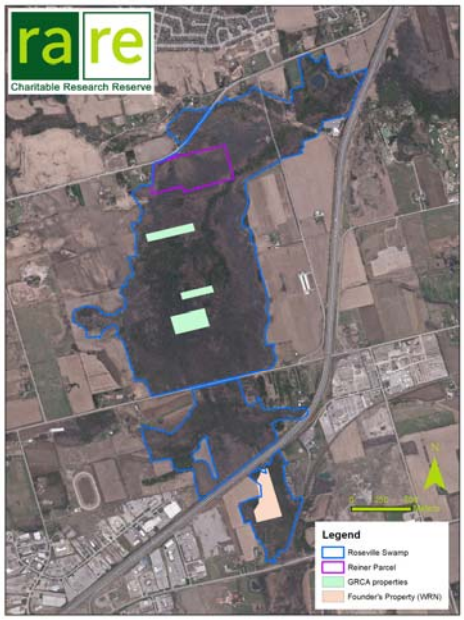
Conservation Targets

400 ha of additional land secured in 5 years

- Average target parcel size 25.5 ha
- adjusted to 23 ha for partial takings
- 10% of landowners are interested after outreach
- 5% get ultimately secured

8

Target area: Roseville Swamp



First acquisition (Reiner property)
Ecogift donation nearing completion in 2020

9

Landowner Options

Most landowners only know of two disposition options for their land:

- Sell it; or
- Leave it to their children

10

Land Securement Methods

- Land Donation
- Split Receipt
- Conservation Severance
- Bequest
- Life Interest Agreement
- Conservation Easement Agreement

11

Environment Canada Ecological Gifts Program

- Register donations through the Ecogifts Program
- 0% capital gains tax
- Full appraised value is receipted (100% inclusion)
- Donation value can be spread over 10 years

12

Robert Orland

President, Orland Conservation
robert.orland@orlandconservation.ca
www.orlandconservation.ca

Stephanie Sobek-Swant

Executive Director, *rare Charitable Research Reserve*
stephanie.sobek-swant@raresites.org
www.raresites.org

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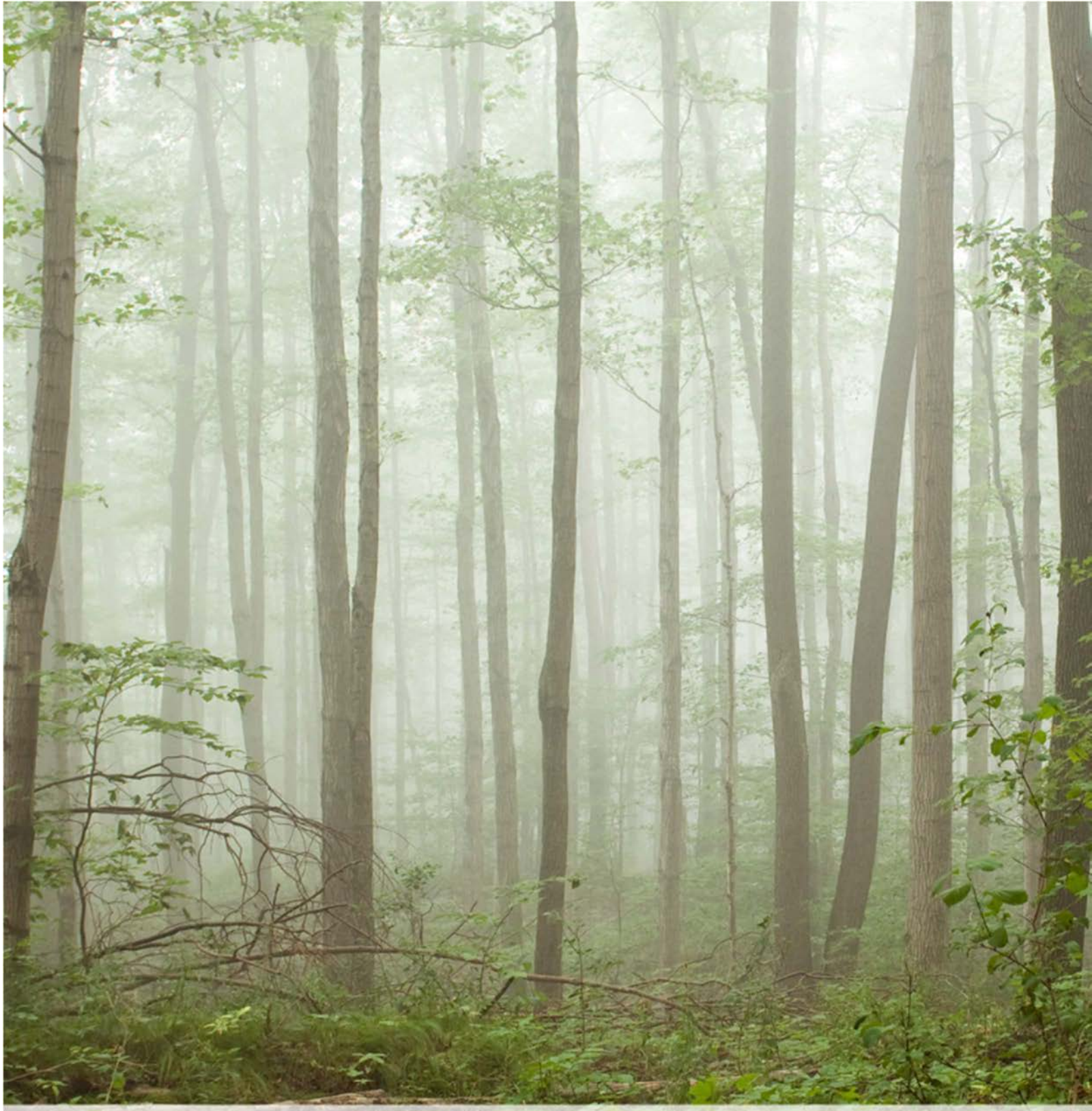

Land Securement Strategy

***rare* Charitable Research Reserve | 2018**

Photo by J. Moser & J. Dillon

Produced by Orland Conservation, 2018.
Revisions and edits by Chris Gosselin, Roger Suffling, Stephanie Sobek-Swant and Tom Woodcock, ***raresites*** land securement team, 2019.
Copy editing by Bridget Hinnegan, 2019.
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Table of Contents

Land Acknowledgment **4**

Index of Terms and Acronyms **5**

Executive Summary **6**

Introduction **7**

The *rare* Charitable Research Reserve 7

Conservation at *rare* 7

Impending Urbanization 8

Scope of the Strategy 8

What is Land Securement? 9

Land Securement Background and Context 9

Natural Heritage Protection *10*

Land Securement by *rare* & Other Organisations 10

Conservation Land Securement Philosophies 11

Conservation Efforts **12**

Complementary Processes to Land Securement 12

Existing Protection 12

Planning Act 12

Planning & Guiding Studies 13

Municipal Conservation *13*

Conservation Exemptions in the Planning Process *13*

Securement Options **14**

Fee Simple *14*

Conservation Easement Agreements *14*

Partial Taking *15*

Gratuitous Dedication *16*

Donation *16*

Bequests *16*

Life Interest Agreement/Lease Back Arrangement *16*

Split Receipt *17*

Trade Lands *17*

Exchanges *17*

Option to Purchase & Right of First Refusal *17*

Land Transfers *18*

The Ecological Gifts Program *18*

Identifying Securement Opportunities **19**

Setting Securement Targets 21

Landowner Outreach 23

Securement Project Process 24

Project Approvals *24*

Due Diligence *25*
Title Search *25*
Letter of Intent *25*
Appraisals *26*
Legal Considerations *26*
Land Survey *26*
Baseline Documentation Report (for Conservation Easement) *26*
Securement Partners 27
Conservation Land Holders in the Area 28
Funding 28
Conclusion **28**
Acknowledgements **29**
Appendix A: Ecogift Eligibility Criteria **30**
A. Specific Categories of Qualified Lands *30*
B. General Criteria for Other Ecologically Sensitive Lands *31*
Appendix B: Ecological Selection Criteria **32**

Land Acknowledgment

Founded on December 6 2001, the ***rare*** **Charitable Research Reserve** is a community-driven urban land trust, nature reserve and environmental institute. The reserve's headquarters and first three locations comprise over 900 acres within the Haldimand Tract; spanning six miles on either side of the Grand River from source to mouth, the Haldimand Tract is land granted to Indigenous Peoples in 1784 to recognise their support for the British in the American Revolution.

For all its properties, ***rare*** acknowledges and is grateful to all of the original stewards of the land. This land has been rich in diverse Indigenous presence since time immemorial. We would like to honour and respect the sovereignty of both First Nations in our area: the Onkwehon:we Peoples of Six Nations of the Grand River and the Anishinaabe Peoples of the Mississaugas of the Credit. Nia:weh and Miigwech to these Nations who share their lands with us. We'd also like to acknowledge the Neutral people, for whom we have archeological evidence dating back 10,500 years.

Index of Terms and Acronyms

ac	Acre (4046.86 square metres)
ANSI	Areas of Natural and Scientific Interest
DCL	Designated Conservation Lands
DLA	Designated Land Areas
EGP	Ecological Gifts Program
ESL	Environmentally Sensitive Landscape
ESPA	Environmentally Sensitive Policy Areas
ha	Hectare (2.47 acres, or 10 000 square metres)
HSP	Habitat Stewardship Program (Environment Canada)
MNRF	Ministry of Natural Resources and Forestry
NCC	Nature Conservancy of Canada
OCEF	Ontario Community Environment Fund
OFT	Ontario Farmland Trust
OLTA	Ontario Land Trust Alliance
OLTAP	Ontario Land Trust Assistance Program
Polygon (map)	A map that stores spatial geographic information in customized "shapes" using polygons that can indicate closed areas/ boundaries
PSW	Provincially Significant Wetlands
SAR	Species at Risk
SARA	Species at Risk Act

Executive Summary

The ***rare*** **Charitable Research Reserve** (***rare***) is a community-based urban land trust and environmental institute that protects, restores, studies, manages and educates about conservation lands. Conservation lands can include, but are not limited to, wetlands, creeks, riverbanks, forests, Areas of Natural and Scientific Interest (ANSIs), and municipally designated Environmentally Sensitive Policy Areas (ESPAs). As a registered charity, ***rare*** is governed by a Board of Directors and has several teams of experts who form its Advisory Committees (Environmental, Research, Education, ***raresites*** Land Securement committee and Campaign Cabinet). Led by an Executive Director, the staff currently includes two Administrative Assistants, a Major Gifts Manager, a Sponsorship & Events Manager, a Conservation Technician, a Facility & Gardens Coordinator, a Gosling Engagement Coordinator, a Development and Communications Officer, two certified Educators, an Indigenous Research Fellow, a Program Scientist, a Postdoctoral Research Fellow, a Major Gifts Manager, and a Planning Ecologist, all of whom are assisted by a network of volunteers and mentors.

The existing holdings consist of six different property rolls, the bulk of them forming a contiguous cluster of 902 acres at the confluence of the Grand and Speed Rivers. At the heart of the Blair-Bechtel-Cruickston Environmentally Sensitive Landscape (ESL), these lands are of special ecological significance to Waterloo Region, and many of the habitats within the Reserve provide conditions to conserve and restore biodiversity in its many forms – species, habitat and ecosystem. In early 2019, an additional 87 acres were acquired in Rockwood, starting another ecologically significant cluster of lands based on the findings of this securement strategy. This new purchase is start of the ***raresites*** Eramosa River Conservation Corridor.

In the context of this document, we define land trusts as charitable organisations whose purpose is the securement and stewardship of ecologically and/or culturally significant lands. This Strategy provides a guideline as to why, where, and how ***rare*** secures land.

Over 30 land trusts including ***rare*** **Charitable Research Reserve** have been formed in Ontario over the last few decades to protect significant lands from impending or potential development sprawl and inappropriate land use practices. Despite a range of land trust conservation efforts across the province, other than ***rare***, no land trust focusses on the Regional Municipality of Waterloo or any part of adjacent Wellington County. By 2038, the population of Waterloo Region/Wellington is expected to grow by more than 35%. With increasing development pressure and intensified agricultural operations, the remaining areas of ecological significance in Waterloo Region and Wellington County should be a focus for securement by ***rare*** **Charitable Research Reserve** as a regional land trust. This is not only an important goal for conservation, but also an opportunity to continue to create communities of concern around conservation lands through research, education and stewardship.

This consolidated version of ***rare's*** Land Securement Strategy is designed to educate and guide the local community on the methods and opportunities for future land securement projects and delineates an overall area of focus for Waterloo Region and Wellington County that identifies strategic project areas. Specific projects have also been identified but information on projects under current or future consideration is proprietary to respect landowner privacy and to not affect fair market value for local property. This builds on recommendations and experiences shared by other Ontario land trusts who have secured conservation property with a regional focus for decades.

This Land Securement Strategy (the "Strategy") is developed with a five-year first implementation and review period. The Strategy should be used as a guiding tool throughout this time and will be updated adaptively in 2023.

Introduction

This Land Securement Strategy (the "Strategy") is a framework and guiding document for the long-term protection and conservation of ecologically important lands within Waterloo Region, Wellington County and the City of Guelph. The Strategy targets highly significant environmental features and habitats for permanent protection, stewardship and ecological enhancement by ***rare***, to be maintained intact in perpetuity. Methods to secure these lands are outlined in this Strategy.

The recommended Strategy's successful implementation will depend on working collaboratively with municipalities, community organisations, funders and landowners.

The *rare* Charitable Research Reserve

The ***rare* Charitable Research Reserve** is a 900+ acre urban land trust and environmental institute in Waterloo Region/Wellington. Since its inception, ***rare*** has taken care of the land on behalf of the community by using Western approaches to conservation, research and education. Such approaches prioritize scientific inquiry and stewardship efforts to manage, enhance and restore habitat. As ***rare*** becomes engaged in reconciliation and supports Indigenous resurgence of the original stewards of the land, the work of the organisation is also embracing and valuing Indigenous ways of knowing and being through Indigenous-led programs that are currently being further developed.

Conservation at *rare*

With 24 different habitats and more than 3,700 species on its first three properties in the Blair area, ***rare's*** goal is to preserve its sites and their ecosystems intact and in perpetuity, for the community to enjoy in their natural states. Through expert management, sensitive lands and research sites are protected and enhanced, while ***rare*** also encourages the public to enjoy 8 km of trails, extensive community gardens and regular community events.

At ***rare***, we define the word 'conservation' by our intention to be caretakers of the land and the biodiversity native to Waterloo Region and Wellington County. This rich landscape, situated along the boundary between the Great Lakes-St Lawrence and Carolinian life zones, is home to species unique to each zone, and here they can be found in unusually close proximity. Conservation in this context is very different from 'fortress conservation,' which is based on the belief that biodiversity protection is best achieved by creating protected areas where ecosystems can function in isolation from human disturbance. Humans have the potential and ability to enhance and restore life when it is cared for and treated in reciprocity – which is the goal of conservation at ***rare*** and everyone's inherent responsibility. We also acknowledge that in most areas of the country, what we consider natural landscapes today are actually landscapes that have been used and modified by humans for thousands of years. Particularly since European settlement, many alterations of landscapes and habitat in Canada have been detrimental and led to loss of habitat and biodiversity. We believe that sustainability is an attainable goal that can be reached if we recognize people as part of the environment and work together towards responsible stewardship. We have chosen a watershed-based approach to this land securement strategy because ecological features don't stop at municipal boundaries. Protecting the tributaries of the Grand River is paramount for the health of ecosystems and communities downstream, even if they fall into separate municipal jurisdictions.

rare's unique method of conservation is based on three fundamental principles:

1) undertaking research to further science, and equally to value and support Indigenous ways of knowing and being, in developing best practices for use around the world;
2) training land stewards who will perpetuate these values; and
3) creating an entire community of support for these values and for shared goals between Scientists and Indigenous communities.

Impending Urbanization

Although intensive agriculture often destroys natural features and leads to the disappearance of sensitive species, land formerly devoted to agriculture can still offer opportunities for restoration. Given current municipal policy, moreover, it is unlikely that more land within Waterloo Region and Wellington County will be cleared for agriculture. The greater threat is urbanization. Wherever urban development lays pavement and erects buildings, natural restoration is far less feasible. Therefore, natural areas closest to existing urban centres and connecting highways are under much larger threat of urbanization than more remote rural areas; ***rare***'s focus on these urban-adjacent areas has helped to identify a timely priority for securement.

Waterloo Region is home to more than 580,000 people and this population is expected to grow by 35% to 2038 (Region of Waterloo Public Health, 2018). In Wellington County, the population growth in rural areas is projected to be between 34% and 43% through to 2041 (Watson & Associates Economists Ltd., 2015).

With these increases in human population, demand for urban land will rise, as will land values. Speculators purchase lands in hopes of profit associated with development potential. ***rare***'s ability to secure lands at appraised market value becomes highly unlikely once they are in speculator ownership. As the availability of ecologically important lands will thus diminish, securing conservation lands sooner than later is vital and of critical importance.

Scope of the Strategy

The Strategy recognises the role of ***rare*** as a regional land trust in securing land while adhering to the Standards and Practices of the Canadian Land Trust Alliance. The Strategy identifies the most important lands for securement to focus on landowner outreach over the next five years based on the following criteria:

- ecological and physical science;
- parcel size (>2 ha);
- urbanization threat;
- geographic dispersion to serve every lower tier municipality within the Region of Waterloo and County of Wellington, and to limited extent, the City of Guelph;
- location within or proximity to provincially or municipally designated natural features or landscapes;
- proximity to natural features within public or other land trust ownership;
- location on the Grand River or its major tributaries;
- limited to a practicable number of landowner contacts within a five-year program;
- potential for funding; and
- potential for donation or sale.

Properties were then grouped into identifiable clusters within and around provincially significant natural features such as ANSIs and Provincially Significant Wetlands (PSWs) or within the Provincial Greenbelt or Waterloo Environmentally Sensitive Landscapes.

Lands not included in this Strategy may still have merit for securement; however, ***rare*** only pursues securement in cases where the organisation is deemed the most appropriate securement agent. For example, this Strategy establishes a basis for avoiding securement within inner city urban areas. These areas' unique challenges generally require higher stewardship and management costs, which are better borne by municipal parks departments. Extensive public use of lands in urban cores, including unauthorized activities such as land encroachment, also poses risks that would impact ***rare's*** resources significantly.

To provide options for landowners and ***rare*** to achieve win-win outcomes, the Securement Options section outlines descriptions of recommended land securement methods. The success of land securement projects ultimately will rely on the availability of project funding, including stewardship endowments that will ensure perpetual care and stewardship.

What is Land Securement?

Land securement is the acquisition of land, land use rights, or an interest in land with the purpose of ensuring long-term environmental protection and stewardship. Land securement takes the form of ownership or conservation easement agreement and is delivered through a wide variety of mechanisms such as donation, purchase, transfer and any combination thereof. Differing from land procurement, land securement is to be undertaken with the ultimate purpose of protecting a feature or features of that land in perpetuity. While many of these features are protected to some degree through policy and regulations of government organisations, the only means to ensure both long-term protection and appropriate stewardship of the lands is by independent, community-based land securement through a land trust. Existing land protection policies and regulations are open to be altered as government priorities change over time. Some predict that they will become increasingly strict, while others predict that exponential population growth will place pressure on future policy makers to allow development in previously restricted spaces. In either case, land trusts such as ***rare*** offer an alternative to relying on legislation to protect lands, by instead engaging in ongoing community collaborations.

Land Securement Background and Context

The ***rare*** **Charitable Research Reserve** was formed in 2001 after the acquisition of 900+ acres of lands from the University of Guelph; three properties located along the Grand River in the village of Blair and the City of Cambridge comprise ***rare***'s original holdings. The organisation's movement from ***rare*** to ***raresites*** expands upon a very successful initiative that started with that original holding, and now ***raresites*** has emerged from extensive planning with the aim of fostering organisational growth based on community-driven needs.

During the Strategy and Planning process in late 2014 and early 2015, ***rare*** conducted community surveys, focus groups, expert interviews and a community town hall meeting to explore specific community needs. These efforts identified one of the biggest conservation issues facing the Grand River watershed and adjacent areas as the lack of grassroots opportunities to protect land; as building intensifies on lands designated for urban development, agricultural land and some associated natural areas are being lost.

Until very recently, no regional land trust such as ***rare*** had represented Waterloo Region, Wellington County or adjacent communities situated in the Grand River watershed and its

tributaries — the Speed, Eramosa, Conestogo and Nith Rivers. Provincial and national land trusts have no existing protective presence this area, nor does the region feature any provincial or national parks. Large, unfragmented tracts of conservation land do not exist here. The high cost of land and high rate of private ownership deter national and provincial organisations, which focus their strategies on areas where size can be maximized (e.g. NCC's set ecoregion targets). For other agencies, land securement is a smaller part of the organisation's activities (e.g. Ontario Nature, Ducks Unlimited), although they may consider offering support to a local land trust with projects of interest. With current staffing and resources, the three conservation authorities having watershed jurisdiction over this area have no plans to proactively secure additional lands. If a project that fits their criteria was brought to a conservation authority's attention, they may consider partnering; however, their focus on watershed resource management limits attention to other natural features. Finally, no government entities in the area are actively acquiring conservation lands.

Currently there are no conservation authorities, other land trusts or municipalities conducting landowner outreach for land securement initiatives in Waterloo Region and Wellington County. With its emphasis on science-based stewardship, conservation research and education, ***rare*** is filling this gap, expanding its role as a regional land trust.

Natural Heritage Protection

The *rare* Charitable Research Reserve seeks to secure the natural heritage of the Waterloo and Wellington areas for future generations by

- focussing efforts on lands with the greatest natural heritage significance,
- basing criteria for land securement on features of provincial and regional significance and
- accounting for a wide range of significant species, habitats and ecosystems.

Land Securement by *rare* & Other Organisations

In looking to identify what lands to acquire, it is helpful to examine ***rare's*** land securement initiatives in relation to land trusts and conservation authorities, as noted in Table 1 below.

Table 1: Potential Land Securement Partners in the Area

Organisation	Land Secured (ha)	Actively securing in the area	Partnership Potential	Focus
Conservation Halton	~300	Somewhat	Yes	Area expansion & linkage
County of Wellington	525	No	Yes	Forests
Credit Valley Conservation	~39	No	Yes	Credit Valley Trail
Ducks Unlimited Canada	0	No	Yes	Waterfowl habitat
Grand River Conservation Authority	7,933	No	Yes	Outside the area
Nature Conservancy of Canada	0	No	Yes	Outside the area
Ontario Farmland Trust	38	Yes	Yes	Farmland
Ontario Heritage Trust	11	No	Tech support	Natural heritage
Ontario Nature	0	No	Yes	Ecological
rare	400	Yes	Yes	Ecological
Region of Waterloo	435	No	Yes	Greenlands network
Waterloo Region Nature	8	Yes	Yes	Ecological
TOTAL	**9,689**			

Given that ***rare*** also has an active environmental research program, furthermore, additional partnership opportunities exist with the local universities and colleges. For example, the University of Guelph has protected land on its main campus, and the University of Waterloo has a 39 ha nature reserve at Spongy Lake near Baden.

Conservation Land Securement Philosophies

***The rare* Charitable Research Reserve's** land securement initiative is guided by the following principles that focus on ecological integrity, connectivity and financial sustainability:

1. The priority for acquiring lands within the Region and County is to protect existing natural features of high ecological quality and/or buffer lands around such natural features for restoration and strengthening landscape connectivity. Land securement opportunities that fall outside the areas delineated in the Strategy should not be rejected without a review, but on a case by case basis. For example, lands of ecological significance or with decent restoration potential that do not fully meet the target criteria could still be valuable acquisitions for securement, especially if they are being donated and a stewardship endowment fund is available.

2. Land acquisition efforts favour a focus on the specific portions of a legal parcel that are required for ***rare*** purposes. When an entire property must be acquired, portions not needed by ***rare***—i.e. portions that are not ecologically significant—will, where possible, be severed from the main parcel and sold at fair market value, possibly with a simultaneous closing date. The resulting funds will be used to secure or steward additional lands. Alternatively, the landowner working with ***rare*** could pursue a conservation severance which would allow ***rare*** to acquire only the environmentally significant portion.

3. When purchasing land, price shall not exceed fair market value to avoid creating an inflated market for conservation lands. With the recognition that appraisals are professional opinions that can vary significantly among professionals, organisations such as the Nature Conservancy of Canada allow a flexible 10%+/- variation in appraised values for purchases. Ultimately a willing buyer and seller determine fair market value. Appraisals should meet the standards set out in an Appraisal Terms of Reference for the Ecological Gifts Program and/or as adopted by project funders if applicable.

4. All newly acquired lands will also require raising a stewardship endowment fund of 20% of the agreed land value In certain cases, an amount less than 20% may be allowed, but only in very exceptional cases will it be less than 10% of the appraised value or the agreed-upon purchase price (whichever is less).

5. In the first three years following the adoption of the Strategy, a robust effort will be made to contact all landowners of the Designated Conservation Lands listed below, in addition to general outreach promoting ***rare's*** land securement efforts throughout the community.

Conservation Efforts

Assessing the ecological value of an individual land parcel is a major factor in implementing this Strategy, but other factors must also be considered before ***rare*** makes a land securement decision. The following additional factors should be reviewed for all potential securement projects.

Complementary Processes to Land Securement

Conservation land securement aims to protect ecosystem features and functions and requires a range of tools including planning policy, volunteer stewardship and land acquisition or easement. These tools vary in their protective functions. The preferred securement method depends on factors including the feature's sensitivity, landscape context, landowner values and needs, public access or use, funding availability, opportunity and urgency. A case-by-case assessment should be undertaken to determine the quality and significance of the natural features and functions of each property. When a charitable land trust such as ***rare*** holds land in ownership, the trust establishes a secure means of protecting the landscape and can provide the public with opportunities to experience and appreciate natural areas through direct interaction. Because not every owner of natural heritage lands will consider land securement through a third party as an option, other land conservation tools are also important. Each of these tools has a role to play in protecting natural lands within the watershed. While it may be easier for landowners to choose an interim conservation option less permanent or restrictive than land securement, in time they may become ready to reconsider land securement.

Existing Protection

In recent years, provinces, conservation authorities and municipalities have delineated increasingly strict planning policies and regulations to protect provincially designated natural areas from development. Existing legislation that protects environmental features further works in favour of conservation land securement activities because people are more willing to divest of land where development is already prohibited. These policies are not set in stone, however, and can become weakened as soon as government interests or political directions change, potentially putting once-protected natural areas at risk again. Protecting environmental features through legislation can be effective in the short-term, but conservation land securement does not consider land under existing legislation to be permanently protected, instead viewing such legislation as a placeholder until those lands can be secured. In short, the most effective and permanent protection of important natural heritage land becomes possible when those lands are secured by an appropriate organisation.

Planning Act

In Ontario, land-use regulation combined with conservation-based government policy and legislation has been the traditional means of protecting ecologically significant land such as forests, wetlands, environmentally sensitive areas, ANSIs, grasslands, and valley lands. While generally effective in the short-term, policy and regulation will invariably be subject to periodic review and amendment; hence, existing legal structures cannot provide permanent, scientifically informed, long-term stewardship of natural areas. In addition, although municipal Official Plans or related policies may be intended to protect certain lands, land developers might apply to develop the lands anyway, and then appeal negative decisions to an independent authority, the Local Planning and Appeal Tribunal (the replacement for the Ontario Municipal Board). Defense of an appeal can be time-consuming and expensive whether a case is won or lost. Lastly, the protection offered through Planning Act instruments only applies where a 'trigger' for the act exists, such as a development application. These protection measures are ineffective where a landowner deliberately or unknowingly undertakes land management activities contrary to these controls.

As political landscapes change, any policies and regulations in place to conserve natural heritage lands remain unstable and only reliable within the context of short-term conservation planning. There is a further misalignment between long-term planning, typically performed with 20-year ideation, and conservation planning, framed in terms of hundreds of years, or in perpetuity. Relying solely on planning, policy and legislation is ultimately not a sustainable methodology for a conservation vision. Therefore, the most effective approach to protecting and conserving natural heritage lands is to prioritize land securement by an organisation capable of implementing stewardship objectives over a much longer time frame than any individual landowner.

Specifically, the term "conservation land securement" in the strictest sense refers to the legal acquisition of natural areas or natural heritage lands to facilitate protection of land in perpetuity. Land securement requires both a willing seller/donor and buyer/recipient. Once secured, such lands are generally held in public or land trust ownership with the goal to maintain, protect, restore, and enhance the natural features and their contribution to a larger ecological system. These lands typically result in the formation of nature reserves. Because the goal of land securement is permanent protection, it differs from 'land procurement,' which is the acquisition of land that may at some point be deemed a disposable asset.

Planning & Guiding Studies

The following provincial reports, plans and legislation provide a foundation of themes and studies that inform and guide this Strategy:

- Provincial Policy Statement (2014, and ongoing legislative revisions)
- Greenbelt Plan (2017)
- Endangered Species Act (2017)
- The Conservation Land Act (1990)

Note that with the change in provincial government, many proposals for new bills or changes in legislation have been brought forward. It is paramount to continue to monitor the current political and cultural landscapes for changes that may affect the proposed land securement strategy and implementation of the work.

Municipal Conservation

In 2016, the Regional Municipality of Waterloo adopted the *Greenlands Network Implementation Guideline* to provide guidance to development applicants, the Ecological and Environmental Advisory Committee, and agency staff. It provides detailed technical guidance to applicants and respective planning approval agencies for implementing Regional Official Plan policy. It is not, however, a guide for the long-term stewardship of natural features.

Conservation Exemptions in the Planning Process

For conservation authorities, the statutory authority to acquire land comes from the Conservation Authorities Act. The Act also provides conservation authorities with the ability to perform direct conveyances or partial takings of land for conservation purposes. Conservation authorities must obtain Ministerial approval of a Land Securement Strategy before executing the ability to undertake direct partial conveyance of lands.

In this regard, conservation authorities, as public bodies, have greater flexibility in the securement of partial takings than land trusts, which are typically registered charities. They can execute a direct conveyance, while land trusts must apply for a severance to the Committee of Adjustment as required under the provincial Planning Act. Some partial taking projects may warrant partnering

with the applicable conservation authority for this reason, as it could be faster and more cost effective.

Securement Options

Properties can either be secured on title by fee-simple ownership or by registering a conservation easement on title.

Fee Simple

Fee simple is the most effective method of natural area protection. In this scenario, the recipient acquires complete control of management and rights to the property by holding title. A property can be acquired either by purchasing or receiving land as a donation.

Conservation Easement Agreements

Conservation easement agreements ("easements"), or conservation agreements, are legally binding agreements registered on title. In an easement, the landowner transfers specific rights, such as the ability to create building lots or cut trees, to a "conservation body." This conservation body could be the Crown, a municipality, conservation authority, band, or land trust. Depending on how the agreement is composed, the easement holder may have the right and responsibility to monitor the property (thus the term "easement") and ensure landowner compliance with the terms of the conservation agreement. Easements in general are negatively binding, in that they can only prohibit landowners from carrying out specific activities, but conservation easements may also be positively binding, by additionally requiring landowners to carry out specified stewardship activities deemed essential to fulfill the purpose of the agreement. Easements can provide for the protection of a specific feature or value such as a species at risk, ecosystem, trail, restoration site or heritage building.

If the easement agreement grants no access, the agreement can be simply referred to as a restrictive covenant. Unlike a conservation easement, which can be negatively or positively binding, a restrictive covenant must only be negative in nature, restricting the land to specific uses. Moreover, the holder of a restrictive covenant must, in the words of the *Land Titles Act,* be demonstrated to "own land to be benefitted by the covenant and that land must be mentioned in the covenant." Often this would apply to immediately adjoining or nearby land. Failure to identify the "benefitting lands" may invalidate the restrictive covenant. This could be potentially problematic for a multi-property land trust. Lastly, restrictive covenants are usually for a set period of years, but if no duration is specified, they expire after 40 years, unless governed by the Conservation Lands Act. Thus, it is a narrower and less flexible instrument than a conservation easement.

Conservation easements can be an effective tool for protecting the ecological and cultural values of a property because they utilize restrictive covenants. The purpose is to prevent the destruction or exploitation of a property feature or resource for a term of years or in perpetuity. Property usage rights (e.g. subdivision rights, development rights, and tree cutting rights) can be donated or purchased from the landowner, but it is most common for easements to be donated. In some cases, including the easements in the vicinity of the ***rare*** properties, the conservation easements have been imposed as a condition of development approval.

In 1994, the provincial government passed the Conservation Land Act. This Act allows landowners to grant easements for the protection and conservation of land. Easements are registered on title and bind all future landowners. A further amendment to the Conservation Land

Act, passed in 2006, introduced the following new requirements intended to strengthen the protection afforded by conservation easements:

- The owner of the land shall not amend an easement or covenant without the written consent of the Minister of Natural Resources and Forestry
- The conservation body cannot release the easement or covenant without the written consent of the Minister of Natural Resources and Forestry
- No person shall commence legal proceedings to amend or release an easement or covenant without giving notice to the Minister

Furthermore, over the past few years the land trust community in the United States and Canada has made improving easement programs a primary focus. Standards and practices relating to conservation agreements have been at the forefront of training and implementation, especially in drafting, negotiating, budgeting, and preparing required Baseline Documentation Reports, and in monitoring and defending agreements. Publications on the standards and practices related to conservation agreements include *Best Practices and Performance Measures for Conservation Easement Programs* (Environment Canada, 2005), *Greening Your Title* (WCELRF, 2005), and *The Conservation Easement Handbook* (LTA, 2005). These publications are an excellent resource for any conservation organisation. Knowledge of easements as a conservation tool is continually evolving. Conservation agreements are often complex, lengthy to negotiate, challenging to manage, and are not always effectively interpreted or acknowledged by future landowners. Therefore, easement holders need to practice and enforce due diligence and establish a robust conservation agreement program in order to uphold these agreements in perpetuity.

One of the starting points in developing a strong conservation agreement program is to negotiate from a legally robust agreement template. Work is in progress to tailor a template to ***rare's*** specific organizational and regional needs, and specific projects may need specific additions or deletions.

Monitoring of easement lands should be performed annually at minimum and in conjunction with the Baseline Documentation Report. Such frequent site visits will allow ***rare's*** land management team to easily note any change in use contrary to the easement and to be able to document a strong case of wrongful action if the need arises. It can also build a positive relationship of trust with the landowner and provide the landowner with timely technical assistance.

Variations of Fee Simple

With either securement option of fee simple or conservation easement, the collaborators can use creativity and flexibility to meet both ***rare's*** and the landowner's needs and wishes. With conservation easements, ***rare*** and the landowner write the Agreement to suit. With fee-simple, an array of scenarios can be considered. They are as follows:

Partial Taking

This is an acquisition of only part of a property. For example, a landowner with a residence on their property may be willing to dispose of most land while retaining the building and amenity area. The advantage to this method is that the property severed for conservation purposes usually consists of undevelopable land and therefore rarely comprises the bulk of the property's value. In other words, the landowner who retains a residential lot and its small surrounding acreage usually retains most of the property value within that much smaller area. The severed land is owned and managed by the recipient (***rare*** or partner), while the landowner benefits from living adjacent to conservation lands, which they no longer need to manage and for which they are no longer liable.

In addition, if the landowner wants to sell the property in the future, they have a much more manageable property to sell and will possibly attract more potential buyers.

In some cases, landowners will want to donate or sell the entire parcel to the recipient. In the case of a sale, the recipient may want to recover some of the purchase price by severing and selling off the developed or developable portion of the property if local planning policies permit such a severance. It is advisable to negotiate a long closing date to provide sufficient time to market the developable lot and aim for a simultaneous closing.

Municipalities and conservation authorities can execute a direct conveyance, while land trusts must apply for a severance to the Committee of Adjustment as per Planning Act requirements.

Gratuitous Dedication
In this instance, a developer dedicates land within a development proposal as a condition of the application's approval. Gratuitous dedications usually result in the developer committing valley lands, typically already in the floodplain and with minimal tablelands, to either the municipality or conservation authority. This could occur for ***rare*** if a municipality is willing to accommodate the arrangement but is uncommon for land trusts in general.

Donation
Donation can take many forms and can be complete or partial. Primarily, the donor has two options:

1. Donate all (or part) of the property directly to ***rare.*** Direct donation can be a significantly lower-cost option, and the process is usually quick. (It could be completed within weeks or months, assuming the donor's readiness to part with property, and a swift movement through board approval, appraisal, legal agreements for acceptance and other related work.). A charitable donation receipt can be issued in respect to the value of the property if desired, which can be applied against tax returns in the same fashion as other charitable tax receipts, although in this instance capital gains tax does apply.

2. Donate all (or part) of the property to ***rare*** through the Environment Canada Ecological Gifts program. This process, based on previous comparable projects, can take 5 to 18 months to complete and can carry more costs associated with appraisals and surveys. The advantage is that the tax receipt can be applied more generously over a longer period than a normal tax receipt, and there is no taxation of any capital gain on the disposal of the property.

Bequests
Landowners may elect to provide for a gift of land in their Will – perhaps as a personal or family legacy. The main benefit of arranging a bequest is that there is no cost during the landowner's lifetime. A bequest can be cost effective from a tax perspective for the estate (note: this applies to donation only). Complications may arise, however, if the Will is contested by family members, risking the possible loss of the property. In light of these limitations, a life interest agreement/lease back arrangement can be a more certain alternative both to the donor and to ***rare***.

Life Interest Agreement/Lease Back Arrangement
When the vendor/donor wishes to retain an interest in the property, they can enter into either a 'life interest agreement' or a 'lease back arrangement' for their continued use of the property (e.g. firewood, hay harvesting, maple syrup operation). The land can be donated, purchased or split-receipted. The value of the retained interest would be determined by a qualified appraiser. The agreement would specify a set term or continue for as long as the vendor resides on the subject property.

Although ‘life-interest’ suggests a time period equivalent to the landowner’s lifetime, it is prudent to state a timeframe in the agreement and specify an expiration date of the term.

Split Receipt
A ‘split receipt’ can be viewed as either a donation of land (or conservation easement) with cash consideration back to the donor, or a purchase of land with a donation of land value in cash back to the purchaser. Essentially, the vendor agrees to sell the property at less than market value and receive the remainder of the value in the form of a tax receipt. Through the Ecogifts Program, the donated portion must be a minimum of 20% of the appraised value to qualify for a split receipt. Conversely, the landowner cannot receive more than 80% in cash. Split receipt should only be offered as an option if the prospective landowner refuses to consider all other donation options to maximize the gift potential for the charity.

Trade Lands
Trade lands are similar to donations where a landowner wishes to donate or bequeath their property; however, in these instances the property lacks any significant environmental features. These lands should be treated like stocks or annuities that a donor offers so the charity can sell off the asset, with the proceeds being directed into land securement of ecologically significant lands or as directed by the donor. The land could also be traded with another landowner’s environmentally significant lands.

Exchanges
Landowners who own property within a valley system, floodplain, or environmentally sensitive feature with little or no development potential may exchange their parcel with a less environmentally sensitive area, usually within the higher, drier tableland. These arrangements may bring funds to ***rare*** since the landowner’s land is likely to have lower monetary value, and thus additional cash must be offered to make the exchange fair. Such additional funds can be used to acquire additional conservation lands or be put into a stewardship endowment fund. While these transactions traditionally involve the exchange of fee simple interests, they can consist of any combination of property interests. Note that land exchanges are not necessarily acre for acre. Any exchange would be based on appraised value, as valleylands would not be valued the same as developable tableland.

Exchanges should be considered when of significant strategic advantage for protecting natural heritage lands. Before spending money on appraisals in an exchange, it is essential to ensure that the landowner is informed that conservation land value can be much less than tableland or agricultural land value. However, government policies for land conservation tend to be predicated on flood plains or other hazard lands, leading to a predominance of such lands held for conservation, while other “prime development land” types are generally under-represented. Hence, land securement efforts should counter-balance these trends where appropriate, and projects need to be assessed on a case by case basis, as there may be conservation value in lands that would otherwise be considered for a land exchange.

Option to Purchase & Right of First Refusal
An ‘option to purchase’ is a contract that allows the recipient to buy a property at a set price for a stipulated period. It is a written contract by the landowner to sell the property and not withdraw this offer during the identified term. The recipient pays a consideration fee for this option of up to $10,000. This mechanism is often used by a conservation group as a means of 'buying time' to acquire a specific piece of land, creating an opportunity to fundraise for the purchase costs. This is an agreement between a landowner and the recipient, or other prospective buyer, which gives

the recipient an opportunity to match any third party offer to buy a property. It sets out the conditions of sale and is registered on title. This method is considered an interim measure and can be an effective tool to use when negotiations have halted (e.g. because of an unacceptable appraised value). It can also afford time for the recipient to purchase a property that already has an easement in cases where the recipient decides they would rather hold title than enter into an easement.

The 'right of first refusal' is another method used to discourage competing potential buyers (e.g. developers). The holder of the first right has priority and therefore maintains some leverage against other potential buyers. There is a fee associated with this method and there is no expiration date. It can only be exercised when the landowner decides to sell.

Land Transfers
Public landholding agencies such as the Ontario Realty Corporation, utility companies, municipalities, or conservation organisations could decide to transfer environmentally sensitive lands or ask an organisation to be a backup holder for their lands, should the agency cease to exist in the future. These lands could either be fee-simple title or partial interest (e.g. conservation easement agreement). These types of transfers only occur if the recipient organisation is willing to accept the lands, and the lands meet the organisation's criteria. The agency looking to transfer title may require the recipient organisation to sign a landholding agreement or transfer agreement to ensure that the lands are properly managed in perpetuity. It would be prudent for the recipient of transferred lands, or a contingency holder, to only accept the land if the agency transferring can offer complete and accurate files and if stewardship funds are available as part of the transfer.

The Ecological Gifts Program
The Ecological Gifts Program is a federal program administered by Environment and Climate Change Canada, made possible by the Income Tax Act of Canada. It enables owners of property with sensitive natural features to preserve wildlife habitat. Ecological Gifts are qualified charitable land donations that generate enhanced income tax benefits. Donations of fee simple title and partial interests, including easements, are eligible. In many scenarios the landowner can continue to hold title and/or live on the land.

To qualify as 'Ecologically Sensitive,' land must satisfy at least one criterion from an 'A' List of Specific Categories of Qualified Lands and one or more from a 'B' List of General Criteria for Other Ecologically Sensitive Lands (see Appendix A).

Gift recipients include land trusts and other conservation charities or government agencies chosen by donors and approved by the federal government. Donors of Eco gifts receive a donation receipt for the fair market value of the gift.

Ecogifts receive tax treatment that is superior to most other charitable gifts. Ecogift tax advantages include:

- eliminated taxable capital gain on the disposition of the property;
- no income limit for calculating the tax credit/deduction;
- donation value certified by the Government of Canada; and
- a 10-year carry-forward period for claiming the donation.

The process of making an ecological gift is relatively straightforward. The donor will basically have two steps to complete, by providing: (i) information to support the evaluation of the land as ecologically sensitive, and (ii) an appraisal of Fair Market Value by a qualified appraiser along

with a signed Application for Appraisal Review and Determination. The donor and recipient will generally cooperate on the application to confirm that the property qualifies as ecologically sensitive. The recipient will also often help the donor arrange for the appraisal of fair market value and complete the applications.

Identifying Securement Opportunities

This Strategy will be utilized as a land securement planning tool kit. Mapping of land securement criteria and property scoring results should not be treated as a 'shopping list' for ***rare,*** to focus efforts on the highest scoring properties and move down the list. Rather, this Strategy lays out a range of tools which would allow ***rare*** to make clear land securement decisions based on established criteria. A property that does not score highly within the established criteria may still offer an excellent securement opportunity. Scoring guidelines also provide ***rare*** with the rationale to decline prospective offers based on suitability. Note that data for the City of Guelph was not available at the time of this document's creation. The maps should be amended in future once data becomes available, but as most lands of interest lie outside the city limits, any projects in Guelph will need to be assessed separately on a case-by-case basis.

The Strategy scoring of Designated Land Areas (DLA) and Designated Conservation Lands (DCL) was developed by ***rare*** staff. From the criteria, properties scoring in the 90 and 95 percentiles were considered highest-scoring.

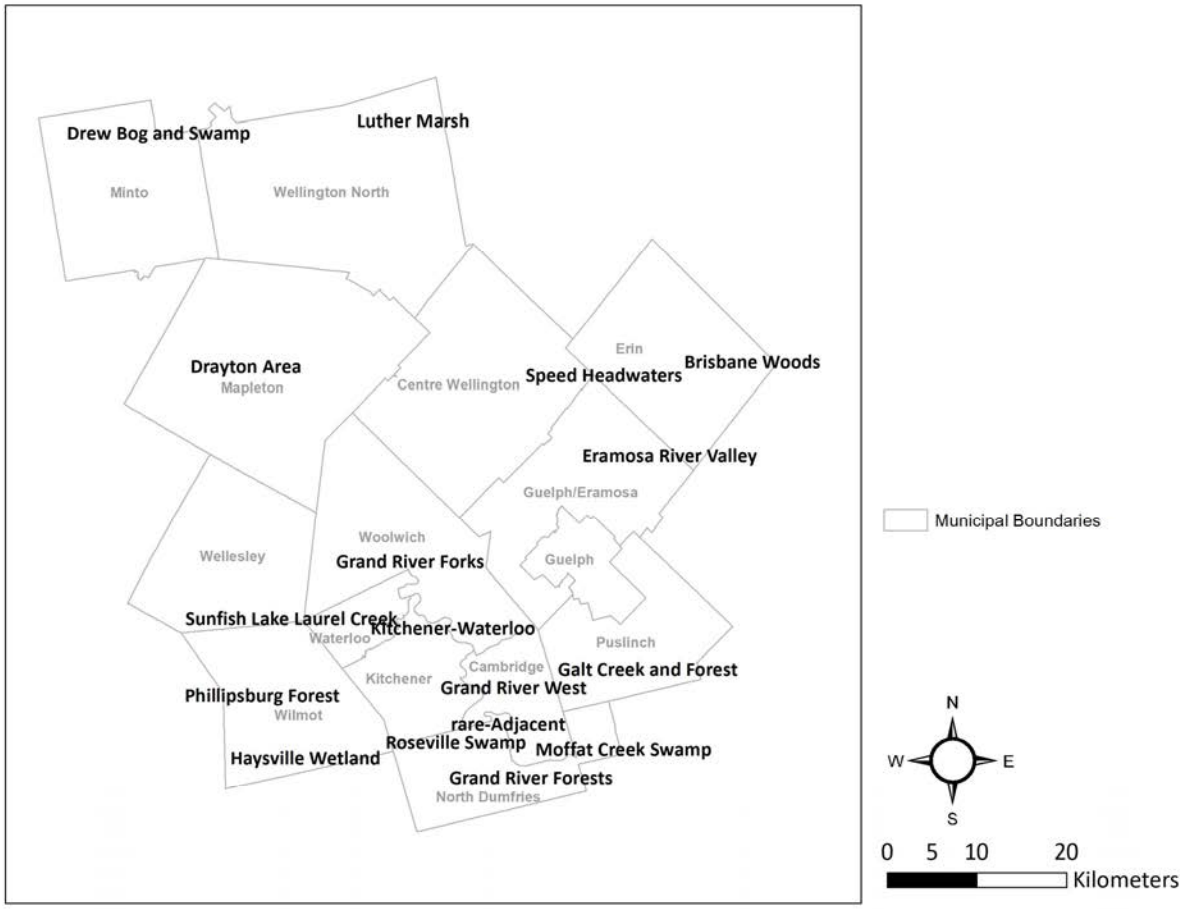
Establishing Target Areas

With so many properties potentially eligible for securement, a manageable landowner outreach plan requires a strategic approach to organizing information. Highest-scoring properties were grouped by ANSIs and PSWs and further combined with a focus on already-designated natural areas, an approach intended to foster receptiveness and understanding among landowners, the community, partners and funders.

Waterloo Region and Wellington County still contain too many natural areas to execute a manageable landowner outreach and securement program within the first five years without further winnowing. To determine the most logical areas of focus, the following additional criteria were applied:

- geographical dispersion (coverage over every municipality),
- manageable number of properties to perform landowner outreach,
- a close concentration or adjacency of properties,
- threatened status or urgency, concerning areas likely to be developed soonest,
- proximity to properties newly acquired or about to be acquired, and
- likelihood of being acquired by other conservation organisations.

The result was the establishment of 17 target areas which are shown on Map 1.



Map 1: Target Natural Areas Map

Table 2: Number of Properties per Target Area

Natural Area	# of properties
Drew Bog	14
Luther Marsh	7
Drayton	14
Speed Headwaters	81
Eramosa Valley	49
Brisbane Woods	18
Galt Creek and Forest	17
Grand River Forest	18
Roseville Swamp	11
rare-Adjacent	7
Kitchener-Waterloo	35
Grand River West	28
Grand River Forks	15
Phillipsburg Forest	17
Haysville Wetland	7
Sunfish Lake-Laurel Creek	29
Moffat Creek Swamp	10
Grand Total	**377**

Setting Securement Targets

The Strategy defines desirable outcomes and establishes the rationale for the initiative. It provides a context and driver for specific actions. Establishing targets provides the Strategy with direction and identifies the required resources for fulfilment. In turn, resources can dictate how to implement the Strategy, but often resources do not present themselves until a Strategy has been adopted, once individual projects have formed with specific fundraising plans and supporter prospects. Once a successful project concludes, targets set out in the Strategy get closer and momentum is created. Success then generates more success.

At one end of the implementation spectrum, with only enough budget allocation to support a portion of staff or contractor time to undertake the securement process, this Strategy could be implemented by relying solely on the acceptance of land and conservation easement donations. Donations would be accepted in areas identified in the Strategy and if competing donations were presented, staff time would be prioritized towards determining which donations best meet the established criteria. This would over time achieve the objectives of the Strategy, but at a slow pace.

Conversely, at the other end of this spectrum, ***rare*** could dedicate a significant, year-over-year budget towards land securement, targeting willing sellers and proactively approaching landowners with lands of high interest. This approach could rapidly increase the success and speed with which objectives of the Strategy could be met, but represents a significant financial commitment to purchase several properties annually.

A blended approach over shorter time spans is likely the most feasible approach, with some years reliant on donations and perhaps one annual purchase. In other years, a dedicated budget combined with successful fundraising campaigns could allow for multiple purchases per year in concurrence with land and easement donations. Provincial and other funding initiatives may further influence the methods and speed with which the Strategy can be implemented. Emerging threats to ecologically significant land, changes in government policy, etc., might influence which strategy is employed at different times.

Regardless of how the Strategy is implemented, it is of some value to consider metrics against which progress can be measured. These targets are not measures of success or failure, nor do they establish an 'end point' to which all efforts should be targeted. Rather, they provide a context against which progress can be viewed. Targets provide a snapshot of activity that can be readily measured, easily understood and linked to drivers of the Strategy.

Provincial and national targets in the 2020 Biodiversity Goals and Targets for Canada suggest that, "[by] 2020, at least 17 percent of terrestrial areas and inland water, and 10 percent of coastal and marine areas, are conserved through networks of protected areas and other effective area-based conservation measures" (Ministry of Environment and Climate Change, 2016, Aichi Target 11).

The total secured land within the Waterloo-Wellington area is approximately 2.5% of the whole; that 2.5% includes properties held by ***rare***, Grand River Conservation Authority, Credit Valley Conservation, Conservation Halton, Ontario Heritage Trust, Ontario Farmland Trust, the Waterloo Region with all seven townships and three cities (Kitchener, Cambridge, Waterloo), and Wellington County. Thus, it would be highly unrealistic for ***rare*** and all its securement partners to meet the 2020 target date for securing over 14.5% more land in the area. Even if resources were unlimited and every identified landowner was willing to have their land secured, the maximum increase in land area secured would only be 9.42% of the total Region and County area (37,626.62 ha out of 399,405.98 ha). Thus, like most areas in Southwestern Ontario, the biodiversity target is not achievable for the Waterloo-Wellington area but can be used as a driver. It is also a somewhat arbitrary number given that it is well established in the scientific community that a 17% target of protected areas is not nearly enough to ensure survival of most habitats and species in the long term.

The average parcel size of the 1,476 identified properties in the Waterloo Region and Wellington country is 25.49 ha. Without a review of air photos, the exact areas to be conserved are undetermined, but the safe assumption is that most parcels will not be entirely vacant, leaving only a portion available for conservation. That remaining portion is likely to be the larger part of the property, however, since these lands have been targeted for natural features that landowners generally cannot use. Adjusting for partial takings, using roughly 10% subtracted from parcel size, reduces the predicted secured area per property down to a 23 ha parcel.

Based on experience with similar efforts in other municipalities, an estimated 10% of landowners contacted would be interested in working towards securement. Not all projects come to fruition for a variety of reasons, most often because a landowner is disappointed with the appraisal. By a conservative estimate, land ultimately will be secured from 5% of the landowners contacted. This brings the future predicted secured area to almost 1,700 ha, albeit years beyond the five-year scope of the report; 20 years is realistic. The first three years after the adoption of this strategy will be primarily spent on outreach. Few securement projects are likely to close in the first years

but as more landowners become aware of ***rare*** as the regional land trust and are educated about their land conservation options, closings will ramp up.

With reliable support from funders and municipalities, and a highly active landowner outreach program, an achievable yet aggressive target can be:

<u>to secure over 400 ha of properties of interest by the end of 2024.</u>

This target should be reviewed (and hopefully increased with momentum) in five years when updating this Strategy.

Landowner Outreach

A primary goal of the Conservation Land Securement program is to educate identified landowners about the various long-term conservation options available to them. Most landowners only know about two options when it comes to disposition of their land:

- Sell it
- Bequeath it to family

As property is often a landowner's largest financial asset, a landowner may take several years to make the big decision about how to protect that property for the long term. Even if a landowner does not express interest in the various conservation options available to them at this time, the landowner now has increased awareness about conservation options should they change their mind in the future. As in fundraising, approaching people for land donations also requires patient cultivation. Building relationships of trust is essential. It could be many years later when a landowner becomes ready to consider securement.

Over the next few years, efforts will be made to promote ***rare's*** land securement program across Waterloo Region/Wellington. This will include community and council presentations, information sessions, as well as direct one on one landowner outreach and liaison.

Developing a Landowner Contact List

Within each of the 17 target areas, a landowner list needs to be developed. Landowner contact information needs to be collected (e.g. mailing address, phone number) so that packages can be mailed and follow-up conversations can be initiated. Each property identified should be reviewed to determine the individual parcel's suitability and the most desirable securement method. This work is now in progress at ***rare***. Contact with land owners will be made through mailings, phone, email and drop-ins. We also welcome landowner leads or other leads, please use the contact information at the end of this document.

Outreach need not follow the natural areas in the sequential order shown in Table 2. Decisions about which zones to prioritize for landowner outreach should be based on urgency and other consideration the ***rare*****sites** land securement team identifies. Starting with the target areas with the greatest development threat is the best approach. Therefore, those zones that are closest to Highway 401 would be best. The lowest priority would be those zones furthest north. It may also be appropriate to "strike while the iron is hot," as it were, in localities where a property is in the process of acquisition.

Securement Project Process

As the only active, environmentally-based organisation in the area pursuing landowner outreach for securement projects, ***rare*** cannot rely on any other organisation to initiate landowner contact. Yet, ***rare*** can still approach other applicable organisations for support when an interested landowner expresses readiness to have property secured.

For the first three years following the adoption of this Strategy, ***rare*** primarily will be performing landowner outreach to targeted landowners in each priority zone. Land securement can still happen concurrently with landowner outreach but few results are expected in the first few years. Seeds get planted in the minds of landowners and then, with time, projects begin to manifest at a relatively fast rate. Further, securement projects take time to process; several months to several years is common, especially with donations.

Following landowner outreach endeavours, some landowners may express an interest in land conservation, which will likely give rise to a site visit, provided the landowner lives on or close to the property. Once a landowner of identified lands expresses an interest in proceeding, ***rare*** staff will prepare a property evaluation (see Appendix D) with maps of the property and one locator map to provide context.

The property evaluation package is circulated to the ***raresites*** Land Securement team for consideration. The team at the time of preparation of the strategy consisted of representatives of the following organisations:

- ***rare*** Board and staff
- Ontario Ministry of Natural Resources & Forestry
- Nature Conservancy of Canada (NCC)
- Six Nations of the Grand River (currently vacant after retirement of Paul General)
- Region of Waterloo
- Ontario Farmland Trust (OFT)
- Waterloo Region Environment Network
- Premier Environmental
- Nature Guelph
- City of Kitchener and Waterloo Stewardship Council
- Waterloo Region Nature
- Grand River Conservation Authority (GRCA)
- Guelph Trails Association

Important parties currently missing from the team are members representing the County of Wellington and the Ministry of Environment, Conservation and Parks and the Mississaugas of the Credit First Nation. We welcome additional suggestions for participation.

Project Approvals

It is recommended that the team develop two property securement lists. List One would outline 'active' properties for securement, and List Two would identify 'potential' properties for securement. The list of potential securement opportunities is developed first and will include those new properties that have been brought to the attention of the organisation and warrant further consideration. Once a candidate property has been identified, a property evaluation involving desktop analysis and, where necessary, field investigation will be undertaken. This will provide an assessment of the property's ecological significance in the context of the priority areas

identified. Further assessment will be needed to determine whether ***rare***'s desire to acquire the property and the landowner's interest in working with ***rare*** are likely to develop into a mutually acceptable transaction. This transaction could take the form of a fee-simple purchase, donation, split-receipt, easement, etc. Depending on the property history and preliminary site evaluation, additional environmental studies may also be required (e.g. Phase 1 and 2 Environmental Assessments).

Properties that have been moved onto the active list will then be pursued for securement upon review and recommendation by the team to the Board and board approval. Ranking properties of interest will involve identifying the funding source or program to secure the property, whether it is a purchase, easement or donation. Once the funding is determined, the organisation will proceed to secure the property (e.g. negotiate agreement, obtain appraisal, commission survey, etc.).

Due Diligence

Once a target property's landowner has expressed interest in working with ***rare*** or a securement partner to conserve or sell the land, there should be additional assessment based on receiving the documentation specified below and reviewing the following information:

- Confirmation of ownership to ensure the correct representative is negotiating. This can be done in a preliminary title search or by obtaining a recent copy of property tax form from the owner.
- Signed Letter of Intent to confirm the landowner's intent to proceed with the project. This can be drafted and given to the land donor/vendor for convenience (see Appendix E).
- If it is a donation, appraisal to determine fair market value to meet Ecological Gifts Program standards; if it is purchase, appraisal to determine fair price. Exceptions can be made in cases of purchases where there is a high degree of confidence in values of recent comparable sales.
- Existing survey if available; otherwise, commission a survey by an Ontario Land Surveyor (OLS) in cases where boundaries are in question, if required by funding partner(s), or if the securement method is a partial taking, conservation severance, or conservation easement.
- Site inspection during a time of no snow cover. If deemed necessary from that inspection, a Phase 1 Environmental Assessment may be done.

The intent behind this consideration is to identify costs for undertaking due diligence, not to evaluate or predict outcomes for future work. A project requiring a survey and appraisal will be less favorably weighted than a project that does not require these steps and their related costs. Regardless of the nature of the securement, moreover, the process of due diligence may identify concerns with a property that impact its attractiveness, for example, by identifying undesirable encroachments, debris, or legal encumbrances.

Title Search

A title search produces documents showing the property's ownership history to determine any restrictions on title and if the landowner in question has a saleable interest in the property.

Letter of Intent

It is in the best interest of ***rare's*** time and resources to obtain a 'letter of intent' from the landowner about a potential securement project before spending the time and money on an appraisal. Its wording should not be too strict, to prevent alienating the landowner, but it may be helpful in gauging a landowner's real interest. In return, ***rare*** can also provide a letter of intent to accept a land donation.

Appraisals
Appraisals determine the value of the land to be acquired. From the land securement principles listed above, when purchasing land, allow a flexible 10%+/- variation in purchase price to get the deal done. Ultimately a willing buyer and seller determine fair market value. Prior to commissioning an appraiser, the landowner's expectations should be close to the likely outcome of an appraisal. If far apart, further negotiation is advised.

In addition to the standards noted above, to qualify for the Ecogifts Program and potentially other funding programs, "all appraisals must be at arm's length from the parties to the transaction […] similarly, appraisals done by the recipient are not acceptable" (Environment Canada, 2005, p. 2). Since the majority of ***rare's*** securement projects would apply to one or more of these programs, the appraisal must be done by an independent contractor. To ensure the appraisal meets the specifications of the funders' appraisal Terms of Reference, ***rare*** should distribute the Ecological Gifts Program Appraisal Terms of Reference to the independent contractor in any applicable cases. Multiple Terms of Reference are often so closely aligned that there is no issue of one conflicting with another.

As comparable conservation land value data ('comps') is accumulated from several closings, a price per acre value from strong comps may be enough in some cases to make an offer if fee simple purchase is the only option the landowner will consider. If staff have strong confidence in land value, the need for an appraisal may be deemed optional, however, this would be a highly unusual case as usually an appraisal is necessary to apply for certain fundraising opportunities.

Legal Considerations
In land transactions, ***rare*** should retain their own legal advice from a lawyer or notary experienced with real estate law. It should also suggest that the landowner(s) also involved in the transaction receive their own independent legal advice about the transaction, legal documentation and implications. Donations of land, and split-receipts, are considered friendly transactions and if the landowner wishes ***rare's*** legal representative to close on the landowner's behalf as well, it could save time and the landowner's money.

Land Survey
In most cases, a survey should be conducted to clearly determine the exact boundaries of the property being acquired. A new survey is always required if a partial taking, conservation severance, or easement is negotiated. In cases where an entire property is being acquired, a copy of the original survey may be enough.

Baseline Documentation Report (for Conservation Easement)
A Baseline Documentation Report is created for conservation easements to document the existing conditions at the time of acquiring the easement. Such baseline data is invaluable when periodic monitoring is carried out in subsequent years. This is usually performed after the easement has been found acceptable to lawyers of both parties.

Partners
It is important to note that ***rare*** will need to rely on partners to support its securement initiatives and also to work as a partner to support others in their securement initiatives. This Strategy indicates where ***rare*** will work to secure land itself by holding title or the easement over the property, and where ***rare*** acts as a supporter. Acting as a supporter could involve lands identified within this Strategy, but it may also include lands beyond the scope of this report that hold value for a partner.

It is very common for a land trust to have one or more partners involved in the securement of a particular property. Sometimes additional partners are needed for funding purposes or if they have additional expertise (e.g. negotiating leverage) necessary to help secure a property. In cases involving title or an interest in title, a partner group sometimes may be a more suitable recipient than the original group involved in protection of the property, perhaps because they are better equipped to handle issues around property taxes, stewardship, funding requirements, or other concerns related to the Planning Act. A landowner may also request another group's involvement due to personal preferences. Different partners bring different resources for the long term and sustainable management of properties. The circumstances will depend on the unique characteristics of the property, the type of securement method involved, and the requests of the landowner (depending on whether it is a donation or purchase).

Partners exist in many different capacities and relationships with ***rare***. It is also important to work with area partners to avoid duplicating efforts and confusing landowners. As it is very common to have multiple partners involved in the securement of properties of mutual interest, it is essential to develop and expand on partnerships with these and other organisations involved in holding title or providing funding for the acquisition of significant lands.

It is important to note that any partnership involvement that ***rare*** has in the securement of a property should be viewed as a securement success. This is also referred to as an 'assist'. An assist can include the involvement of ***rare's*** staff time, resources, technical expertise or funding towards the securement of a particular property. Even if ***rare*** does not end up holding title, an interest in title or even managing a particular property, any contribution by ***rare*** should be recognized and promoted.

Securement Partners

Securement partners will have a desire to assist in funding and/or provide technical support on land securement. They have connections to landowners and operate with a similar land securement mandate to ***rare***.

Partners involved in varying degrees of land securement activities in the area of Waterloo Region and Wellington County are:

- Regional Municipality of Waterloo
- County of Wellington
- The Cities of Cambridge, Guelph, Kitchener, and Waterloo
- Nature Conservancy of Canada
- Ducks Unlimited
- Ontario Nature
- Ontario Heritage Trust
- Ontario Farmland Trust
- Grand River Conservation Authority
- Credit Valley Conservation
- Conservation Halton
- Waterloo Region Nature
- Branchton Land Trust

Experience to date has identified a need to work closely with local municipal staff in order to familiarise them with conservation severances, conservation easements, and conservation and landscape design principles, all of which play a role in ***rare's*** success as a regional land trust.

Conservation Land Holders in the Area

Holders of secured land in the area are previously listed in Table 1. Many of these lands are held by conservation authorities, the primary one being the Grand River Conservation Authority. Their lands were secured to conserve important watershed resources such as floodplains, valley lands, wetlands, and forest regeneration areas. They also serve as important nodes for future conservation land securement activity, by building on existing secured lands that are publicly visible and well known in the area. Conservation land securement activities may also be embraced by the public more readily if they are located near areas already viewed by the public as 'natural' and 'protected' areas.

Funding

Receiving funding support is an essential component towards reaching this Strategy's land securement target. The cost of the securement program will be significant. So far, we established that the average donation will cost at least $30,000 to secure and the average purchase will be at least $146,000 to secure. With a target of 400 hectares secured in five years, and the average parcel size being 23 hectares, the number of estimated properties secured would be 17. With a ratio between donations to purchases of 20:80, the projected securement costs will be over $2,000,000 over the five year period, not including stewardship endowments. Given recent market development, this estimate is on the low end and growing costs should be anticipated.

Conclusion

Population in Waterloo Region and Wellington County is forecast to increase more than 30% in the next 20 years, with development in rural settlement areas expected. It is hoped that ecological lands will be protected by government policy and regulations, but the reality is that these are subject to change. The only certain method to protect these areas is to secure them in ownership or through conservation easements that remove development rights.

The three conservation authorities in this area are not actively approaching landowners of ecologically sensitive lands to advise them of their land disposition options. Until very recently, Waterloo and Wellington have had no local land trust to help secure these lands, leaving ***rare*** positioned to lead the charge. Of all the land securement partners, only Ontario Farmland Trust (OFT) is actively securing parcels of agricultural land, but OFT is provincially focused and is now only acquiring easements rather than ownership. Thus, landowner outreach and education within this area falls to ***rare***.

Using ***rare*** staff's ecological selection criteria as a base and adding further criteria for refinement, 17 targeted natural areas having 365 properties were delineated for landowner outreach over the next three years. By the end of 2024 a target of 400 hectares should be secured, with commitment to an active outreach program and assistance from securement and funding partners.

With lessons learned, partners' reliability established, and determination of how achievable the target will prove, this Strategy should be reviewed and if necessary revised accordingly in five years, with a new acquisition target for the following five years.

If you are interested in donating property or receiving more information about possible securement options, please contact:

Stephanie Sobek-Swant, Executive Director
519-650-9336 ext. 113
stephanie.sobek-swant@raresites.org

Tom Woodcock, Planning Ecologist
519-650-9336 ext. 121
tom.woodcock@raresites.org

Acknowledgements

This work would not have been possible without the generous funding of the Gosling Foundation and the Region of Waterloo. We also thank the numerous skilled and enthusiastic community volunteers who over several years helped shape the ***rare*sites** land securement team, many of whom continue to be part of the team to this day. Our special thanks go to Chris Gosselin, who first started renewed conversations around a regional, community-based land securement effort in Waterloo Region, and to Stan Kozak, who strongly advocated that we not be limited by artificial municipal boundaries, encouraging us to choose a watershed-based approach that also included Guelph/Wellington County instead. We thank David Freure, Harold Freure, David Gascoigne, Paul General, Fraser Gibson, Graham MacDonald, Janice Moore, Rick Relf, Joy Roberts, Matt Setzkorn and Kevin Thomason for their volunteer support during the early conversations, and Kate Hagerman, Chris Gosselin, Greg Michalenko, John Prescott, Tony Zammit, Vince Deschamps, Bill Mungall, Roger Suffling, Graham Buck, Josh Shea, Peter Krause, Krista Long, and Dave Montgomery for their ongoing volunteer support as current members of the *raresites* land securement team, and Rob Orland for his compilation of the draft strategy document.

Appendix A: Ecogift Eligibility Criteria

A. Specific Categories of Qualified Lands

Lands, or easements or covenants relative to such lands, which fall into one or more of the following categories shall be deemed to be ecologically sensitive lands in Ontario. This is provided terms of easements or covenants regard and protect the ecologically sensitive features of the land.

- A1. Significant portions of the habitat of federally or provincially listed species at risk, including endangered or threatened species, or species of special concern;
- A2. Areas designated as Provincially Significant Wetlands;
- A3. Provincial or regional Areas of Natural and Scientific Interest;
- A4. Designated Areas of Concern for biodiversity purposes as identified in Forest Management Plans;
- A5. Lands that are registered under the Conservation Land Tax Incentive Program;
- A6. Areas that are registered under the Managed Forest Tax Incentive Program that are managed for wildlife habitat conservation purposes under an approved Managed Forest Plan;
- A7. Areas promoting the conservation of natural heritage and biodiversity that are identified within a regional or watershed plan or strategy developed by a recognized conservation organisation;
- A8. Areas designated as a World Heritage Site for biodiversity conservation purposes, a core area of a UNESCO Biosphere Reserve, or a Wetland of International Importance under the Ramsar Convention;
- A9. Areas of biodiversity significance identified in a Canadian Heritage Rivers Management Plan or Strategy;
- A10. Areas designated in the Niagara Escarpment Plan as an Escarpment Protection Area or an Escarpment Natural Area;
- A11. Areas designated as Natural Core, Natural Linkage, Sensitive Hydrological Feature, High Aquifer Vulnerability, Significant Landform, Minimum Areas of Influence or Minimum Vegetation Protection Zones within the Oak Ridges Moraine Conservation Plan;
- A13. Areas designated for biodiversity conservation purposes within Management Plans or Strategies for the Trent-Severn or Rideau Waterways;
- A14. Areas within a municipal official plan or zoning by-law under the Planning Act (Ontario) designated as an Environmentally Sensitive Area, Environmentally Significant Area, Environmental Protection Area, Restoration Area, Natural Heritage System or other designation for similar purposes that are compatible with the conservation of the biodiversity, ecological features and functions of the site;
- A15. Areas within or adjacent to a Provincial Park, Provincial Park Reserve, Conservation Reserve, Conservation Area, Wilderness Area, Provincial Wildlife Area, National Wildlife Area, Migratory Bird Sanctuary, National Park, National Park Reserve or Ecological or Nature Reserve managed by a government or non-government agency;
- A17. Areas identified as Carolinian Canada sites or Carolinian core natural areas and corridors as designated by the Big Picture natural area mapping program;
- A18. Areas designated as Core Natural Area, Natural Area Buffer, Natural Area Link, or Valued Ecosystem Component in the National Capital Greenbelt Master Plan by the National Capital Commission; and
- A19. Areas designated for biodiversity purposes by regional agencies such as the Niagara Parks Commission, St. Clair Parkway Commission, St. Lawrence Parks Commission and the Waterfront Regeneration Trust.

B. General Criteria for Other Ecologically Sensitive Lands

Lands, easements or covenants relative to such lands, that meet one or more of the following general criteria may also be considered to be ecologically sensitive lands in Ontario—subject to the approval of the federal Minister of the Environment or a person delegated by the Minister for this purpose. (The term "significant" for the purposes below refers to definitions provided in Provincial Policy Statements.) This is provided terms of easements or covenants regard and protect the ecologically sensitive features of the land.

- B1. Significant habitats such as alvars, prairies, cliffs, Great Lakes coastal habitats, old growth forest areas, glacial relic communities and sites with enduring geological features that contribute to biodiversity;
- B2. Areas of wildlife concentration such as bat caves, snake hibernacula, heronries, deer wintering yards and sites used by migratory water birds and other species for seasonal staging, feeding, breeding and like purposes;
- B3. Areas identified, designated or protected as ecologically significant or ecologically important by a government or non-government local, provincial, national or international system or body;
- B4. Significant water bodies, rivers, streams, shorelines, valleys, wetlands, groundwater recharge areas, headwaters and aquifers;
- B5. Significant wildlife or fish habitats;
- B6. Significant woodlands;
- B7. Areas that have significant current or potential for enhanced ecological values through restoration, remediation, management or geographic proximity to other ecologically significant properties;
- B8. Natural buffers and adjacent lands around areas identified under other ecologically sensitive lands categories or criteria that contribute to the conservation of biodiversity;
- B9. Natural links or corridors between areas identified under other ecologically sensitive lands categories or criteria that contribute to the conservation of biodiversity;
- B10. Areas used for long-term scientific study or baseline and benchmark monitoring of biodiversity; and
- B11. Areas that contribute to Canada's environmental heritage through the maintenance of the genetic diversity of species, ecosystem health, or landscape biodiversity, and other natural spaces of significance to the environment in which they are located.

The categories and criteria listed above, for the purposes of implementation of provisions in the Income Tax Act for ecological gifts, have been agreed to by representatives of the Governments of Ontario and Canada. This list and criteria may be further elaborated and amended by agreement between Environment Canada and the Ontario Ministry of Natural Resources.

Appendix B: Ecological Selection Criteria

Practice 8B. Project Selection and Criteria

The following document describes the project selection criteria of the ***rare*** Charitable Research Reserve (hereafter called ***rare***), a registered charitable land trust and environmental institute. This process uses a series of worksheets and templates that are attached separately, to identify potential parcels, to evaluate properties in more detail once they have become a potential project (i.e. a possibly willing donor or seller has been identified), and finally to conduct more rigorous analysis for bringing the property into the Ecological Gifts Program and beginning to prepare an Environmental Management Plan (see practice 12C) once the process of closing the transaction has begun.

The charity currently stewards five parcels of land in the City of Cambridge and Township of North Dumfries in the Region of Waterloo. In the long term, ***rare*** is interested in expanding its land base through purchase or donation, through such mechanisms as bequests, private donations, or transfer from individuals or businesses as a charitable donation, or through the negotiation of conservation easements. These additional properties, held in trust for the purposes of environmental conservation, research, and education, will collectively be known as ***raresites***, with the intent that the expanded organisation facilitates ***rare***'s activities more broadly in the Region and beyond. There are opportunities to seek advice from friends of ***rare*** with experience in making these arrangements. As a qualified Ecological Gifts program (EGP) recipient, ***rare*** hopes to maximize protection of desirable land by focusing efforts on donations and bequests that minimize the organisation's required fundraising to cover purchase, stewardship, and other ancillary costs.

The ***raresites*** procedure to identify appropriate lands for acquisition will be similar whether the lands are intended for preservation, rehabilitation or restoration, or other appropriate activities such as research or educational uses. Parcels of land are considered particularly desirable if

- they are contiguous with the current property,
- they are contiguous with existing protected areas, parks, conservation areas, etc.,
- they present opportunities for research in restoration and rehabilitation of lands (for example, mined-out aggregate pits) and
- they would secure portions of existing land features not entirely on ***rare*** property, or mitigate stress to existing landscape features through a variety of buffer mechanisms (e.g. wildlife corridors, safe wildlife crossings, stormwater or groundwater management, etc.).

The lands will be identified according to the following Steps. Supporting procedures and evaluation templates are also included as a part of this practice:

1. In a particular area, such as a Region or County, air photos and geospatial data (woodland, wetland, other relevant regulatory or natural heritage data layers) will be acquired. The parcel fabric, showing the boundaries of properties in the area of interest, will be acquired from the local county or municipality planning Office. This will likely require signing of a data sharing and confidentiality agreement between the relevant municipal authority and ***raresites***, and the supplied polygons will likely be stripped of identifying data that would facilitate future contact with potential landowners. Areas containing Desirable Conservation Land (see attached Remote Land Evaluation Procedure) will be identified by adaptation of the ***raresites*** GIS tool.
2. Desirable Conservation Land will be evaluated through observation of air photos and geospatial data, and by evaluating the ***rare*** score results of the Remote Evaluation Procedure. Following identification of concentrations of Desirable Conservation Land

parcels, campaigns can be initiated to educate landowners about how they may benefit from Ecological Gifts Program donations of property or easements, or other conservation tools at their disposal.

3. Once an opportunity to acquire Desirable Conservation Land has been identified by this or other means, the land must be evaluated. At this stage, an overview of the property must be conducted in order to provide the ***raresites*** Land Securement Team and the Board of Directors with sufficient information to guide the acquisition. This will be done using three templates (attached), readily available from the Ontario Land Trust Alliance resources website. These include the Preliminary Assessment and Criteria Evaluation worksheets, which provide basic information about the property, and the Natural Values worksheet, which provides a more detailed assessment of significant natural heritage features, restoration potential, identified stewardship issues, etc.
4. The property must meet several additional conditions, in order that it does not become an undue financial burden to ***raresites***. Unless otherwise determined by the Board of Directors, the charity will not assume ownership of any structures, including residences, barns, sheds, and so forth. Land bearing these structures must be duly severed from the parcel and either disposed of separately, or remain in the donor's possession. In addition, a Stewardship Fund must be established for the property, amounting to no less than 20% of the property value, to function as an endowment for the upkeep of the donation. If this sum is not included as part of the donation, ***rare*** must reasonably expect to accumulate the necessary sum for the purpose through fundraising activities prior to the deal closing. Furthermore, this endowment is external to costs associated directly with property acquisition, including title investigations, real estate or ecological appraisals, and any other taxes or fees that may be applicable as part of the purchase process.
5. Once land has been approved for acquisition, it will require an Ecological Sensitivity Assessment (see included template) in order to qualify for an EGP donation; ***raresites*** can assist with the process to gain more detailed knowledge of the property, and begin to develop its stewardship and management plan.

Reep Green Solutions

20+ YEARS OF COMMUNITY ACTION

IMPACT REPORT

- Urban Forest + Tree Stewardship
- Stormwater Management + Water Conservation
- Depave Paradise
- Home Energy Efficiency + Project Neutral
- ClimateActionWR
- Community Outreach | Workshops + Zero Waste Challenge
- Fundraising
- Financials

URBAN FOREST + TREE STEWARDSHIP

Our Tree Stewardship program was launched this year, in partnership with the City of Cambridge and the City of Kitchener. The goal is to empower residents to care for trees and take on a stewardship role in maintaining the urban forest.

Our key focus is on education so that residents become good stewards of the trees in our community. Homeowners are also able to participate in a subsidized tree planting service.

The Backyard Tree Planting program includes a consultation with an arborist to select the right tree for the right place. Delivery and planting are included and homeowners are shown how to care for their tree(s) into the future.

Through our workshops, over 160 participants have learned how to sustain our urban forest. We've also worked with 96 homeowners in our Backyard Tree Planting Program to provide education on tree care and plant 77 trees in backyards around Kitchener and Cambridge.

96

TREE CONSULTATIONS WITH PROPERTY OWNERS

77

TREES PLANTED IN YARDS

5

EDUCATIONAL WORKSHOPS

167

WORKSHOP PARTICIPANTS

2

MUNICIPAL PARTNERS

STORMWATER MANAGEMENT + WATER CONSERVATION

Our Home Water Auditors visited more homes for water conservation improvements than ever before, thanks to our partnership with the Region of Waterloo. Our advisors installed solutions on the spot to help conserve water in 300+ homes over the past year alone.

Over 700 participants at 19 events learned the impact of conserving water and creating rain gardens that reduce stormwater runoff. This past year the wider community of 96 volunteers dug in and joined us at 4 work parties to create beautiful gardens and plant trees. With the support of municipal partners in Kitchener, Waterloo, Cambridge and Guelph, we're educating people through workshops and one-on-one coaching to manage rain where it falls and make our communities more resilient to the impacts of climate change.

95,400+
LITRES OF STORMWATER STORAGE CAPACITY BUILT

9,200+
EDUCATIONAL WORKSHOP PARTICIPANTS

193 VOLUNTEERS AT **8** WORK PARTIES

242
CONSULTATIONS W/ PROPERTY OWNERS

65
RAIN GARDENS, PERMEABLE PAVE + INFILTRATION GALLERIES INSTALLED

1,300+
WATER CONSERVATION HOME AUDITS

WATER CONSERVED IMMEDIATELY BY INSTALLING:

692 SHOWERHEADS

175 AERATORS

94 TOILET FLAPPERS

IMPACT SINCE INCEPTION

DEPAVE PARADISE

Depave Paradise is a nation-wide movement started by Green Communities Canada. The goal is to dig up underused paved spaces and turn them into lush green landscapes for communities to enjoy.

This year Reep supported the depaving of 2 local spaces, working with the New Hamburg Board of Trade and Keatsway Public School.

73 volunteers got their hands dirty, pulling up pavement and planting native species gardens. It was exhilarating to see parents, students, teachers, business owners and residents rip up 150 square meters of underused hard surfaces and turn it into beautiful green space for everyone to enjoy.

290+

METRES OF IMPERVIOUS SURFACE REPLACED WITH GREEN SPACE

132

VOLUNTEER DEPAVERS - COMMUNITY MEMBERS, TEACHERS, STUDENTS, PARENTS

3

LOCAL SITES DEPAVED SINCE 2019

CHECK OUT OUR DEPAVE PARADISE PROJECTS

KEATSWAY PUBLIC SCHOOL

DOWNTOWN NEW HAMBURG

HOME ENERGY EFFICIENCY + PROJECT NEUTRAL

Our energy programs focus on the practical ways residents can reduce their climate impact at home. Thanks to funding from the Region of Waterloo, and additional support from the University of Waterloo, we were able to bring the Project Neutral tool to over 900 households in the region, representing 2,500 household members.

Our team also partnered with Eastwood Collegiate Institute in Kitchener to pilot a "Project Neutral Challenge" that will engage multiple classrooms in measuring their household carbon footprints and taking action. The long-term plan is to bring this challenge to the wider student community.

9,500+
HOMES THAT COMPLETED ENERGY RETROFITS

27,000+
TONNES OF GREENHOUSE GAS EMISSIONS REDUCED

$7M+
ESTIMATED SAVINGS ON ENERGY COSTS AFTER UPGRADES

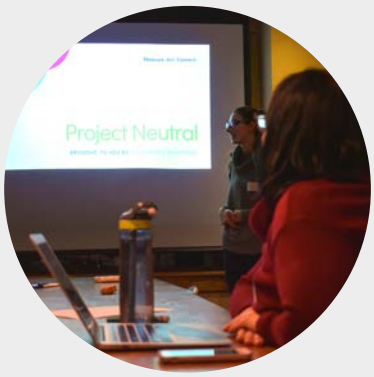
$54M+
SPENT LOCALLY ON HOME ENERGY UPGRADES

146
PARTICIPANTS AT WORKSHOPS IN BUSINESSES, SCHOOLS, AND COMMUNITY GROUPS.

1,500+
PROJECT NEUTRAL USERS

IMPACT SINCE INCEPTION

WATCH
WHAT IS PROJECT NEUTRAL?



TAKE 5 MINUTES TO DISCOVER YOUR CARBON FOOTPRINT

Additionally, the estimated 27,000 tonnes of greenhouse gas emissions that Waterloo Region households have reduced by following Reep Green Solutions' home energy recommendations contribute directly to our local climate action plan and help to promote sustainable living.

Our energy outreach continues with promotional support from the Region of Waterloo, including the opportunity to promote Project Neutral on library screens and in the THEMUSEUM's ALARM exhibit.

ClimateActionWR

ClimateActionWR is a collaboration between local municipalities, organizations and community members focused on climate change mitigation, and is co-led by Reep Green Solutions and Sustainable Waterloo Region.

We coordinate the activities of our community's Climate Action Plans, measure and monitor progress on emission reductions, and engage the community in climate action initiatives. This year marks the last of our current climate action plan, to reach 6% greenhouse gas emission reduction over 2010 numbers, by the end of 2020.

In early 2019, ClimateActionWR received funding from the Federation of Canadian Municipalities to develop Waterloo Region's long-term community Climate Action Strategy and short term plan.

All 8 local area municipalities signed on to the Transition 2050 team including the Townships of North Dumfries, Wellesley, Wilmot and Woolwich, the Cities of Cambridge, Kitchener and Waterloo, and the Region of Waterloo.

Alongside community members, local organizations, subject matter experts, and technical experts from across the region and beyond, we are working to develop a plan for transitioning Waterloo Region to the goal of 80% reduction of GHG emissions by 2050.

1,500+

COMMUNITY STAKEHOLDERS ENGAGED THROUGH 80 BY 50 ACTIVITIES

80

EXPERTS CONSULTED FOR 80 BY 50 COMMUNITY GOAL

124

SECTOR COMMITTEE MEMBERS

45

CLIMATE ACTION COMMITMENTS FROM THE COMMUNTIY

70

COMMUNTIY EVENTS VISITED BY STREET TEAM

95

VOLUNTEERS

IMPACT SINCE INCEPTION

COMMUNITY OUTREACH

EVENTS, WORKSHOPS + ZERO WASTE CHALLENGE

Reep Green Solutions reached an important milestone this year, and held our biggest community event yet to celebrate it. The Fresh Air Feast was an outdoor, family-focused picnic with activities, delicious food and fun games to celebrate 20 years of Reep Green Solutions and community action. Two hundred people joined in the festivities on a beautiful fall day that we will never forget.

Our 4th annual Zero Waste Challenge kicked off in October, an opportunity to challenge households to reduce their waste to fit into a 1L mason jar for 7 or 30 days. 140 humans and 48 pets took part in the Zero Waste Challenge, sharing their results on social media.

The Reep team continues to reach new people, which is reflected in our biggest outreach in a single year: 2,173 participants joined in our workshops and community events in 2020!

953
OUTREACH EVENTS

16,600+
WORKSHOP PARTICIPANTS

4,800+
VISITORS TO THE
Reep House for Sustainable Living

524
ZERO WASTE CHALLENGE PARTICIPANTS

185.5
PETS TAKING PART IN THE ZERO WASTE CHALLENGE

IMPACT SINCE INCEPTION

TAKE ACTION

TAKE THE ZERO WASTE CHALLENGE

EVENTS AND WORKSHOPS

FUNDRAISING IMPACT

It is an offer that more and more people are taking up - the opportunity to support practical, local environmental action. To celebrate 20 years of Reep Green Solutions, we set a goal of raising $20,000 to kickstart the next 20 years of practical and impactful environmental action in Waterloo Region. And we came close, raising more in one year than we ever have before!

For the last 20 years our participants have been protecting water, reducing their impact, planting rain gardens, diverting waste, and advocating for climate action. Several of our services are unfunded and your support will help us continue to serve our community for many years to come!

It's been an honour to support your sustainability journey for the last 20 years. Thank you for helping to make our work as an environmental charity possible!

380

NUMBER OF GIFTS SINCE 2009

$50,200+

DONATIONS SINCE 2009

$146

AVERAGE GIFT

$17,679

DONATIONS IN 2019

Together, we can leave our children a community that is more resilient, vibrant, caring and sustainable.

THE IMPACT OF YOUR SUPPORT

20TH ANNIVERSARY REPORT

WHO WE ARE

FINANCIAL REPORT | FY2020

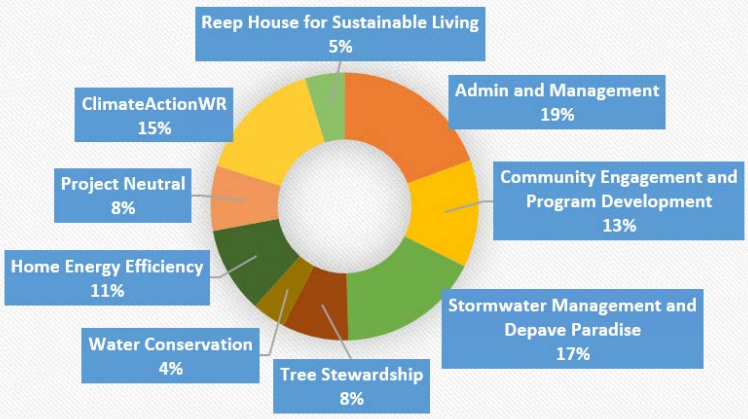
The financial information on this page is derived from the financial statements for April 1, 2019 to March 31, 2020 which were audited by Clarke Starke & Diegel LLP.

Reep Green Solutions returned to a balanced budget this year, as programs in development came to fruition, and as opportunities arose to pursue transformational projects for our community.

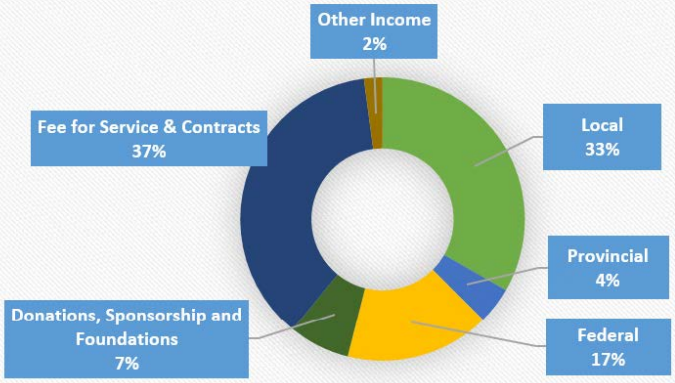
The diversity of our initiatives also contributed to a strong bottom line, along with an increase in donor support.

REVENUE	**2019-2020**	**2018-2019**
Grants (Local, Provincial, Federal)	433,410	323,504
Fee for Service	116,547	202,820
Contracts	180,978	114,215
Donations, Sponsorships and Foundations	55,546	43,359
Other Income	16,846	15,680
Total Revenue	**803,327**	**699,578**
EXPENSES		
Salaries & Benefits	510,446	511,134
Program Delivery - Contracted Services	154,984	103,525
Outreach & Community Training	24,325	17,830
Occupancy	37,721	33,708
Professional Fees	24,210	22,385
Staff & Org. Development	9,952	11,053
Office	6,228	7,815
Insurance	7,984	7,555
Amortization	1,272	1,319
Communications	3,181	3,325
Interest & Bank Charges	4,159	3,112
Travel	1,917	2,217
Total Expenses	**786,378**	**724,979**
Excess of Revenue over Expenses	**16,948**	**[25,401]**

EXPENSES BY PROGRAM



REVENUE SOURCES



THANK YOU TO OUR PARTNERS AND FUNDERS

Our Core Funders

Cambridge Canada – People • Place • Prosperity
Kitchener
Waterloo North Hydro Inc.
Region of Waterloo

Urban Forest + Tree Stewardship

Ages Foundation
Cambridge Canada – People • Place • Prosperity
Kitchener
The City of Waterloo
City of Guelph

Stormwater Management + Water Conservation

Region of Waterloo
Government of Canada / Gouvernement du Canada – Canada
BioTalent Canada – Building skills for Canada's bio-economy
Kitchener
The City of Waterloo
City of Guelph

ClimateActionWR

sustainable Waterloo Region
FCM – Fédération canadienne des municipalités / Federation of Canadian Municipalities
Cambridge Canada – People • Place • Prosperity
Kitchener
The Township of North Dumfries
Region of Waterloo
The City of Waterloo
Township of Wellesley
Welcome to the Township of Wilmot
Woolwich Township

Energy Programs | Home Energy + Project Neutral

Project neutral
Region of Waterloo
University of Waterloo
Kitchener Utilities – Community-Owned for over 100 Years
Enbridge – Life Takes Energy

Depave Projects

Region of Waterloo
New Hamburg Board of Trade
Ontario Trillium Foundation / Fondation Trillium de l'Ontario
Welcome to the Township of Wilmot
The City of Waterloo
TD Friends of the Environment Foundation
Green Communities Canada
Waterloo Region District School Board
Stantec

Community Outreach | FRESH AIR FEAST

50 years Environment
Minimal Waste Events
MEC
avocado co-op
Kitchener Wilmot Hydro Inc.
Energy+ Inc.
Kindred Credit Union
Mennonite Contractor Limited – Design/Build • Additions • Renovations
Kitchener
Pioneer Craftsmen

IMPACT REPORT

Reep Green Solutions

20th ANNIVERSARY 1999-2019

20+ YEARS OF COMMUNITY ACTION

URBAN FOREST + TREE STEWARDSHIP

96

TREE CONSULTATIONS WITH PROPERTY OWNERS

77

TREES PLANTED IN YARDS

5

EDUCATIONAL WORKSHOPS

167

WORKSHOP PARTICIPANTS

2

MUNICIPAL PARTNERS

STORMWATER MANAGEMENT + WATER CONSERVATION

1,300+

WATER CONSERVATION HOME AUDITS

95,400+

LITRES OF STORMWATER STORAGE CAPACITY BUILT

9,200+

EDUCATIONAL WORKSHOP PARTICIPANTS

WATER CONSERVED IMMEDIATELY BY INSTALLING:

692 SHOWERHEADS

175 AERATORS

94 TOILET FLAPPERS

242 CONSULTATIONS W/ PROPERTY OWNERS

65 RAIN GARDENS, PERMEABLE PAVE + INFILTRATION GALLERIES INSTALLED

193 VOLUNTEERS

8 WORK PARTIES

IMPACT SINCE INCEPTION

DEPAVE PARADISE

KEATSWAY PUBLIC SCHOOL

290+

METRES OF IMPERVIOUS SURFACE REPLACED WITH GREEN SPACE

DOWNTOWN NEW HAMBURG

132

VOLUNTEER DEPAVERS - COMMUNITY MEMBERS, TEACHERS, STUDENTS, PARENTS

3

LOCAL SITES DEPAVED SINCE 2019

HOME ENERGY EFFICIENCY + PROJECT NEUTRAL

$7M+

ESTIMATED SAVINGS ON ENERGY COSTS AFTER UPGRADES

$54M+

SPENT LOCALLY ON HOME ENERGY UPGRADES

9,500+

HOMES THAT COMPLETED ENERGY RETROFITS

146

PARTICIPANTS AT WORKSHOPS IN BUSINESSES, SCHOOLS, AND COMMUNITY GROUPS.

1,500+

PROJECT NEUTRAL USERS

27,000+

TONNES OF GREENHOUSE GAS EMISSIONS REDUCED

IMPACT SINCE INCEPTION

ClimateActionWR

1,500+

COMMUNITY STAKEHOLDERS ENGAGED THROUGH 80 BY 50 ACTIVITIES

80

EXPERTS CONSULTED FOR 80 BY 50 COMMUNITY GOAL

124

SECTOR COMMITTEE MEMBERS

45

CLIMATE ACTION COMMITMENTS FROM THE COMMUNTIY

70

COMMUNTIY EVENTS VISITED BY STREET TEAM

95

VOLUNTEERS

IMPACT SINCE INCEPTION

COMMUNITY OUTREACH

EVENTS, WORKSHOPS + ZERO WASTE CHALLENGE

953

OUTREACH EVENTS

16,600+

WORKSHOP PARTICIPANTS

4,800+

VISITORS TO THE
Reep House for Sustainable Living

524

ZERO WASTE CHALLENGE PARTICIPANTS

185.5

PETS TAKING PART IN THE ZERO WASTE CHALLENGE

IMPACT SINCE INCEPTION

FUNDRAISING IMPACT

380

NUMBER OF GIFTS SINCE 2009

$50,200+

DONATIONS SINCE 2009

$146

AVERAGE GIFT

$17,679

DONATIONS IN 2019

FINANCIAL REPORT | FY2020

REVENUE	2019-2020	2018-2019
Grants (Local, Provincial, Federal)	433,410	323,504
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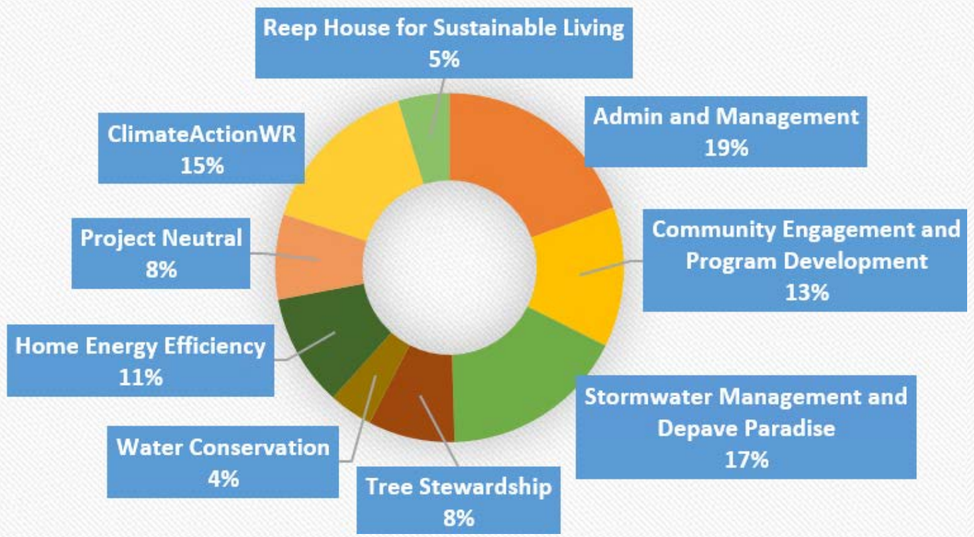
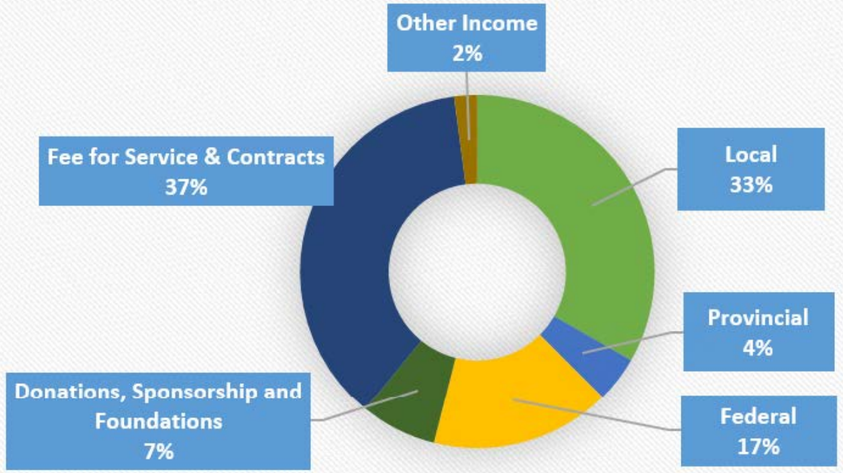


REVENUE SOURCES



THANK YOU TO OUR PROGRAM FUNDERS AND PARTNERS

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Waterloo Region District School Board
Stantec
Kindred Credit Union
Ages Foundation
The City of Waterloo
City of Guelph
Government of Canada / Gouvernement du Canada
BioTalent Canada – Building skills for Canada's bio-economy
Green Communities Canada
50 years – Environment, University of Waterloo, 1969–2019
sustainable Waterloo Region
FCM – Fédération canadienne des municipalités / Federation of Canadian Municipalities
Kitchener Utilities – Community-Owned for over 100 Years
Project neutral
The Township of North Dumfries
TD Friends of the Environment Foundation
C3 Kitchener
New Hamburg Board of Trade
Enbridge – Life Takes Energy
Township of Wellesley
Welcome to the Township of Wilmot
Woolwich Township
Ontario Trillium Foundation / Fondation Trillium de l'Ontario
avocado co-op
Pioneer Craftsmen
Minimal Waste Events
Est. 1942 – Menno S. Martin Contractor Limited – Design/Build • Additions • Renovations
Kitchener Wilmot Hydro Inc.
MEC
Energy+ Inc.

THANK YOU TO OUR CORE FUNDERS

CAMBRIDGE
CANADA
PEOPLE • PLACE • PROSPERITY

Waterloo North Hydro Inc.

KITCHENER

Region of Waterloo

FIRE SERVICES
Staff Report

REPORT NO:	**FD 2020-04**
TO:	**Council**
SUBMITTED BY:	**Rod Leeson** **Fire Chief**
PREPARED BY:	**Donna Erb** **Administrative Assistant**
REVIEWED BY:	**Grant Whittington, CAO**
DATE:	**October 19, 2020**
SUBJECT:	**Third Quarter Activity Report**

RECOMMENDATION:

That the Fire Department Activity Report for the third quarter of 2020 be received for information purposes.

SUMMARY:

Not applicable.

BACKGROUND:

Not applicable.

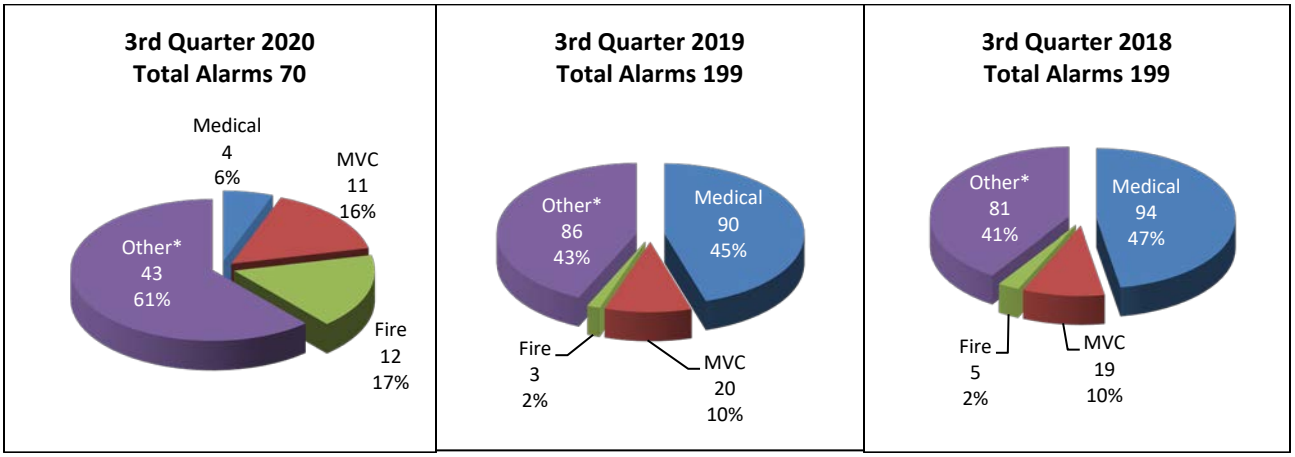
REPORT:

The attached information shows the fire alarm activities for the three stations, as well as the activities from the Fire Prevention Officer and the Training Officer.

In total during the third quarter, the Fire Department responded to a total of 70 alarms. Of these, 15 incidents were a 2 station response and 1 incident was a 3 station response. For the same period in 2019, the department responded to 199 alarms with 12 incidents being a 2 station response. In 2018, the department responded to 199 incidents with 12 incidents being a 2 station

response. As was the case in the second quarter, the sharp decrease in the number of responses during the 3rd quarter is the result of changes made to the tiered response criteria during the COVID-19 pandemic.

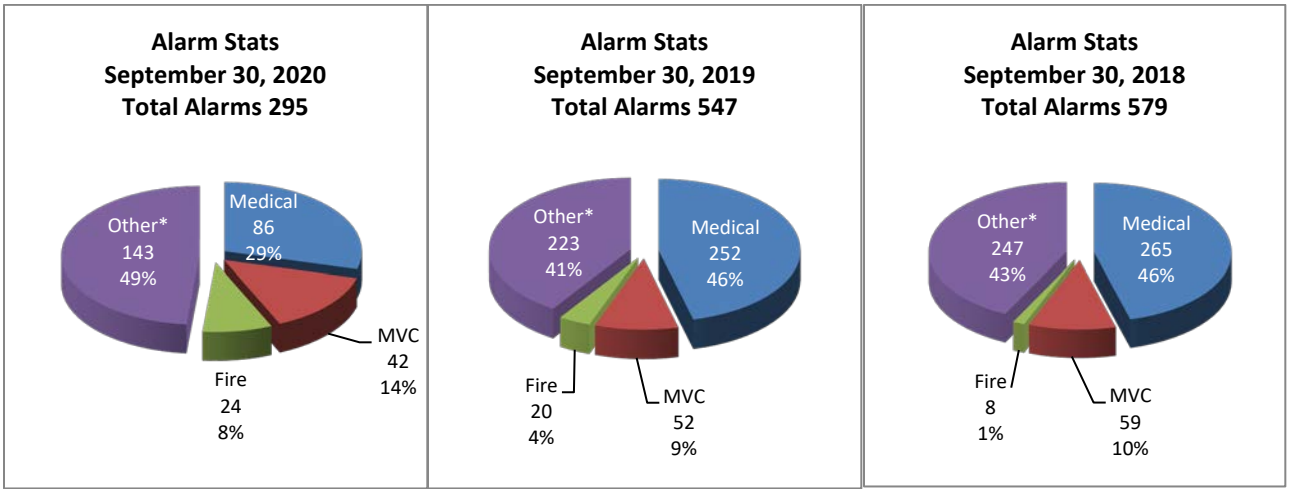
Third Quarter Alarm Stats Comparison



*Includes Alarms Ringing, Burn Complaints, CO Investigations, and smoke or odour investigations and any other miscellanous calls.

Comparing the year-to-date alarm stats, from January 1st to September 30th, the Fire Department responded to a total of 295 alarms, 33 of these alarms were a 2 station response and 6 alarms were a 3 station response. For the same period in 2019, the department responded to 547 alarms, 27 alarms were a 2 station response, 4 alarms were a 3 station response. In 2018, they responded to 579 alarms, 38 were a 2 station response and 2 were a 3 station response.

Year-to-Date Alarm Stats Comparison (September 30, 2020)



*Includes Alarms Ringing, Burn Complaints, CO Investigations, and smoke or odour investigations and any other miscellanous calls.

ALIGNMENT WITH THE TOWNSHIP OF WILMOT STRATEGIC PLAN:

Communicating municipal matters.

FINANCIAL CONSIDERATIONS:

Not applicable.

ATTACHMENTS:

Attachment A	Alarm Stats
Attachment B	Fire Prevention Officer Report
Attachment C	Training Officer Report

Township of Wilmot Fire Department

Fire Chief: Rod Leeson

3rd Quarter Alarm Stats Comparison – Station 1 Baden

Response Type		# of Incidents 2020	2019	2018
1	Fire	7	1	2
3	No Loss Outdoor Fire	1	0	1
22	Pot on Stove (no fire)	1	0	0
23	Open air burning/unauthorized controlled burning (no uncontrolled fire)	1	1	1
24	Other cooking/toasting/smoke/steam (no fire)	1	1	0
29	Other pre fire conditions (no fire)	1	0	0
31	Alarm System Equipment - Malfunction	2	4	6
32	Alarm System Equipment - Accidental activation (exc. code 35)	2	0	2
33	Human - Malicious intent, prank	0	1	0
34	Human - Perceived Emergency	1	0	1
35	Human - Accidental (alarm accidentally activated by person)	1	0	1
37	CO false alarm - perceived emergency (no CO present)	0	1	0
38	CO false alarm - equipment malfunction (no CO present)	0	3	2
39	Other False Fire Call	0	0	1
41	Gas Leak - Natural Gas	1	0	0
49	Ruptured Water, Steam Pipe	0	0	1
50	Power Lines Down, Arcing	0	0	1
61	Vehicle Extrication	1	0	2
62	Vehicle Collision	5	7	11
701	Oxygen administered	2	0	6
702	CPR administered	0	0	1
703	Defibrillator used	0	3	1
73	Seizure	0	2	0
76	Chest pains or suspected heart attack	0	2	4
84	Medical Aid Not Required on Arrival	0	3	0
85	Vital signs absent, DOA	0	1	0
88	Accident or illness related - cuts, fractures, person fainted, etc	0	4	5
89	Other Medical/Resuscitator Call	0	2	2
898	Medical/resuscitator call no action required	0	1	3
910	Assisting Other FD: Mutual Aid	2	0	0
93	Assistance to Other Agencies (exc 921 and 922)	1	4	3
96	Call cancelled on route	1	7	5
98	Assistance not required by other agency	1	19	14
	Assisting Another Wilmot Station	6	9	9
		2020	**2019**	**2018**
Total Number of Responses		38	76	85

Township of Wilmot Fire Department

Fire Chief: Rod Leeson

3rd Quarter Alarm Stats Comparison – Station 2 New Dundee

Response Type		# of Incidents 2020	2019	2018
1	Fire	3	0	1
3	No Loss Outdoor Fire	1	0	0
23	Open air burning/unauthorized controlled burning (no uncontrolled fire)	0	0	1
29	Other pre fire conditions (no fire)	0	0	2
31	Alarm System Equipment - Malfunction	0	1	1
32	Alarm System Equipment - Accidental activation	1	0	0
35	Human - Accidental (alarm accidently activated by person)	0	0	1
38	CO false alarm - equipment malfunction (no CO present)	1	1	1
50	Power Lines Down, Arcing	1	0	0
601	Trench rescue (non fire)	1	0	0
62	Vehicle Collision	2	3	0
69	Other Rescue	0	1	0
701	Oxygen administered	0	4	3
71	Asphyxia, Respiratory Condition	0	2	2
73	Seizure	0	1	0
76	Chest pains or suspected heart	0	1	1
84	Medical Aid Not Required on Arrival	0	0	1
88	Accident or illness related - cuts, fractures, person fainted, etc.	0	1	2
89	Other Medical/Resuscitator Call	0	4	3
910	Assisting Other FD: Mutual Aid	0	0	1
96	Call cancelled on route	1	0	0
98	Assistance not required by other agency	1	3	2
	Assisting another Wilmot Station	4	2	2
		2020	**2019**	**2018**
Total Number of Responses		16	24	24

Township of Wilmot Fire Department

Fire Chief: Rod Leeson

3rd Quarter Alarm Stats Comparison – Station 3 New Hamburg

Response Type		# of Incidents 2020	2019	2018
1	Fire	2	2	2
22	Pot on Stove (no fire)	1	0	0
23	Open air burning/unauthorized controlled burning (no uncontrolled fire)	1	1	2
24	Other Cooking/toasting/smoke/steam (no fire)	1	1	2
29	Other pre fire conditions (no fire)	1	0	0
31	Alarm System Equipment - Malfunction	1	6	4
32	Alarm System Equipment - Accidental activation (exc. code 35)	3	3	1
33	Human - Malicious intent, prank	1	0	1
34	Human - Perceived Emergency	0	2	0
35	Human - Accidental (alarm accidently activated by person)	0	2	0
36	Authorized controlled burning - complaint	0	0	2
37	CO false alarm - perceived emergency (no CO present)	0	2	0
38	CO false alarm - equipment malfunction (no CO present)	5	5	2
39	Other False Fire Call	0	1	1
41	Gas Leak - Natural Gas	2	0	2
53	CO Incident, CO present (exec false alarms)	0	1	0
59	Other Public Hazard	0	0	1
61	Vehicle Extrication	0	0	1
62	Vehicle Collision	3	10	5
69	Other Rescue	0	1	0
701	Oxygen administered	0	8	18
702	CPR administered	0	0	1
71	Asphyxia, Respiratory Condition	0	10	7
73	Seizure	0	3	4
74	Electric Shock	0	0	1
76	Chest pains or suspected heart attack	0	10	4
84	Medical Aid Not Required on Arrival	0	1	0
85	Vital signs absent, DOA	1	1	4
86	Alcohol or drug related	0	2	0
88	Accident or illness related - cuts, fractures, person fainted, etc.	0	7	11
89	Other Medical/Resuscitator Call	1	12	9
898	Medical/resuscitator call no action	0	5	1
910	Assisting Other FD: Mutual Aid	0	1	0
92	Assistance to Police	0	0	1
94	Other Public Service	1	1	2
96	Call cancelled on route	1	2	7
97	Incident not found	0	1	0
98	Assistance not required by other agency	1	9	5
	Assisting another Wilmot Station	8	3	1
		2020	**2019**	**2018**
Total Number of Responses		34	113	102

Township of Wilmot Fire Department

Fire Chief: Rod Leeson

3rd Quarter 2020 – Alarm Stats Comparison – All Stations

Response Type		# of Incidents		
		2020	2019	2018
1	Fire	12	3	5
3	No Loss Outdoor Fire	2	0	1
22	Pot on Stove (no fire)	2	0	0
23	Open air burning/unauthorized controlled burning (no uncontrolled fire)	2	2	4
24	Other Cooking/toasting/smoke/steam (no fire)	2	2	2
29	Other pre fire conditions (no fire)	2	0	2
31	Alarm System Equipment - Malfunction	3	11	11
32	Alarm System Equipment - Accidental activation (exc. code 35)	6	3	3
33	Human - Malicious intent, prank	1	1	1
34	Human - Perceived Emergency	1	2	1
35	Human - Accidental (alarm accidentally activated by person)	1	2	2
36	Authorized controlled burning - complaint	0	0	2
37	CO false alarm - perceived emergency (no CO present)	0	3	0
38	CO false alarm - equipment malfunction (no CO present)	6	9	5
39	Other False Fire Call	0	1	2
41	Gas Leak - Natural Gas	3	0	2
49	Ruptured Water, Steam Piple	0	0	1
50	Power Lines Down, Arcing	1	0	1
53	CO incident, CO present (exc false alarms)	0	1	0
59	Other Public Hazard	0	0	1
601	Trench rescue (non fire)	1	0	0
61	Vehicle Extrication	1	0	3
62	Vehicle Collision	10	20	16
69	Other Rescue	0	2	0
701	Oxygen administered	2	12	27
702	CPR administered	0	0	2
703	Defibrillator used	0	3	1
71	Asphyxia, Respiratory Condition	0	12	9
73	Seizure	0	6	4
74	Electric Shock	0	0	1
76	Chest pains or suspected heart attack	0	13	9
84	Medical Aid Not Required on Arrival	0	4	1
85	Vital signs absent, DOA	1	2	4
86	Alcohol or drug related	0	2	0
88	Accident or illness related - cuts, fractures, person fainted, etc.	0	12	18
89	Other Medical/Resuscitator Call	1	18	14
898	Medical/resuscitator call no action required	0	6	4
910	Assisting Other FD: Mutual Aid	2	1	1
92	Assistance to Police	0	0	1
93	Assistance to Other Agencies (exc 921 and 922)	1	4	3
94	Other Public Service	1	1	2
96	Call cancelled on route	3	9	12
97	Incident not found	0	1	0
98	Assistance not required by other agency	3	31	21
Total Number of Alarms		70	199	199
	Alarms with a 2 station response	15	12	12
	Alarms with a 3 station response	1	0	0

Township of Wilmot Fire Department

Fire Chief Rod Leeson

Year to Date Alarm Stats Comparison - All Stations (September 30, 2019)

Response Type		# of Incidents		
		2020	2019	2018
1	Fire	24	20	8
3	NO LOSS OUTDOOR fire (see exclusions)	5	3	10
21	Overheat (no fire, e.g. engines, mechanical devices)	0	1	3
22	Pot on Stove (no fire)	3	0	1
23	Open air burning/unauthorized controlled burning (no uncontrolled fire)	9	5	6
24	Other Cooking/toasting/smoke/steam (no fire)	6	4	3
29	Other pre fire conditions (no fire)	2	3	2
31	Alarm System Equipment - Malfunction	16	25	24
32	Alarm System Equipment - Accidental activation (exc. code 35)	13	12	11
33	Human - Malicious intent, prank	3	2	3
34	Human - Perceived Emergency	4	6	3
35	Human - Accidental (alarm accidentally activated by person)	3	5	8
36	Authorized controlled burning - complaint	3	2	2
37	CO false alarm - perceived emergency (no CO present)	4	5	1
38	CO false alarm - equipment malfunction (no CO present)	12	10	17
39	Other False Fire Call	0	1	3
41	Gas Leak - Natural Gas	3	0	3
45	Spill - Gasoline or Fuel	1	1	0
49	Ruptured Water, Steam Pipe	0	0	1
50	Power Lines Down, Arcing	3	1	8
53	CO incident, CO present (exc false alarms)	0	2	1
57	Public Hazard no action required	0	1	1
58	Public Hazard call false alarm	0	2	3
59	Other Public Hazard	2	0	5
601	Trench rescue (non fire)	1	0	1
61	Vehicle Extrication	3	3	7
62	Vehicle Collision	39	49	52
67	Water Rescue	1	0	1
69	Other Rescue	0	2	0
701	Oxygen administered	11	45	85
702	CPR administered	2	2	3
703	Defibrillator used	1	3	5
71	Asphyxia, Respiratory Condition	14	35	24
73	Seizure	2	15	12
74	Electrick Shock	0	0	1
75	Traumatic Shock	0	0	1
76	Chest pains or suspected heart attack	12	42	30
82	Burns	1	0	0
84	Medical Aid Not Required on Arrival	5	14	9
85	Vital signs absent, DOA	6	6	9
86	Alcohol or drug related	1	5	3
88	Accident or illness related - cuts, fractures, person fainted, etc.	4	24	28
89	Other Medical/Resuscitator Call	20	47	39
898	Medical/resuscitator call no action required	7	13	16
899	Medical/resuscitator call false alarm	0	1	0
910	Assisting Other FD: Mutual Aid	3	3	3
911	Assisting Other FD: Automatic Aid	1	0	0
913	Assisting Other FD: Other	0	0	1
92	Assistance to Police (exc 921 and 922)	0	0	3
93	Assistance to Other Agencies (exc 921 and 922)	9	18	11
94	Other Public Service	2	3	3
96	Call cancelled on route	14	33	37
97	Incident not found	1	2	1
98	Assistance not required by other agency	19	71	63
99	Other Response	0	0	4

	2020	2019	2018
Total Number of Alarms	295	547	579
Alarms with 2 Station Response	33	27	38
Alarms with 3 Station Response	6	4	2

TOWNSHIP OF WILMOT FIRE DEPARTMENT
FIRE PREVENTION REPORT
QUARTERLY REPORT
Period ending September 30/2020

Wilmot Fire Department Fire Prevention Division has been working diligently to raise awareness about fire safety and to support business owners and tenants in gaining compliance with the Ontario Fire Code and Fire Protection and Prevention Act. The following outlines specific areas Fire Prevention has been working on:

- Fire code compliance inspections based on complaint, request and routine
- Fire investigations
- Fire Safety Plan/Site Plan reviews
- Open air burn & contained site permits
- Public education
- Smoke/CO alarm loaner program

This quarter we continued to perform duties in a COVID-19 environment with an emphasis on touchless processes and proper use of PPE. Burn permits continued to be issued with most requests being made via the new online process implemented last quarter.

As group gatherings remain limited, providing public education continues to be challenging. Information has been presented through alternative means, such as media releases, Twitter and in the Township newsletter. A small public education event was held at a senior's apartment to address concerns regarding evacuation procedures. The educational messaging was conducted in two small groups following guidelines from Public Health. This quarter we started work on strategies to promote Fire Prevention Week (Oct. 4-10) online.

Fire Prevention also continues to support the rollout of new P25 radios and decommissioning of the old EDACS system to all township stations.

INSPECTIONS, INVESTIGATION & PREVENTION ACTIVIES:

- 12 open burn permits issued
- 19 contained site permits issued, 2 denied, 1 revoked
- 5 complaints investigated
- 8 requested inspections completed
- 9 follow-up inspections completed
- 7 plan reviews completed
- 1 charge laid
- 1 Public Education Presentation
- 2 Fire Investigations

TRAINING/SEMINARS/MEETINGS:

- Webinars: Fire Prevention Week "Thinking outside the box"
  Investigations Part1 & 2

- Technical Presentation SEPIO N95 Mask

Yours in fire prevention,

Andrew Mechalko
Fire Prevention Officer
Wilmot Fire Department

QUARTERLY REPORT
3rd QUARTER 2020

The Training Division of Wilmot Fire Department continues to experience several challenges during this Quarter with the COVID 19 pandemic hampering our ability to safely and effectively train our firefighters in the normal fashion. We have continued using the Target Solutions On-line Training Platform as a valuable tool to deliver training concepts and refresher reading assignments.

TRAINING:

Recruits:

Recruits continued to work through the Resource One on-line training platform portion of their training and now having successfully completed this portion of the program. Recruits have a final written exam scheduled for the end of September, while the practical portions will transition to the regular training program on Monday night's beginning in October. Due to COVID-19 delays our goal now is having the written portion of NFPA 1001 FFI & FFII certification by the end of 2020, followed by the practical skills testing done when AS&E will attend to conduct testing again.

The topics they have worked on include:

- Tactical Ventilation
- Incident Scene Operations
- Fire Hose & Hose Operations
- Fire Streams & Foam Applications
- Liquid and Gas Fires
- Auto Extrication (With Code 4 Fire & Rescue)
- Fire Cause Determination
- Haz Mat & ERG Use
- Search & Rescue
- Fire Suppression

Department Training Plan:

Firefighters continue to use the Target Solutions platform to provide meaningful training, then they follow with practical training on the Monday night sessions.

The topics they have worked on included:

- Fire Behavior
- Fire Hose
- Fire Streams
- Ventilation
- Portable Extinguishers
- Protection of Evidence

OTHER:

The 2021 recruit campaign commenced on Wednesday September 15th and 16th with 2 open houses held, in Baden and in New Dundee. All health guidelines where strictly adhered to. An outlined schedule has been set up to keep the process moving forward smoothly with the next class starting in mid-January 2021.

There is also a promotional process set up for internal promotions in New Dundee and New Hamburg stations. The written exam is set up for November 3rd, with interviews to follow.

We had our annual recertification for our Water Rescue Team, with another practical day coming up before winter, then Ice training in the new year as conditions permit.

Meetings:

- Senior Fire management meetings

Respectfully,
Dale Clements
Training Officer | CEMC
Wilmot Fire Department

INFORMATION AND LEGISLATIVE SERVICES
Staff Report

REPORT NO:	**ILS 2020-27**
TO:	**Council**
SUBMITTED BY:	**Dawn Mittelholtz, Director of Information and Legislative Services / Municipal Clerk**
PREPARED BY:	**Tracey Murray, Manager of Information and Legislative Services / Deputy Clerk**
REVIEWED BY:	**Grant Whittington, CAO**
DATE:	**October 19, 2020**
SUBJECT:	**Lottery License Request Optimist Club of New Hamburg Moparfest Car Raffle**

RECOMMENDATION:

THAT the application from the Optimist Club of New Hamburg be authorized for a raffle lottery licence for an automobile to be awarded at the annual Moparfest event on August 22, 2021 in addition to two early bird prizes with a total value of $46,796.44;

AND FURTHER THAT the authorization to grant this raffle licence be conditional that the lottery be conducted in accordance with the Ministry of Consumer and Commercial Relations, the Lottery Licensing Policy Manual Guidelines on lotteries and raffles and Township of Wilmot Lottery Licensing Policies.

SUMMARY:

In accordance with the Township of Wilmot Lottery Licensing Policies, for raffles with prize values from $10,001.00 up to $49,999.99, the organization must apply and receive Council approval for this lottery.

BACKGROUND:

A traditional and highly anticipated part of Moparfest is the Optimist Club of New Hamburg Car Raffle. In previous years there have been both new and collector vehicles and this has been a very successful fundraiser for the organization. In accordance with the Township of Wilmot Lottery Licensing Policies, for raffles with prize values from $10,001.00 up to $49,999.99, the organization must apply and receive Council approval for the lottery. The AGCO requires the organization to provide a bill of sale or letter from the dealer stating the full selling price of the vehicle which will be provided to the Lottery Licensing Officer prior to issuing the permit.

REPORT:

The Optimist Club of New Hamburg has submitted an application to conduct a raffle lottery for prizes totalling $46,796.44. The Optimist Club is asking for approval of the licence request.

There are two early bird draws of $500.00 each taking place on June 7, 2021 and July 5, 2021. The grand prize is a 2020 Ram Truck. The car draw will take place at Moparfest on August 22, 2021.

Staff recommends that the request of the Optimist Club of New Hamburg to conduct a lottery be approved subject to compliance with the Ontario Lottery Licensing Policy and the Township of Wilmot Lottery Licensing Policies.

ALIGNMENT WITH THE TOWNSHIP OF WILMOT STRATEGIC PLAN:

Through the granting of this approval the Township is supporting community events and celebrations, namely, Moparfest. Customer Service is strengthened by working with the Club to assist in their fundraising efforts. The Township is also integrating the volunteers and community groups (New Hamburg Optimist Club) and contributing to a bustling, year-round tourism as the Club attends events all over Ontario to sell the tickets and they will have the opportunity to become aware of Moparfest in New Hamburg.

FINANCIAL CONSIDERATIONS:

The Lottery Licensing Officer will collect the lottery licence fee upon issuing the licence in accordance with the Township’s Fees and Charges By-law.

TOWNSHIP OF WILMOT

CASTLE KILBRIDE
Staff Report

REPORT NO:	**CK 2020-004**
TO:	**COUNCIL**
SUBMITTED BY:	**Tracy Loch, Curator/Director**
PREPARED BY:	**Tracy Loch, Curator/Director**
REVIEWED BY:	**Grant Whittington, CAO**
DATE:	**October 19, 2020**
SUBJECT:	**Quarterly Activity Report – July, August & September 2020**

RECOMMENDATION:
That the Castle Kilbride Activity Report for the months of July, August and September 2020 be received for information purposes.

BACKGROUND:
Providing quarterly reports for informational insight and knowledge into the operations of the Castle Kilbride department.

REPORT:
Curator/Director's Summary:

- Shifted several projects to accommodate new COVID-19 priorities for the museum. The preparation for the reopening of Castle Kilbride required very detailed planning and the museum successfully reopened on August 29th. Many historic site museums found it incredibly challenging to offer the same tour as pre-COVID to visitors. Common issues such as removing touch points, transitioning between floors and small historic rooms were discussed with similar sites in Ontario and Castle Kilbride staff were able to find a solution that allowed the museum to reopen with confidence. With assistance from the Assistant Curator, a detailed room-by-room reopening plan was created for the museum. With the support from the Wilmot Task Force Committee and the Region of Waterloo Public Health staff, Castle staff were able to ensure new COVID-19 guidelines were implemented. The museum had visitors booked on the first day and has continued to be successful with welcoming visitors.
- Coordinated and adjusted work program to welcome seasonal staff that started mid August. Ensured student grant stipulations were met and projects were flexible enough to accommodate employment at Castle Kilbride and for online learning for our staff. Student wages for the museum are subsidized between 75% to 100% which greatly supports the operation of the museum and

archives. (Note: guidelines for seasonal employment this year were revised to allow students to work part-time hours rather than full time hours until the end of December 2020.This change was made to allow for adjustments for reopening museums, revisions of student projects; consideration for students working on site and remotely; as well as for acknowledging online school for students in September and allowing for meaningful employment opportunities in the cultural field).

- Along with seasonal staff, created a new video to announce that Castle Kilbride was reopened and was shared the last week of August on social media.
- In compliance with Council Resolution No. 2020-104 and direction provided by Council on August 24, 2020, coordinated the removal and temporary relocation of the Sir John A. Macdonald statue.
- Received a visit by MP Tim Louis to meet Castle Kilbride's Canada Summer Job student and to learn what projects she was working on.
- Attended the first meeting for the Cultural Heritage Landscape study for Wilmot Township. Led by the Region, both the Director of Development Services and I are participating and providing advice/guidance.
- Applied for the newly announced COVID-19 Emergency Support Fund through Canadian Heritage to support heritage collections. Castle Kilbride was a successful applicant and $28,456 was received.
- Participated in #AskACuratorDay on September 16. `Ask a Curator Day' is a worldwide social media Q&A. It is a way for anyone to talk to curators and people who work in cultural venues that the public normally would not have access to. The public was invited to ask me any question and my answers were provided live via Castle Kilbride's Facebook page throughout the day with the support of the Assistant Curator.
- Coordinated and completed a door project that required the refinishing, staining and sealing of the front doors of Castle Kilbride. These majestic doors need repair/sealing every four to five years due to affects of weather.
- Coordinated and completed a historic reproduction flooring project inside Castle Kilbride. This included working directly with the artist who hand painted a 12' x 75' custom oilcloth based on motifs found on the wall on the first floor inside Castle Kilbride. Once the oilcloth was completed, I coordinated the installation of the flooring with a heritage contractor who custom cut the flooring and installed the finished product on the first floor and on the main staircase. During installation, a minor revision was done to improve accessibility.
- Along with seasonal staff, created an unveiling video to showcase the completed flooring project which was shared mid-October on social media.
- Responded to various owners of heritage properties to review current designation and proposed renovations.
- Responded to various genealogical requests and provided support to researchers.

*For further details, please see the attached report for the Assistant Curator's summary

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ALIGNMENT WITH THE TOWNSHIP OF WILMOT STRATEGIC PLAN:

The report implements the following goals from the Strategic Plan:
We are an engaged community through strengthening communicating municipal matters.

FINANCIAL CONSIDERATIONS:

n/a

ATTACHMENTS:

1. Castle Kilbride Assistant Curator's Report – July, August and September 2020

Castle Kilbride Assistant Curator's Report

SUBJECT: Quarterly Report for July, August, September 2020
SUBMITTED TO: Tracy Loch, Curator/Director
SUBMITTED BY: Sherri Gropp, Assistant Curator
DATE: October 19, 2020

Education/Event/Exhibits/Tours

The following events/programming were cancelled due to the COVID-19 pandemic:

All regular museum visitation	Typical summer hours Tuesday through Saturday 10 a.m. – 4 p.m.; Sunday 1 p.m. – 4 p.m.
Group and Bus Tours	2 scheduled bus tours for July and September; all other bus enquiries were declined.
Summer Camp	5 days
Ghost Walks	7 nights
Summer Concert Series	12 evenings
Tea & Tour	4 weeks (approx. 16 dates)

Seasonal students

- Interviewed and selected seasonal students with Curator; trained three students
- Supervised students (two students from Aug. 11 on with the addition of one more student beginning on Sept.22) on key projects such as Collection, Archives, Outreach and General Research; Gave guidance and supplied information for all areas of work.
- Trained all staff with new COVID measures in place (including students and museum attendants); Created staff schedules for weekdays as well as weekend coverage and `to do list.'
- Organized projects for each of the students as well as the museum attendants.

COVID-19 Re-opening Plans

- According to the guidelines outlined by Region of Waterloo Public Health and discussions with the Curator, instituted new measures in order to reopen the museum. This included roping off the main staircase and belvedere. Making sure all touch items were out of reach. Installing hand sanitization stations, creating directional signage. New front desk measures included creating new online scheduling systems (Eventbrite), new admissions forms, creating a visitor's screening chart. Implemented new cleaning schedules and routines such as disinfecting modern stairwell railings as well as cleaning of bathrooms by Castle staff.
- As per requirements for reopening, researched online ticketing systems and chose Eventbrite as the best platform. Set up the Castle tours for August, September and October. Saturdays and Sundays for eight time slots. Created additional tickets. Managed all aspects of the ticket orders and tours. Trained museum attendants on new tour layout and guidelines with timed personal tours of the museum.
- Created new simplified room descriptions for visitors while inside the Castle to complement the tour. Laminated and displayed the new descriptions in each room.

Castle Collection

- In mid-August, a mould issue was discovered in the Collection's Room. Action was immediately taken to assess the situation and I prioritized what needed to be addressed. All current projects were put on hold immediately to work on addressing the issue. Artifacts with mould were assessed, categorized and treated as soon as possible to prevent further damage. A combination of high humidity and a pump malfunction was discovered by Facilities staff. A dehumidifier was purchased as a temporary measure that is monitored twice daily. A replacement heat pump with

specialized dehumidification capabilities was ordered and will be installed as soon as possible to prevent similar circumstances.
- As part of a daily routine for the rest of the collection throughout the home, temperature/humidity readings are monitored and recorded throughout.
- Continuing collection specific projects with seasonal staff.
- Provided guidance for students on using the PastPerfect software
- Accessioned and assigned numbers to all new artifacts donated; Updated onto software.

Historic Flooring Project
- Met with artist Lori LeMare to review two samples of oilcloth flooring for the main hall/staircase.
- Emailed photos of the samples to Castle Committee to seek input and arrange in person viewing.
- Coordinated with Facilities to safely remove large artifacts from the main floor prior to the flooring project which began Sept. 28; Supervised the flooring contractor during installation.

Administration
- Assisted the Township's Emergency Task Force with additional signage for the Admin Complex.
- Managed the site and its operations in the absence of the Curator.
- Conducted routine inspections of the Castle and ensured the contents were safe
- Cancelled all group tour bookings and special events until December 31, 2020
- Routinely cleaned museum and the artifacts; full clean before reopening to the public.
- Coordinated social media which includes managing and adding content to Castle Kilbride's website and Facebook page; create historically themed tweets for the Communications Specialist.
- In partnership with the Rec Department participated weekly in their #RecFromHome activities from July and August by providing historic information and activities.
- Assisted the Fire Department by setting up EventBrite for their recruitment open house.
- Handled inquires for archival material, artifacts in the collection, weddings etc.
- Wrote and prepared articles for Embracing Change Magazine.
- Collected visitor statistics; Currently the museum is open weekends from 11:00 a.m. – 4:00 p.m.

Castle Kilbride Visitor Stats (Note: Museum reopened Aug 29th)

Month	**Ed. Tour**	**Bus**	**Regular**	**Event**	**Total**
July	0	0	0	0	0
August	0	0	24	0	24
September	0	0	115	0	115
Total	**0**	**0**	**139**	**0**	**139**
2019	454	64	943	5651	**7112**
2018	331	28	1229	4993	**6581**
2017	252	120	1225	4482	**6079**

DEVELOPMENT SERVICES
Staff Report

REPORT NO:	**DS 2020-023**
TO:	**COUNCIL**
SUBMITTED BY:	**Harold O'Krafka, MCIP RPP** **Director of Development Services**
PREPARED BY:	**Terry Gerber, CBCO** **Chief Building Official**
REVIEWED BY:	**Grant Whittington, CAO**
DATE:	**October 19, 2020**
SUBJECT:	**3rd Quarter 2020 Building Statistics Summary**

RECOMMENDATION:

That the 3rd Quarter 2020 Building Statistics Summary be received for information.

SUMMARY:

Building activity rates in the first half of 2020 were stronger than expected given the impacts of the Covid-19 pandemic on the construction industry but have slowed somewhat in the third quarter.

While overall permit numbers are only slightly behind the historical 10 year average, the very limited supply of vacant residential lots is evident in the limited number of new residential starts.

As indicated in previous reports significant greenfield development proposals are unfortunately still in the design stage but a number of smaller infill and intensification proposals continue to be filed and processed. The smaller projects are important, not only in sustaining development activity, but also in providing a range of housing tenures and affordability's and achieving the Townships intensification targets.

With respect to the septic system mandatory maintenance inspection program (SSMMIP) progress in the second five year compliance window has been significant with voluntary compliance in the first 6 months leading to 46% of systems being inspected.

BACKGROUND:

Building Statistics are provided to Council for information purposes. Month end reporting is also provided to the public via the Township website in addition to statistical reports provided monthly to the Region of Waterloo, Statistics Canada and Municipal Property Assessment Corporation.

REPORT:

The total number of permits issued in through the first three quarters of 2020 is lower than the historical 10 year average but higher than 2019. The number of dwelling units however is significantly lower than both 2019 and the historical 10 year average due to the limited supply of vacant lots.

As Council is aware, preliminary consultations have occurred with a number of developers on a number of greenfield residential subdivision proposals and staff continue to anticipate that those applications will begin to be submitted in the coming months.

Additionally, as Council is aware a number of development proposals for infilling and intensification projects are beginning to come forward which are important, not only in sustaining development activity, but also in providing a range of housing tenures and affordability's.

The update to the Zoning Bylaw has now been completed and the introduction of provisions for additional units (previously referred to as secondary suites) appears to be popular with a number of proposals initiated to utilize the opportunity for more affordable housing options within our community.

ALIGNMENT WITH THE TOWNSHIP OF WILMOT STRATEGIC PLAN:

Tracking of building activity provides a statistical basis for decision making related to land use planning in the community which contributes to the quality of life of Wilmot residents.

Reporting statistics contributes to enhanced community engagement.

FINANCIAL CONSIDERATIONS:

Administration and enforcement of the Ontario Building Code is a user pay enterprise and is not funded by general levy.

ATTACHMENTS:

Attachment A September 2020 Building Stats
Attachment B September 2020 SSMMIP Stats

BUILDING STATISTICS

Source: Township of Wilmot
Development Services

MONTH OF SEPTEMBER	10 Year Average	2019	2020
Number of Permits Issued	33	28	41
Dwelling Units Constructed	7	2	7
Dwelling Units Demolished	1	1	0
Residential - New Dwelling Units	$ 1,932,000	$ 1,220,000	$ 1,850,000
Residential - Addition/Alteration	$ 361,000	$ 485,000	$ 1,445,000
Residential - Accessory	$ 214,500	$ 390,000	$ 535,000
Agricultural - New	$ 132,500	$ -	$ 160,000
Agricultural - Addition/Alteration	$ 20,500	$ -	$ 5,000
Commercial - New	$ 42,000	$ -	$ -
Commercial - Addition/Alteration	$ 82,000	$ -	$ 55,000
Industrial - New	$ -	$ -	$ -
Industrial - Addition/Alteration	$ 310,500	$ -	$ -
Institutional - New	$ 244,000	$ -	$ -
Institutional - Addition/Alteration	$ 115,000	$ 500,000	$ 130,000
Miscellaneous	$ 59,500	$ 5,000	$ -
Total Construction Value	$ 3,513,500	$ 2,600,000	$ 4,180,000
YEAR TO DATE	**10 Year Average**	**2019**	**2020**
Number of Permits Issued	318	286	299
Number of Dwelling Units	74	49	31
Total Construction Value	$ 38,770,100	$ 39,000,000	$ 34,150,000

SEPTEMBER 2019

Residential - New		Agricultural- New
NEW DUNDEE		4664 Bridge Street
25 Kenneth Fried Place		1512 Wilby Road
NEW HAMBURG		**Agricultural- Alt**
168 Kettle Lake Drive		1175 Huron Road
NON-SETTLEMENT		**Commercial- Alt.**
1629 Holland Mills Road x2	2024 Snyder's Road E	65 Heritage Drive
168 Kettle Lake Drive	1544 Wilby Road	10-338 Waterloo Street
1705 Tye Road		59 Webster Street
Residential - Addition		**Institutional- Alt.**
1453 Bridge Street	2460 Wilby Road	200 Boullee Street
1944 Bean Road		
Residential - Alteration		
97 Goldschmidt Crescent	45 Kettle Lake Drive	
53 Louisa Street	21 Lewis Street	
14 Meadowcliff Place	71 Stier Road	
13 Alderside Drive	3335 Erb's Road	
27 Kathreen Street	2331 Snyder's Road E	
33 Water Street		
Residential - Accessory		
101 Hillview Drive	212 Kettle Lake Drive	
69 Oesch Lane	41 Loganville Lane	
211 Snyder's Road	23 Loganville Lane	
87 Stiefelmeyer Crescent	26 Marty Lane	
25 Milne Drive	89 Thimbleberry Crossing	
1329 Bridge Street	57 Victoria Street	
27 Kathreen Street	3519 Bleams Road	
25 Kenneth Fried Place	1329 Bridge Street	
216 Forrest Avenue	1809 Erb's Road	
50 Hincks Street		

SSMMIP STATISTICS

Source: Township of Wilmot
Development Services

	September 2015	Total 2020
Systems to be inspected	541	467
System Inspected	22	22
Systems not requiring Stage 2 inspection	21	22
Systems exempted from Stage 1 inspection	105	0
Systems remaining to be inspected		**250**

INFORMATION AND LEGISLATIVE SERVICES
Staff Report

REPORT NO:	**ILS 2020-30**
TO:	**Council**
SUBMITTED BY:	**Dawn Mittelholtz, Director of Information and Legislative Services / Municipal Clerk**
PREPARED BY:	**Tracey Murray, Manager of Information and Legislative Services / Deputy Clerk**
REVIEWED BY:	**Grant Whittington, CAO**
DATE:	**October 19, 2020**
SUBJECT:	**Appointment of Drainage Engineer Mackie Drain Part 10, Plan 532, New Hamburg Township of Wilmot**

RECOMMENDATION:

THAT K. Smart Associates Limited of Kitchener, Ontario be appointed as Drainage Engineer to prepare the Engineer's Report relative to the petition for drainage works received from Paul and Connie Mackie, Part 10, Plan 532, 182 Shade Street, New Hamburg, Township of Wilmot.

SUMMARY:

For the Mackie Petition Drain, the next step is to appoint a Drainage Engineer to complete the Engineer's Report. Council is being asked to appoint K. Smart Associates Limited for this drain.

BACKGROUND:

Mr. and Mrs. Mackie submitted and filed a petition with the Clerk on July 21, 2020 to initiate Drainage Works under the Drainage Act. The petition is to construct a new tile drain at Part of Lot 10, Plan 532, 58R-4310 Part 1, Township of Wilmot.

REPORT:

Following the acceptance of the petition by Council, staff forwarded the notice to the petitioner and the required agencies; the Grand River Conservation Authority, the Ministry of Natural Resources and Forestry, the Ontario Ministry of Food, Agriculture and Rural Affairs and the Region of Waterloo. At the time of writing this report, no comments have been received from the agencies noted above.

If appointed, the Drainage Engineer will conduct a site meeting where all property owners within the drainage watershed area will be invited to discuss the matter, ask questions and learn about the process.

ALIGNMENT WITH THE TOWNSHIP OF WILMOT STRATEGIC PLAN:

The appointment of the Drainage Engineer and continued application of the Drainage Act supports the infrastructure within the municipality.

FINANCIAL CONSIDERATIONS:

If the municipal drainage works proceed pursuant to the Drainage Act, then the property owners that are affected would be assessed in accordance with the assessment schedule that will be prepared by the Engineer as part of his report. At this time, there are no financial considerations.

INFORMATION AND LEGISLATIVE SERVICES
Staff Report

REPORT NO:	**ILS 2020-29**
TO:	**Council**
SUBMITTED BY:	**Dawn Mittelholtz, Director of Information and Legislative Services / Municipal Clerk**
PREPARED BY:	**Tracey Murray, Manager of Information and Legislative Services / Deputy Clerk** **Erin Merritt, Manager of Municipal Law Enforcement** **Kelly Baird, Communications Specialist**
REVIEWED BY:	**Grant Whittington, CAO**
DATE:	**October 19, 2020**
SUBJECT:	**Quarterly Activity Report** **July 1 to September 30, 2020**

RECOMMENDATION:

THAT the Information and Legislative Services Quarterly Activity Report for July 1 to September 30, 2020 be received for information.

SUMMARY:

Attachment 1 is submitted by the Manager of Municipal Law Enforcement and attachment 2 is submitted by the Communications Specialist of the Information and Legislative Services Department to summarize their activities from July 1 to September 30. The priorities of the Information and Legislative Services department are to continue providing support in response to the 2019 Novel Coronavirus pandemic.

ALIGNMENT WITH THE TOWNSHIP OF WILMOT STRATEGIC PLAN:

By providing these quarterly updates to Council, the Township is communicating municipal matters.

FINANCIAL CONSIDERATIONS:

None.

ATTACHMENTS:

Attachment 1: Municipal Law Enforcement 3rd Quarter Activity Report

Attachment 2: Corporate Communications 3rd Quarter Activity Report

TOWNSHIP OF WILMOT

Municipal Law Enforcement
Activity Report – 2020 3rd Quarter (July- September)

Type of Call	July/Sept 2019	July/Sept 2020
Property Standards/Clean Yards	27	34
Parking/Traffic	77	86
Animal Control Complaints	53	44
Noise Complaints	24	32
Fire Complaints	7	11
Grass and Weeds	24	15
Signs	7	9
General Inquires	25	59
Dumping	3	3
Zoning	6	5
Livestock Valuation	2	0
Pools	5	6
Fences	7	3
Discharge of Firearms	0	1
Graffiti	0	2

Property Standards and Clean Yard:

- 34 properties were investigated by the Township.
- 32 have been resolved, 2 working with owners to gain compliance.

Parking/Traffic:

- 44 warnings were issued.
- 7 parking tickets were issued.

Animal Control:

- 2 dogs were impounded.
- 17 warnings given for dogs running at large, no tickets issued.

Noise Complaints:

- 32 complaints investigated ranging from loud stereos, barking dogs, noisy vehicles, construction noise, fireworks (higher number of issues due to the COVID-19 pandemic and people staying home).
- all complaints have been investigated and appropriate warnings have been issued, no tickets issued.

Fire Complaints:

- 11 complaints regarding open burning/burning without a permit, warnings were given.

Grass and Weeds

- 15 complaints received, all were cut by the owners and are now in compliance.

Signs:

- 9 complaints received, the complaints were investigated and the signs were removed through voluntary compliance by the property owners.
- ongoing monitoring of illegal signage is occurring and removal carried out on a regular basis by By-law (106 signs removed this quarter by By-law Officers).

Dumping

- 3 illegal dumping calls investigated, Public Works removed debris from one area and the other two complaints, no debris was found.

Pool

- 6 pool complaints investigated, all now in compliance and proper permits were applicable.

General Inquires

- Out of the 59 general inquiries received, 48 were in regards to Covid-19 related matters. These include questions, complaints, requests for information, enforcement activity through education.
- Please note these numbers do not include the daily patrols of parks and facilities where numerous individuals were spoken to and educated about the Provincial Emergency Orders. No tickets were issued.

TOWNSHIP OF WILMOT

Corporate Communications
Communications Specialist
Activity Report – 3rd Quarter (July – September 2020)
Information and Legislative Services Department

Select activities include:

Corporate Communications

- Edited and/or contributed to select Township and regional (pandemic) media releases.
- Wrote select Township releases such as the dog park opening and Department of Canadian Heritage funding announcement. Approval and distribution of same.
- Assisted various departments with the creation of various forms of messaging, editing, video and photography.
- Purchased and placed select display advertisements in local and regional publications. Once the branding exercise is complete, and with a logo in hand, we'll be able to ensure a polished and consistent look for visual materials.
- Participated in monthly Region of Waterloo (pandemic) communications meetings.
- Further conversations and revised practices being explored to improve internal and external communication practices and future needs.

Social Media

- Created a Facebook business page @townshipwilmot. Launched on October 13, 2020. Promotional efforts will be ongoing as will the cultivation of content.
- Continuing to source and populate the 2020 Social Media Content calendar. Select awareness days/months were acknowledged via multi-pronged approaches (such as Orange Shirt Day, Fire Prevention Week and Zero Waste October).
- Averaging 8 -10 daily tweets (combination of original content and retweets). Cultivating content, editing and sourcing accompanying tags, hashtags, and images.
- Within days the Twitter account will reach 3,400 Followers. Rate of growth continues to be ideal.
- Enhancing social media efforts with new internal processes.

Marketing

- Leading the Township Branding exercise. On time and on schedule. Select updates provided to Council and SMT throughout process. Another update (with creative) arriving soon!
- Ongoing efforts to enhance image and video gallery. Efforts continue to represent all Township communities and seasons.

INFORMATION AND LEGISLATIVE SERVICES
Staff Report

REPORT NO:	**ILS 2020-31**
TO:	**Council**
SUBMITTED BY:	**Dawn Mittelholtz, Director of Information and Legislative Services**
PREPARED BY:	**Erin Merritt, Manager of Municipal Law Enforcement**
REVIEWED BY:	**Grant Whittington, CAO**
DATE:	**October 19, 2020**
SUBJECT:	**Exotic Animal By-law Amendments**

RECOMMENDATION:

THAT By-law 2020-39 be adopted in respect to the raising of laying hens within the settlement areas of the Township of Wilmot.

SUMMARY:

Development Services recently conducted an extensive review of the Township of Wilmot Zoning by-law, which included public consultation. This review resulted in changes to the Zoning by-law to allow for backyard laying hens to be raised in many different zones within the Township, where they were not allowed before. This report highlights amendments to the Exotic Pet by-law to create a licensing process and establish conditions that will help ensure the health and safety of the animals.

REPORT:

The following is a summary of the amendments made to the Exotic Pet by-law:

- Additions to the preamble to allow for licenses to be issued under the by-law,
- An application must be completed which will include a site plan outlining where the hens will be housed, along with a one-time licensing fee of $100,
- Changes to the definition of “Livestock,”

- Addition of an Exemption for allowing up to four laying hens,
- Addition of Section 5 which explains the requirements to have backyard laying hens. This section includes requirements for the location and conditions of the coops, pens, lofts or runs, as well as other requirements to ensure the health and safety of the animals and residents,
- The by-law prohibits the selling of eggs, manure or other products associated with the keeping of hens, and,
- Changes to Section 9 revise the name of this by-law from the Exotic Pet by-law to the Animal Control By-law, Excluding Dogs.

The by-law is consistent with similar by-laws or pilot project by-laws approved in Kingston, Guelph, Norfolk County and Cambridge. Within Waterloo Region, the city of Kitchener allows laying hens in settlement areas. The Township of North Dumfries has extended its Urban Hen Pilot Project an additional two years, now in effect until April 15, 2022. In April of 2019, the City of Cambridge decided to not allow backyard laying hens after a two-year review.

ALIGNMENT WITH THE TOWNSHIP OF WILMOT STRATEGIC PLAN:

The consultation efforts with the Zoning By-law review promoted the Township's goal of being an engaged community. By permitting laying hens in settlement areas, it allows the licensees to enjoy their quality of life in keeping with the values of the community.

FINANCIAL CONSIDERATIONS:

It is unknown how many residents will apply for a license. This fee will help in covering the costs of processing the application, creating and maintaining a database, site inspection prior to issuing the license, and any follow-up enforcement actions that may be required. Staff will include a modest increase in revenue for the animal control for the proposed 2021 budget.

ATTACHMENTS:

By-Law 2020-38 Fees and Charges Amendment By-law
By-Law 2020-39 Amendments to the Exotic Pet By-law 2011-50.

THE CORPORATION OF THE TOWNSHIP OF WILMOT
BY-LAW NO 2020-38

A BY-LAW TO AMEND BY-LAW NO. 2020-01,
A BY-LAW TO PROVIDE FOR FEES AND CHARGES
FOR THE TOWNSHIP OF WILMOT

WHEREAS the Municipal Act, 2001, S.O. 2001, Chapter 25, as amended authorizes a municipality to impose fees or charges on persons for services or activities provided or done by or on behalf of it;

AND WHEREAS the *Planning Act,* R.S.O. 1990, c. P.13, as amended authorizes the council of a municipality to establish fees for the processing of applications made in respect of planning matters;

AND WHEREAS the Council of the Corporation of the Township of Wilmot deems it necessary to periodically amend the fees and charges of the Township of Wilmot;

NOW THEREFORE, the Council of The Corporation of the Township of Wilmot enacts as follows:

Fees and Charges By-Law Amendment

- The appropriate Schedules of the Township of Wilmot's Fees and Charges By-Law are hereby updated as outlined in Appendix A

Severability

- If a Court of competent jurisdiction should declare any section or part of a section of this by-law to be invalid, such section or part of a section shall not be construed as having persuaded or influenced Council to pass the remainder of this by-law and it is hereby declared that the remainder of this by-law shall be valid and shall remain in full force and effect.

Coming to Force

- This by-law shall come into force on October 19, 2020.

READ a first and second time in Open Council this 19th day of October, 2020.

READ a third time and finally passed in Open Council this 19th day of October, 2020.

_____
Mayor

_____
Clerk

APPENDIX A
New Fees

Fee	Schedule	Fee (excluding HST)
Backyard Hen Licence	Schedule B – Protection Services	$100.00

THE CORPORATION OF THE TOWNSHIP OF WILMOT
BY-LAW NO. 2020 - 39

BEING A BY-LAW OF THE CORPORATION OF THE TOWNSHIP OF WILMOT
TO REGULATE THE PROHIBITION OR RESTRICTION OF EXOTIC ANIMALS

WHEREAS Section 11(3) of the Municipal Act, 2001, S.O. 2001, Chapter 25, as amended, provides for the authority for lower tier municipalities to pass by-laws respecting animals;

AND WHEREAS Section 8(3) of the Municipal Act, 2001, S.O. 2001, Chapter 25, as amended, provides that a by-law under Section 11 respecting a matter may:

(a) regulate or prohibit respecting the matter; and,
(b) require persons to do things respecting the matter.

AND WHEREAS the Corporation of the Township of Wilmot is desirous of enacting a by-law for the prohibition or restriction of animals;

NOW THEREFORE, the Council of the Corporation of the Township of Wilmot enacts as follows:

1. THAT the existing preamble be amended to include the following:

AND WHEREAS Section 8(3) of the *Municipal Act, 2001*, S.O. 2001, Chapter 25, as amended, provides that a by-law under Section 11 respecting a matter may:

(a) regulate or prohibit respecting the matter; and,
(b) require persons to do things respecting the matter;
(c) provide for a system of licenses respecting that matter.

2. THAT the existing Section 1.6 – Definition of Livestock be amended to be revised as follows:

   1.6 "Livestock" – means turkeys, chicken, cattle, swine, horses, mink, rabbits, sheep, donkeys, llamas, goats or any other domestic animal used for consumption, excluding laying hens.

3. THAT the existing Section 4, Exemptions to By-Law 2011-50 be amended to include the following:

   vii) A person keeping up to four laying hens on a property in accordance with the requirements of the Township of Wilmot Zoning Bylaw 83-38, as amended, Section 6.32

4. THAT Part 5, Backyard Hens be added to By-Law 2011-50 to include the following:

5.0 BACKYARD HENS

5.1 Permitted lands: no person shall keep poultry except on lands that meet the requirements of the Township of Wilmot's Zoning Bylaw 83-38, as amended.

5.2 Location of Coops, Pens, Lofts or Runs: No person shall have a pen, cage, loft, coop or run unless it is:

i) Located in the rear yard of the property
ii) Situated at least 3 meters from any property line
iii) Situated at least 15 meters from any school, church, dwelling or other premises used for human habitation, other than the dwelling located on the same property as the coop, pen, loft or run.

5.3 Conditions of the Coops, Pens, Lofts or Runs: All pens, cages, lofts, coops and runs shall:

i) be kept in a clean and sanitary condition, provide protection from the weather and be adequately ventilated;
ii) All hens must be kept in a fully enclosed coop or run, to prevent their escape from said enclosure, and exclude rodents and predators from entering;
iii) Coop floors are to be lined with shavings, straw or other appropriate materials to absorb manure and to facilitate cleaning;
iv) All waste and garbage shall be disposed of in a manner that will not create a public

nuisance or health hazard, no less than (3) times a week and in accordance with the provisions of the Health Protection and Promotion Act, R.S.O., 1990 C.H.7, as amended, or any successor legislation, and regulations pursuant thereto;

v) No material removed may be burned or stored within the lands or premises from which it was removed;

vi) All feed must be stored in rodent proof containers;

vii) Coops must be constructed with sufficient chicken box and perch area to accommodate all hens

5.4 Other Requirements: No person shall:

i) Keep any other chicken than a laying hen, that must be over the age of 4 months' old

ii) Sell the eggs, manure or other products associated with the keeping of hens

iii) No slaughtering or butchering of the hens done on the property

iv) Deceased hens must be disposed of at a livestock disposal facility through the services of a veterinarian, chicken exchange program or through a facility as approved by the Ministry of Agriculture, Food and Rural Affairs and are disposed of in accordance with all laws;

v) Hens are to be kept in accordance with all other lawns including the Township's bylaws respecting noise, clean yards, Property Standards, Animals and all provincial legislation respecting the keeping of animals

vi) House, care for, harbor or possess hens on their property without a license from the Township of Wilmot

5.5 Licence Fee

An application for a Backyard Chicken licence shall be submitted in the proper form, including a detailed site plan and the appropriate fee to the Township in accordance with the Fees and Charges By-law.

5. THAT Section 9 Short Title of By-Law 2011-50 be amended to the following:

   9.1 This By-law may be cited as the Animal Control By-law, Excluding Dogs

6. THAT this By-Law shall come into force and effect on the date of final passage.

READ a first and second time this 19th day of October, 2020.

READ a third time and finally passed this 19th day of October, 2020.

_____
Mayor

_____
Clerk

TOWNSHIP OF WILMOT

CORPORATE SERVICES
Staff Report

REPORT NO:	**COR 2020-035**
TO:	**Council**
SUBMITTED BY:	**Patrick Kelly CPA, CMA, Director of Corporate Services**
PREPARED BY:	**Ashton Romany CPA, Manager of Finance / Deputy Treasurer**
REVIEWED BY:	**Grant Whittington, Chief Administrative Officer**
DATE:	**October 19, 2020**
SUBJECT:	**Statement of Operations as of September 30, 2020 (un-audited)**

RECOMMENDATION:

THAT report COR 2020-035, Statement of Operations (un-audited) as of September 30, 2020, as prepared by the Manager of Finance / Deputy Treasurer, be received for information purposes.

SUMMARY:

This report highlights the Township's Statement of Operations (un-audited) as of September 30, 2020. The attached statements outline the status of the Township's operating accounts.

BACKGROUND:

Corporate Services staff report to Council on the status of municipal operations on a quarterly basis.

REPORT:

Attached is the statement of operations as of September 30, 2020. The report is divided into sections outlining revenues and expenses from general government, protective services, transportation services, recreation and cultural services and development services.

Net General Levy Expenditure

One of the key performance indicators for municipal operations is reflected within the net expenditures from general levy. The total section of the report outlines revenues and expenses from all municipal operations, and how they relate to the Council approved operating budget. As of the statement date, YTD revenues and expenses are within the budgetary guidelines, and the net effect on general levy is 75.7**%** of budget (Q3 2019 – 75.1%). Having said that, cost containment strategies have assisted in offsetting the impact of revenue shortfalls.

Wilmot Recreation Complex

The WRC represents approximately one-quarter of all operating expenses from the general levy. As of the statement date, operations are meeting budget projections, with the combination of administrative and operating/maintenance costs at approximately 59.9% of the annual budget.

The WRC also represents approximately 50.0% of the budgeted operating revenue to the general levy. As of the statement date, WRC revenues are well below budget projections, with current receipts at 35.0% of the annual budget (Q3 2019 – 66.8%). The variance in receipts is due to the closure of facilities and cancellation of programming in mid-to-late March which progressed throughout the entire second quarter and the commencement of reduced activities in mid Q3 2020.

User Pay Divisions

The second section of the attached statements outlines financial performance from the user pay divisions. Each of these divisions is independent of the levy, and any surplus/deficit from current year operations is transferred to/from dedicated reserve funds at year end.

Each division is well below the projected year-end transfers to reserve funds, for a number of reasons. Water/Sanitary consumption peaks during the summer season while building activity levels and cemetery burials historically peak in the second and third quarter of the fiscal year.

COVID-19 Impacts

The attached statements outline operations as of September 30, 2020. Any notable deviations due to COVID-19, are included within the notes, while Report COR 2020-037 provides further information with respect to estimated year-end impacts.

ALIGNMENT WITH THE TOWNSHIP OF WILMOT STRATEGIC PLAN:

This report is aligned with the Strategic Plan goal of being an engaged community through communication of municipal matters. Staff provide Council and the community an updated status of municipal finances in accordance with the Township's Accountability and Transparency Policy.

FINANCIAL CONSIDERATIONS:

As part of year end processing, net operating expenditures, capital funding from general levy are deducted from income generated through taxation, provincial grants and investments, to calculate the annual transfer to/from infrastructure reserve funds.

ATTACHMENTS:

APPENDIX A – Statement of Operations

TOWNSHIP OF WILMOT
2020 OPERATING AS OF SEPTEMBER 30, 2020 (UN-AUDITED)

	2020 Budget	2020 Actual	Variance %
GENERAL GOVERNMENT			
REVENUE			
Administration Fees / Sale of Surplus Assets [1]	(93,200)	(45,839)	49.2%
Grant Funding - General Government [2]	(35,000)	(38,600)	110.3%
Licenses and Fines [3]	(94,650)	(69,529)	73.5%
Penalties & Interest Revenue [4]	(258,600)	(132,650)	51.3%
	(481,450)	**(286,618)**	**59.5%**
EXPENSES			
Council [5]	166,080	101,695	61.2%
Municipal Grants Program [6]	55,400	44,043	79.5%
Office of the CAO, Information and Legislative Services [7]	656,550	469,759	71.5%
Insurance [8]	268,040	226,847	84.6%
Municipal Law Enforcement/Animal Control [9]	166,600	124,110	74.5%
Crossing Guards Operating Expenses [10]	59,570	21,135	35.5%
Municipal Election [11]	22,500	23,833	105.9%
Corporate Services [12]	712,510	544,825	76.5%
IT Services [13]	354,500	217,927	61.5%
	2,461,750	**1,774,174**	**72.1%**
FIRE SERVICES			
REVENUE			
Fire Services Revenues [14]	(56,770)	(27,667)	48.7%
	(56,770)	**(27,667)**	**48.7%**
EXPENSES			
Fire Services Administration [15]	998,360	663,949	66.5%
Fire Services Operating Expenses [16]	368,035	197,220	53.6%
	1,366,395	**861,168**	**63.0%**

TOWNSHIP OF WILMOT
2020 OPERATING AS OF SEPTEMBER 30, 2020 (UN-AUDITED)

	2020 Budget	2020 Actual	Variance %
PUBLIC WORKS			
REVENUE			
Roads/Engineering Service Charges [17]	(266,870)	(72,366)	27.1%
Aggregate Resource Fees [18]	(171,000)	(179,725)	105.1%
Grant Funding - Public Works [19]	(47,500)	(35,156)	74.0%
	(485,370)	**(287,247)**	**59.2%**
EXPENSES			
Engineering Administration [20]	269,200	99,528	37.0%
Roads Administration [21]	652,390	502,696	77.1%
Roads Operating Expenses [22]	564,050	391,749	69.5%
Winter Control Expenses [23]	797,970	612,252	76.7%
Municipal Drainage Operating Expenses [24]	60,000	37,143	61.9%
Street Lighting Operating Expenses [25]	145,000	112,907	77.9%
	2,488,610	**1,756,275**	**70.6%**

TOWNSHIP OF WILMOT
2020 OPERATING AS OF SEPTEMBER 30, 2020 (UN-AUDITED)

	2020 Budget	2020 Actual	Variance %
RECREATION AND FACILITIES			
REVENUE			
Wilmot Recreation Complex Revenues [26]	(1,485,250)	(519,178)	35.0%
Park, Facility and Community Centre Rental Revenue [27]	(181,600)	(19,417)	10.7%
	(1,666,850)	**(538,595)**	**32.3%**
EXPENSES			
Recreation Administration [28]	811,875	572,095	70.5%
Wilmot Recreation Complex Administration [29]	1,570,690	988,777	63.0%
Wilmot Recreation Complex Operating Expenses [30]	965,920	529,676	54.8%
Parks & Facilities Administration [31]	666,930	451,885	67.8%
Parks and Community Centre Operating Expenses [32]	312,290	166,753	53.4%
Municipal Facilities Operating Expenses [33]	133,140	101,081	75.9%
Abandoned Cemetery Operating Expenses	3,500	2,625	75.0%
	4,464,345	**2,812,892**	**63.0%**

TOWNSHIP OF WILMOT
2020 OPERATING AS OF SEPTEMBER 30, 2020 (UN-AUDITED)

	2020 Budget	2020 Actual	Variance %
CULTURAL SERVICES			
REVENUE			
Castle Kilbride Admissions & Events [34]	(51,080)	(2,537)	5.0%
Grant Funding - Castle Kilbride [35]	(27,030)	(20,266)	75.0%
	(78,110)	**(22,803)**	**29.2%**
EXPENSES			
Castle Kilbride Administration [36]	266,180	165,460	62.2%
Castle Kilbride Operating Expenses [37]	48,400	19,199	39.7%
Archives Operating Expenses	1,530	451	29.4%
Heritage Wilmot Operating Expenses [37]	9,220	3,944	42.8%
	325,330	**189,053**	**58.1%**
DEVELOPMENT SERVICES			
REVENUE			
Planning Application Fees [38]	(200,150)	(84,513)	42.2%
Business Licensing	(4,000)	(275)	6.9%
	(204,150)	**(84,788)**	**41.5%**
EXPENSES			
Planning [39]	233,560	177,091	75.8%
Economic Development [40]	55,000	50,500	91.8%
	288,560	**227,591**	**78.9%**
TOTAL OPERATING			
REVENUES	**(2,972,700)**	**(1,247,718)**	**42.0%**
EXPENSES	**11,394,990**	**7,621,153**	**66.9%**
NET GENERAL LEVY EXPENDITURE	**8,422,290**	**6,373,435**	**75.7%**

NOTES:

1 Includes administrative fees associated with tax certificates; NSF payments; account balance transfer fees; tax sale and sale of surplus assets. Administration Fees Revenue anticipated to fall short of budget expectations due to COVID-19.

2 Reflects OCIF formula funding towards the Asset Management Coordinator role ($35,000); unbudgeted Celebrate Canada Funding towards Canada Day in Wilmot ($3,600).

3 Includes Dog and Kennel Licences ($56,880); Parking Fines ($4,895); Marriage Licences ($5,880); Lottery Licences ($669); and Provincial Offences ($1,215). Marriage Licence revenue anticipated to fall short of budget expectations due to COVID-19.

4 Includes penalty and interest on overdue water accounts ($17,726) and taxes receivable ($114,924). Revenue anticipated to fall short of budget expectations due to the Financial and Economic Relief measures associated with COVID-19.

5 YTD expenditures include Council Honorariums, memberships, training and development, and tribute to staff.

6 Municipal Grant Program allocations were approved under Report FIN 2019-43. Disbursements to the 2020 Municipal Grant Program recipients commenced in Q2 2020. Includes unbudgeted disbursement of $3,600 to Canada Day in Wilmot due to funding received as identified in note 2.

7 YTD expenditures includes direct and indirect staffing costs associated with the Office of the CAO and ILS staff, corporate postage, legal, and corporate communications.

8 Waterloo Region Municipal Insurance Pool Premiums were remitted in Q3 2020 ($190,628) and were less than budget expectations. YTD expenditures represent claims falling under the Township's deductible limit ($10,000), net of allocations to user-pay operations.

9 YTD expenditures includes direct and indirect staffing costs associated with Municipal Law Enforcement Officers and contracted services for Animal Control.

10 YTD expenditures represent direct and indirect staffing costs associated with crossing guards. Annual expenditures anticipated to be lower than budget expectations, due to school closures under COVID-19.

11 Includes annual transfer of $21,900 to cover costs associated with the 2022 municipal election and expenditures towards maintenance of the voting list.

12 YTD costs reflect the direct and indirect staffing costs for Corporate Services net of cost allocations from user-pay divisions.

13 YTD costs reflect the direct and indirect staffing costs for IT Services, support contracts and web service charges. These support contracts / service charges are billed at various times throughout the year.

14 Includes revenue from Fire Permits ($2,490); billable calls/activities ($19,814) and Boundary Service Agreement with Blandford-Blenheim ($5,370). Billable calls/activities revenue lower than historic levels.

15 YTD costs reflect direct and indirect staffing costs for Fire Services, including Practices, Fire Calls and other VFF activities.

16 Operating expenses include Minor Capital, Vehicle/Equipment Repairs and Maintenance, Dispatch Fees etc.

17 Roads/Engineering Services Charges activities typically peak during Q2/Q3. Service fees will be impacted by the levels of development activity and approvals during COVID-19. Staff will continue to monitor during COVID-19.

18 Ontario Aggregate Resources Corporation (OARC) fees are based upon actual tonnage extracted from private pits within the Township from the preceding fiscal year.

19 Budget is a combination of OMAFRA funding 50% of Drainage Superintendent ($12,500) and Municipal Modernization Funding to support share service for Municipal Drainage Consulting with Township of Woolwich ($35,156). Drainage Superintendent grant funding has yet to be received.

20 YTD costs reflect direct and indirect staffing costs for Engineering Administration net of transfer form utilities. YTD costs lower than budget due to delay in hiring of the Technical Program Coordinator and Senior Engineering Technologist.

21 YTD costs reflect the direct and indirect staffing costs for Roads Operations excluding Winter Control.

22 Roads operating costs are impacted by seasonality. The majority of focus in Q1 is on Winter Control Operations. Costs include maintenance of Hardtop and Loosetop Roads, Boundary Roads, Roadside, and Safety (Signage, Line Painting, etc.). Includes unbudgeted minor capital: Emergency Floor Drain Repair ($4,227).

23 Winter Control activities peak in Q1 and Q4. Any savings from the program at year end are transferred to the dedicated reserve fund to offset any overages from years of higher than average snowfall.

24 Majority of drainage works are typically billed by the Superintendent in late Q4.

25 YTD Street Light hydro costs reflect consumption to the end of Q3. YTD Consumption is consistent with Q3 2019.

26 Revenues include: Aquatics ($152,699); Ice Pads/Arena Floor ($280,980); Concession ($34,112); Programming ($5,641); Room/Field Rentals ($11,648); Rink Board Advertising ($30,419); Other ($3,679). Significant revenue shortfalls continue to be projected due to the extended closures of recreation facilities and cancellation/reduced programming/events under COVID-19.

27 Revenues include: NH Arena ($6,078); Baden ($400); Haysville ($3,279); Mannheim ($4,288); New Dundee ($1,402); New Hamburg Parks ($3,882); Petersburg ($0); St Agatha ($0); Other ($88). Significant revenue shortfalls are projected due to the extended closures of facilities and cancellation/reduced programming/events under COVID-19.

28 YTD costs include direct and indirect staffing costs for Recreation Administration, Scheduling and Customer Service personnel. Cost savings are projected to occur due to part-time staffing adjustments under COVID-19.

29 YTD costs include direct and indirect, full-time and part-time, staffing costs for the Wilmot Recreation Complex. Cost savings are projected to occur due to part-time staffing adjustments under COVID-19.

30 WRC Operating Expenses cover building/Grounds Maintenance, Utility Costs, Equipment Repairs and Maintenance, etc. Cost savings are projected to occur due to less utilities and contracted services during extended closures under COVID-19.

31 YTD costs reflect the direct and indirect staffing costs for all Parks and Facilities staff excluding the WRC. Cost savings are projected to occur due to part-time staffing adjustments under COVID-19.

32 Activity levels at the Township parks and community centres are seasonal, however extended closures under COVID-19 may reduce overall costs to maintain sports fields and other amenities. Cost containment measure are being deployed for contracted services. Includes unbudgeted minor capital for repairs to wood chipper ($9,871).

33 Includes unbudgeted minor capital: Admin Building Rear Exterior Staircase Railing Replacement ($4,199).

34 Revenue includes: Admission ($1,863); Giftshop ($125); Programs & Workshops ($474); and Other ($75). Revenue shortfall anticipated in this area due to facility closures under COVID-19.

35 Includes CMOG Grant ($16,608) and SEP Grant ($3,658).

36 YTD costs reflect direct and indirect staffing costs for Castle Kilbride Administration. Cost savings are projected to occur due to part-time staffing adjustments under COVID-19.

37 Operating expenses tend to peak in the last three quarters. Cost savings anticipated in this area due to COVID-19 facility closures.

38 Fees will be impacted by the levels of application activity and approvals during COVID-19, estimates outlined in the COVID-19 Financial Impact report. Staff will continue to monitor during COVID-19.

39 YTD costs reflect direct and indirect staffing costs for Planning net of cost allocations from Building Services.

40 YTD expenditures include Waterloo Region Economic Development Corporation (WREDC) membership ($50,000).

TOWNSHIP OF WILMOT (USER-PAY)
2020 OPERATING AS OF SEPTEMBER 30, 2020 (UN-AUDITED)

	2020 Budget	2020 Actual	Variance %
WATER/SANITARY			
REVENUE			
Utility User Fees, including Local Improvements [1]	(6,031,958)	(3,941,652)	65.3%
Utilities Sales, Service Charges [2]	(77,350)	(30,843)	39.9%
	(6,109,308)	**(3,972,495)**	**65.0%**
EXPENSES			
Water/Sanitary Administration [3]	523,430	429,279	82.0%
Water/Sanitary Operating Expenses [4]	1,096,642	771,548	70.4%
Water Regional Charges [5]	1,446,000	935,027	64.7%
Sanitary Regional Charges [5]	2,058,802	1,297,381	63.0%
	5,124,874	**3,433,236**	**67.0%**
TRANSFER (TO)/FROM RESERVE FUNDS [6]	**(984,434)**	**(539,259)**	**54.8%**

TOWNSHIP OF WILMOT (USER-PAY)
2020 OPERATING AS OF SEPTEMBER 30, 2020 (UN-AUDITED)

	2020 Budget	2020 Actual	Variance %
CEMETERY			
REVENUE			
Cemetery User Fees [7]	(75,150)	(48,221)	64.2%
Cemetery Investment Income [8]	(8,000)	-	0.0%
	(83,150)	**(48,221)**	**58.0%**
EXPENSES			
Cemetery Administration [9]	21,750	11,100	51.0%
Cemetery Operating Expenses [10]	59,100	37,830	64.0%
	80,850	**48,929**	**60.5%**
TRANSFER (TO)/FROM RESERVE FUNDS [5]	**(2,300)**	**708**	**-30.8%**
BUILDING			
REVENUE			
Building Permit Fees [11]	(657,130)	(415,985)	63.3%
	(657,130)	**(415,985)**	**63.3%**
EXPENSES			
Building Administration [12]	419,720	331,001	78.9%
Building Operating Expenses [13]	237,410	172,483	72.7%
	657,130	**503,483**	**76.6%**
TRANSFER (TO)/FROM RESERVE FUNDS [6]	**-**	**87,498**	**N/A**

NOTES:

1 YTD fees represent billing up to June/July for New Hamburg Residents and billing up to July/August for the rest of the Township.

2 Sales and Service Charges include Sale of Water Meters, Final Reading Fees, and other misc. fees.

3 YTD costs reflect direct and indirect staffing costs for Utilities.

4 Utilities Operating expenses include Allocation to General Levy, Contracted Services, Minor Capital, Fuel, etc.

5 Reflects flows to/from the Region of Waterloo from January to August.

6 Transfers to/from reserve funds are completed as part of year end processing.

7 Cemetery User Fees include Burials, Sale of Plots etc.

8 Investment income is transferred as part of year end processing.

9 YTD costs reflect direct and indirect staffing costs for Cemetery Operations.

10 Cemetery Operating expenses include Grave Opening, Foundations, Buildings/Grounds Maintenance, Allocation to General Levy etc.

11 YTD permit fees are outlined within the Building Statistics reporting from Development Services.

12 YTD costs reflect direct and indirect staffing costs for Building Operations.

13 Building Operating Expenses include Allocation to General Levy, Contracted Services, Vehicle Repairs/Maintenance, etc.

TOWNSHIP OF WILMOT

CORPORATE SERVICES
Staff Report

REPORT NO:	**COR 2020-036**
TO:	**Council**
SUBMITTED BY:	**Patrick Kelly CPA, CMA, Director of Corporate Services**
PREPARED BY:	**Ashton Romany CPA, Manager of Finance / Deputy Treasurer**
REVIEWED BY:	**Grant Whittington, Chief Administrative Officer**
DATE:	**October 19, 2020**
SUBJECT:	**Capital Program Review as of September 30, 2020 (un-audited)**

RECOMMENDATION:

THAT Report FIN 2020-036, Capital Program Review as of September 30, 2020 (un-audited), as prepared by the Manager of Finance / Deputy Treasurer, be received for information purposes.

SUMMARY:

This report covers the entire Township of Wilmot capital program, indicating unexpended capital funding and any unfinanced capital expenditures year-to-date. With comments provided by various departments, the attached statements outlines the status of the Township's active capital projects.

BACKGROUND:

Finance historically reports the status of capital projects on the last three quarters of each fiscal year.

REPORT:

The key performance indicator, from a financial perspective is found in the amount of approved funding that has been spent as of the statement date. The totals section of this report indicates that as of September 30, 2020, 38.4% of Council approved funding has been spent across the entire capital program.

As noted within the comments of the attached statement, several projects have been tendered and/or awarded as of the statement date. Staff have included comments on the current status of each project. The majority of works are anticipated to be completed within fiscal 2019, with the exception of multi-year engineering/construction initiatives.

COVID-19 Impacts

As noted in previous reports, in response to the fiscal challenges of COVID-19, members of the Senior Management Team reviewed existing capital projects carried forward from previous years and new capital initiative within the 2020 Capital Program. Through this review, projects were classified into three (3) distinct categories:

Proceed

- These projects are recommended to proceed as originally planned and scheduled

Proceed with Caution

- These projects are recommended to proceed with caution, provided that there are sufficient project management resources available, and minimal project support resources are required
- Work on these projects may continue by the project manager until such time that there is a need to solicit internal or external project support
- Internal project support must be deemed critical to proceed, and external project support decisions will be made in an effort to strike balance between economic benefits and fiscal capacity

Defer to 2021

- These projects are not recommended to proceed, and would be deferred and presented part of the 2021 capital program

The determination of project status were made by using the following criteria to evaluate each project:

- Project urgency
    - Project is required to support to maintain the health and safety of our community during the COVID-19 pandemic
- Project status
    - Project has been awarded, with contractual agreement in place
- Project management resources
    - Project management resources are available, for the duration of anticipated project timeline, to lead and deliver the project
- Project support resources
    - Internal project support resources that are deemed critical under the current COVID-19 environment, are available to support the project
    - These resources may include Procurement, Communications, IT Services
- Completion in 2020

- It is anticipated project execution can continue to move forward, including construction work, irrespective of the COVID-19 emergency, with low risk of creating an unsafe condition in the event of a work stoppage

As such, based on the aforementioned factors, a number of projects have revised timelines and are noted within the attached statements.

The preceding report is presented to Council for information purposes. The next report outlining the capital program will occur as part of the 2021 Budget process and includes activities up to the end of fiscal 2020.

ALIGNMENT WITH THE TOWNSHIP OF WILMOT STRATEGIC PLAN:

This report is aligned with the Strategic Plan goal of being an engaged community through communication of municipal matters. Staff provide Council and the community an updated status of municipal finances in accordance with the Township's Accountability and Transparency Policy.

FINANCIAL CONSIDERATIONS:

Projects completed with excess funding, or with expenditures that exceed funding, will be offset with one another when calculating the net general levy impact at year end. This surplus or deficit is combined with the results from general operations to determine the annual transfer to/from Infrastructure Reserve Funds.

ATTACHMENTS:

APPENDIX A – Capital Program Statements

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
MANNHEIM DIGITAL SIGN			
FUNDING			
Contribution from General Levy	-	(22,000.00)	
	-	**(22,000.00)**	The project has been deferred as per report ILS 2019-57
EXPENSES			
Expenditures	-	-	
	-	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(22,000.00)	
STRATEGIC PLAN - CONSULTING SERVICES			
FUNDING			
Contribution from General Levy	-	(16,500.00)	Contract awarded to WCM Consulting Inc. for $22,957.06 (net of HST rebate), as per Council report FIN 2019-05. Draft Strategic Plan Update to be presented to Steering Committee and Council in Q4 2020.
Contribution from Development Charges	-	(13,500.00)	
	-	**(30,000.00)**	
EXPENSES			
Expenditures	-	28,142.91	
	-	**28,142.91**	
PERCENTAGE OF FUNDING SPENT TO DATE		**93.81%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(1,857.09)	
CORPORATE CULTURE - CONSULTING SERVICES			
FUNDING			
Contribution from Grants (Municipal Modernization)	(60,000.00)	(60,000.00)	Corporate leadership training and workshops completed. All staff surveys and data gathering on-going. Project deferred to 2021 by consultant due to COVID-19 impacts.
	(60,000.00)	**(60,000.00)**	
EXPENSES			
Expenditures	60,000.00	29,719.91	
	60,000.00	**29,719.91**	
PERCENTAGE OF FUNDING SPENT TO DATE		**49.53%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(30,280.09)	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
JOINT SERVICE DELIVERY REVIEW			
FUNDING			
Contribution from Grants (Municipal Modernization)	(25,000.00)	-	Contract awarded to KPMG LLP under Council Report CAO 2019-02. Municipal Modernization (application based) funding has yet to be received. Interim Report to be presented at all Council Meeting October 22, 2020.
Contribution from Area Townships	(75,000.00)	(49,608.00)	
	(100,000.00)	**(49,608.00)**	
EXPENSES			
Expenditures	100,000.00	66,526.07	
	100,000.00	**66,526.07**	
PERCENTAGE OF FUNDING SPENT TO DATE		**134.10%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	16,918.07	
BYLAW ENFORCEMENT VEHICLE			
FUNDING			
Contribution from General Levy	(38,000.00)	(38,000.00)	Project deferred due to COVID-19.
Contribution from Sale of Surplus Assets	(1,000.00)	-	
	(39,000.00)	**(38,000.00)**	
EXPENSES			
Expenditures	39,000.00	-	
	39,000.00	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(38,000.00)	
CORPORATE BRANDING / WEB REFRESH			
FUNDING			
Contribution from General Levy	(15,000.00)	(15,000.00)	Contract awarded to Aubbs & Mugg Inc. for $13,000, plus HST. Stakeholder consultations underway, preliminary designs in process. Report to Council forthcoming.
Contribution from Grants (Municipal Modernization)	(25,000.00)	(25,000.00)	
	(40,000.00)	**(40,000.00)**	
EXPENSES			
Expenditures	40,000.00	-	
	40,000.00	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(40,000.00)	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
EMERGENCY FLOOD REPAIRS			
FUNDING			
Contribution from General Levy	-	-	
	-	-	Costs will be well below minimum threshold for MDRA Funding. Costs will be funded as part of year end processing from the General Levy.
EXPENSES			
Expenditures	-	44,614.53	
	-	**44,614.53**	
PERCENTAGE OF FUNDING SPENT TO DATE		**Unfunded**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	44,614.53	
COVID-19 EMERGENCY EXPENDITURES			
FUNDING			
Contribution from General Levy	-	-	Capital Account pertains to emergency unbudgeted expenditures required to accommodate business continuity in the COVID-19 environment. Funding will be sourced from the Phase I Safe Restart Agreement at year end.
	-	-	
Expenditures	-	82,786.96	
	-	**82,786.96**	
PERCENTAGE OF FUNDING SPENT TO DATE		**Unfunded**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	82,786.96	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
ASSET MANAGEMENT ROADMAP (PHASE II)			
FUNDING			
Contribution from Development Charges	(42,000.00)	(42,000.00)	Phase II works are on-going with Risk and Criticality modelling. Overall costs represent funding towards building condition assessments and risk/criticality consulting services. Application was submitted to the FCM Municipal Asset Management Program (MAMP) for additional funding supports.
Contribution from Grants (OCIF)	(58,000.00)	(93,000.00)	
	(100,000.00)	**(135,000.00)**	
EXPENSES			
Expenditures	100,000.00	149,132.30	
	100,000.00	**149,132.30**	
PERCENTAGE OF FUNDING SPENT TO DATE		**110.47%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	14,132.30	
COMMUNITY BENEFITS CHARGE STUDY			
FUNDING			
Contribution from General Levy	(3,000.00)	(3,000.00)	Project deferred, pending determination of need for separate CBC within the Township.
Contribution from Development Charges	(27,000.00)	(27,000.00)	
	(30,000.00)	**(30,000.00)**	
EXPENSES			
Expenditures	30,000.00	-	
	30,000.00	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(30,000.00)	
INTERNAL EQUITY REVIEW			
FUNDING			
Contribution from General Levy	(24,000.00)	(24,000.00)	Review of full time staff positions being undertaken by Barcon Consulting throughout Q3/Q4 2020.
	(24,000.00)	**(24,000.00)**	
EXPENSES			
Expenditures	24,000.00	7,632.00	
	24,000.00	**7,632.00**	
PERCENTAGE OF FUNDING SPENT TO DATE		**31.80%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(16,368.00)	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
OFFICE365 MIGRATION			
FUNDING			
Contribution from General Levy	-	(20,000.00)	Email services were successfully migrated in early Q4 2019. Deployment of remaining services anticipated to have been deferred to 2021 due to COVID-19.
	-	**(20,000.00)**	
EXPENSES			
Expenditures	-	6,736.51	
	-	**6,736.51**	
PERCENTAGE OF FUNDING SPENT TO DATE		**33.68%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(13,263.49)	
ANNUAL HARDWARE & SOFTWARE UPGRADE			
FUNDING			
Contribution from General Levy	(25,000.00)	(25,000.00)	
	(25,000.00)	**(25,000.00)**	
EXPENSES			Project Completed.
Expenditures	25,000.00	24,869.98	
	25,000.00	**24,869.98**	
PERCENTAGE OF FUNDING SPENT TO DATE		**99.48%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(130.02)	
MUNICIPAL ACCOUNTING SOFTWARE UPGRADE			
FUNDING			
Contribution from Reserve Fund	(50,000.00)	(50,000.00)	
Contribution from Grants (Modernization Fund)	(100,000.00)	(100,000.00)	
	(150,000.00)	**(150,000.00)**	Project deferred until 2021 due to COVID-19.
EXPENSES			
Expenditures	150,000.00	-	
	150,000.00	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(150,000.00)	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
BUILDING PERMITS DATABASE SOFTWARE			
FUNDING			
Contribution from Grants (Modernization Fund)	(85,000.00)	(85,000.00)	
	(85,000.00)	**(85,000.00)**	Building Permit software will go live January 1, 2021 and digitization of permit files continues to take place throughout 2020.
EXPENSES			
Expenditures	85,000.00	73,821.61	
	85,000.00	**73,821.61**	
PERCENTAGE OF FUNDING SPENT TO DATE		**86.85%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(11,178.39)	
NETWORK INFRASTRUCTURE UPDATES			
FUNDING			
Contribution from General Levy	(75,000.00)	(75,000.00)	
	(75,000.00)	**(75,000.00)**	Portion of hardware / software purchased, implementation works on-going. Project anticipated to be complete by Q4 2020.
EXPENSES			
Expenditures	75,000.00	34,234.39	
	75,000.00	**34,234.39**	
PERCENTAGE OF FUNDING SPENT TO DATE		**45.65%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(40,765.61)	
CYBER SECURITY STRATEGY & DISASTER RECOVERY			
FUNDING			
Contribution from Grants (Modernization Fund)	(35,000.00)	(35,000.00)	
	(35,000.00)	**(35,000.00)**	
EXPENSES			Project to commence in Q4 2020.
Expenditures	35,000.00	-	
	35,000.00	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(35,000.00)	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
JOINT GIS FRAMEWORK REVIEW			
FUNDING			
Contribution from Grants (Modernization Fund)	(35,000.00)	(35,000.00)	
	(35,000.00)	**(35,000.00)**	
EXPENSES			Project deferred until 2021 due to COVID-19.
Expenditures	35,000.00	-	
	35,000.00	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(35,000.00)	
CORPORATE PHONE SYSTEM REPLACEMENT			
FUNDING			
Contribution from General Levy	(50,000.00)	(50,000.00)	
	(50,000.00)	**(50,000.00)**	Project commenced in late Q1 but was deferred to due to COVID-19. Project anticipated to re-commence in Q4 2020.
EXPENSES			
Expenditures	50,000.00	-	
	50,000.00	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(50,000.00)	
RECORDS MANAGEMENT MODERNIZATION			
FUNDING			
Contribution from Grants (Modernization Fund)	(15,000.00)	(15,000.00)	
	(15,000.00)	**(15,000.00)**	Records management program design underway. E-Agenda RFP in 2020 Q4.
EXPENSES			
Expenditures	15,000.00	2,035.20	
	15,000.00	**2,035.20**	
PERCENTAGE OF FUNDING SPENT TO DATE		**13.57%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(12,964.80)	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
RADIO EQUIPMENT UPGRADES			
FUNDING			
Contribution from General Levy	-	(400,000.00)	
Contribution from Sale of Surplus Assets	-	(5,436.43)	Fire Services have gone live on the new P25 radio network. Project works are on-going and anticipated to be complete by end of Q4.
	-	**(405,436.43)**	
EXPENSES			
Expenditures	-	327,899.56	
	-	**327,899.56**	
PERCENTAGE OF FUNDING SPENT TO DATE		**80.88%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(77,536.87)	
STATION 3 (NH) RENOVATION			
FUNDING			
Contribution from Development Charges	-	(515,400.00)	
	-	**(515,400.00)**	
EXPENSES			Project Completed.
Expenditures	-	497,808.34	
	-	**497,808.34**	
PERCENTAGE OF FUNDING SPENT TO DATE		**96.59%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(17,591.66)	
FIRE MASTER PLAN			
FUNDING			
Contribution from General Levy	-	(14,000.00)	
Contribution from Development Charges	-	(56,000.00)	
	-	**(70,000.00)**	Draft report to be presented to Steering Committee and Council in Q4 2020.
Expenditures	-	57,301.76	
	-	**57,301.76**	
PERCENTAGE OF FUNDING SPENT TO DATE		**81.86%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(12,698.24)	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
THERMAL IMAGING CAMERAS			
FUNDING			
Contribution from General Levy	-	(26,500.00)	
Contribution from Reserve Fund	-	(3,500.00)	
	-	**(30,000.00)**	Project deferred due to COVID-19.
EXPENSES			
Expenditures	-	4,433.14	
	-	**4,433.14**	
PERCENTAGE OF FUNDING SPENT TO DATE		**14.78%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(25,566.86)	
WATER & ICE RESCUE EQUIPMENT			
FUNDING			
Contribution from General Levy	(15,000.00)	(15,000.00)	
Contribution from Reserve Fund	-	(46,000.00)	Equipment received. All NFPA certified training has been delivered to the team successfully. Team to be announced as fully-functional in Q4 2020. On-going annual training will continue for VFFs.
	(15,000.00)	**(61,000.00)**	
Expenditures	15,000.00	36,199.59	
	15,000.00	**36,199.59**	
PERCENTAGE OF FUNDING SPENT TO DATE		**59.34%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(24,800.41)	
SUPPLY/INSTALL COMMERCIAL WASHER & DRYERS			
FUNDING			
Contribution from Reserve Fund	-	(90,000.00)	
	-	**(90,000.00)**	
EXPENSES			Project Completed.
Expenditures	-	72,209.67	
	-	**72,209.67**	
PERCENTAGE OF FUNDING SPENT TO DATE		**80.23%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(17,790.33)	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
SCBA REPLACEMENTS			
FUNDING			
Contribution from General Levy	(145,000.00)	(145,000.00)	Project Completed. Remaining unfunded capital costs to be funded over the next three (3) years (2021-2023) through the capital program as outlined in both the 10-year capital and capital justification sheets.
Contribution from Reserve Fund	-	(144,045.96)	
	(145,000.00)	**(289,045.96)**	
Expenditures	145,000.00	720,229.80	
	145,000.00	**720,229.80**	
PERCENTAGE OF FUNDING SPENT TO DATE		**249.17%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	431,183.84	
MOUNTED APPARATUS PRESSURE WASHERS			
FUNDING			
Contribution from Reserve Fund	-	(20,000.00)	Project Completed.
	-	**(20,000.00)**	
Expenditures	-	11,783.16	
	-	**11,783.16**	
PERCENTAGE OF FUNDING SPENT TO DATE		**58.92%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(8,216.84)	
WASHROOM RENOVATION - BADEN (STN 1)			
FUNDING			
Contribution from General Levy	(30,000.00)	(30,000.00)	Engineering and architectural work being conducted. Project has been delayed and will move into 2021 due to COVID related matters.
	(30,000.00)	**(30,000.00)**	
EXPENSES			
Expenditures	30,000.00	-	
	30,000.00	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(30,000.00)	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
CONCRETE APRONS INSTALL - BADEN (STN 1)			
FUNDING			
Contribution from General Levy	(22,000.00)	(22,000.00)	
	(22,000.00)	**(22,000.00)**	Quote awarded to contractor, anticipate project to be completed early Q4 2020.
Expenditures	22,000.00	-	
	22,000.00	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(22,000.00)	
RETAINING WALL / LANDSCAPING - ND (STN 2)			
FUNDING			
Contribution from General Levy	(12,000.00)	(12,000.00)	
	(12,000.00)	**(12,000.00)**	Project Completed, awaiting final invoicing.
Expenditures	12,000.00	-	
	12,000.00	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(12,000.00)	
FIRE PREVENTION VEHICLE II			
FUNDING			
Contribution from Development Charges	(60,000.00)	(60,000.00)	
	(60,000.00)	**(60,000.00)**	RFP to be issued in early Q4.
Expenditures	60,000.00	-	
	60,000.00	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(60,000.00)	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
FIRE CHIEF PICKUP REPLACEMENT			
FUNDING			
Contribution from General Levy	(59,000.00)	(59,000.00)	
Contribution from Sale of Surplus Assets	(1,000.00)	-	
	(60,000.00)	**(59,000.00)**	RFP to be issued in early Q4.
Expenditures	60,000.00	-	
	60,000.00	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(59,000.00)	
PUMP TRUCK REPLACEMENT - BADEN (STN 1)			
FUNDING			
Contribution from General Levy	(417,000.00)	(417,000.00)	
Contribution from Reserve Fund	(303,000.00)	(303,000.00)	Project was re-tendered in late Q3 2020 as the previous tender was not successful. Award of contract proposal to be brought forward to Council In Q4 2020.
Contribution from Sale of Surplus Assets	(5,000.00)	-	
	(725,000.00)	**(720,000.00)**	
EXPENSES			
Expenditures	725,000.00	-	
	725,000.00	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(720,000.00)	
FIRST AID, AED, CPR, O2 CERTIFICATION			
FUNDING			
Contribution from General Levy	(40,000.00)	(40,000.00)	
	(40,000.00)	**(40,000.00)**	Project near completion. Training anticipated to be complete in Q4 2020.
Expenditures	40,000.00	2,910.34	
	40,000.00	**2,910.34**	
PERCENTAGE OF FUNDING SPENT TO DATE		**7.28%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(37,089.66)	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
WILMOT EMPLOYMENT LANDS			
FUNDING			
Contribution from Development Charges	-	(3,116,095.00)	Staff continue working on draft development applications with two (2) property owners, in conjunction with construction of infrastructure on the Employment Lands. Staff were successful in obtaining another extension to CWWF funding deadlines.
Contribution from Grant (CWWF)	-	-	
Contribution from Region	-	-	
	-	**(3,116,095.00)**	
Expenditures	-	8,911.83	
	-	**8,911.83**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.29%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(3,107,183.17)	
HANNAH AND LEWIS STREET RECONSTRUCTION			
FUNDING			
Contribution from General Levy	-	(116,965.00)	Project substantially complete. Deficiency work to occur in 2020 with final asphalt surface planned for 2021.
Contribution from Reserve Fund	-	(295,148.00)	
Contribution from Grants (OCIF & Fed Gas Tax)	-	(591,587.00)	
	-	**(1,003,700.00)**	
Expenditures	-	803,935.43	
	-	**803,935.43**	
PERCENTAGE OF FUNDING SPENT TO DATE		**80.10%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(199,764.57)	
WILMOT AND CHURCH STREET ENGINEERING			
FUNDING			
Contribution from General Levy	-	(189,028.00)	Phase I awarded to BEECH Infrastructure Group for $1,564,862.33 (net of HST rebate) as per Council report PW 2020-05. Construction scheduled for Q2/Q3 2020. Phase II scheduled for contract award in Q4 2020 with construction in Q1 to Q3 2021.
Contribution from Reserve Fund	(128,600.00)	(813,002.00)	
Contribution from Grants (OCIF & Fed Gas Tax)	(239,200.00)	(696,748.00)	
	(367,800.00)	**(1,698,778.00)**	
Expenditures	367,800.00	908,747.40	
	367,800.00	**908,747.40**	
PERCENTAGE OF FUNDING SPENT TO DATE		**53.49%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(790,030.60)	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
EMPLOYMENT LANDS MULTI-USE TRAIL			
FUNDING			
Contribution from Development Charges	-	(217,600.00)	
Contribution from Grants (OMCC)	-	(135,576.50)	
	-	**(353,176.50)**	Works to be completed in conjunction with the employment lands project.
Expenditures	-	-	
	-	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(353,176.50)	
SNOW STORAGE REVIEW			
FUNDING			
Contribution from General Levy	-	(1,500.00)	
Contribution from Development Charges	-	(13,500.00)	
	-	**(15,000.00)**	Project to be consolidated with the proposed Operational/Facility Review project identified in 2021.
Expenditures	-	-	
	-	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(15,000.00)	
TANDEM AXLE DUMP TRUCK (REPLACING 305-09)			
FUNDING			
Contribution from General Levy	-	(270,000.00)	
	-	**(270,000.00)**	Project Completed.
Expenditures	-	300,281.16	
	-	**300,281.16**	
PERCENTAGE OF FUNDING SPENT TO DATE		**111.22%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	30,281.16	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
BRIDGE INSPECTIONS			
FUNDING			
Contribution from General Levy	-	(35,000.00)	
	-	**(35,000.00)**	Draft report delivered in Q2. Final payment to be remitted once report is signed off.
EXPENSES			
Expenditures	-	24,401.14	
	-	**24,401.14**	
PERCENTAGE OF FUNDING SPENT TO DATE		**69.72%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(10,598.86)	
GUIDERAIL PROGRAM			
FUNDING			
Contribution from General Levy	-	(50,000.00)	
Contribution from Reserve Fund	-	(15,000.00)	
Contribution from Grants (Fed Gas Tax)	(50,000.00)	(50,000.00)	
	(50,000.00)	**(115,000.00)**	Project on-going.
Expenditures	50,000.00	11,353.98	
	50,000.00	**11,353.98**	
PERCENTAGE OF FUNDING SPENT TO DATE		**9.87%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(103,646.02)	
SINGLE AXLE DUMP TRUCK REPLACEMENT - 303-10 & 307-11			
FUNDING			
Contribution from General Levy	(440,000.00)	(440,000.00)	Contract awarded to Altruck International Truck Centres for $533,053 (net of HST rebate) as per Council report PW 2020-12 for two (2) single axe dump trucks (303-10 & 307-11). As bids were higher than anticipated, additional funding to be sourced in the 2021 capital program to offset the overage.
Contribution from Sale of Surplus Assets	(60,000.00)	-	
	(500,000.00)	**(440,000.00)**	
EXPENSES			
Expenditures	500,000.00	-	
	500,000.00	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(440,000.00)	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
STRIP/STALL/TEMPLATE PAINTER UNIT & TRAILER			
FUNDING			
Contribution from Development Charges	(26,000.00)	(26,000.00)	
	(26,000.00)	**(26,000.00)**	Equipment ordered. Anticipate delivery in Q4 2020.
Expenditures	26,000.00	-	
	26,000.00	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(26,000.00)	
4X4 PICKUP W/ PLOW & SALTER REPLACEMENT- 304-10			
FUNDING			
Contribution from General Levy	(75,000.00)	(75,000.00)	
	(80,000.00)	**(75,000.00)**	Recommendation anticipated for award in early Q4 2020.
EXPENSES			
Expenditures	80,000.00	-	
	80,000.00	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(75,000.00)	
RADAR SPEED DISPLAY SIGNS			
FUNDING			
Contribution from General Levy	(27,457.00)	(27,457.00)	
Contribution from Reserve Fund	(8,043.00)	(8,043.00)	RSDS ordered from supplier, delivery timing late in Q4 2020. Install of permanent RSDS in Haysville is dependent on delivery timing and may need to wait until Q2 2021.
	(35,500.00)	**(35,500.00)**	
Expenditures	35,500.00	22,693.62	
	35,500.00	**22,693.62**	
PERCENTAGE OF FUNDING SPENT TO DATE		**63.93%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(12,806.38)	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
MUNICIPAL DRAIN MAINTENANCE (VARIOUS)			
FUNDING			
Contribution from General Levy	(5,000.00)	(5,000.00)	
Contribution from Others (Benefitting Landowners)	(45,000.00)	-	
	(50,000.00)	**(5,000.00)**	Maintenance works on-going. Drain Maintenance Levy by-law pending completion.
EXPENSES			
Expenditures	50,000.00	-	
	50,000.00	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(5,000.00)	
MUNICIPAL DRAIN DATABASE DIGITIZATION			
FUNDING			
Contribution from General Levy	(15,000.00)	(15,000.00)	
	(15,000.00)	**(15,000.00)**	Project works on-going within current GIS governance.
Expenditures	15,000.00	-	
	15,000.00	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(15,000.00)	
HOT MIX PROGRAM '20			
FUNDING			
Contribution from Grants (OCIF)	(278,985.00)	(278,985.00)	
	(278,985.00)	**(278,985.00)**	Contract awarded to Brantco Construction for $348,640.60 (net of HST rebate) as per Council report PW 2020-07. Works substantially complete, awaiting final invoicing.
EXPENSES			
Expenditures	278,985.00	4,273.92	
	278,985.00	**4,273.92**	
PERCENTAGE OF FUNDING SPENT TO DATE		**1.53%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(274,711.08)	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
SURFACE TREATMENT PROGRAM '20			
FUNDING			
Contribution from General Levy	(9,915.00)	(9,915.00)	
Contribution from Reserve Fund	(294,957.00)	(294,957.00)	
Contribution from Grants (Fed Gas Tax)	(95,158.00)	(131,524.84)	Contract awarded to Cornell Construction Limited for $487,935.64 (net of HST rebate) as per Council report PW 2020-06. Project substantially completed.
Contribution from Others (City of Waterloo)	(50,000.00)	-	
	(450,030.00)	**(436,396.84)**	
Expenditures	450,030.00	365,510.80	
	450,030.00	**365,510.80**	
PERCENTAGE OF FUNDING SPENT TO DATE		**83.76%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(70,886.04)	
OXFORD RD 5 CULVERT REPLACEMENT			
FUNDING			
Contribution from Grants (OCIF)	(135,000.00)	(135,000.00)	
	(135,000.00)	**(135,000.00)**	Project managed by Oxford County. Project is substantially completed.
Expenditures	135,000.00	40,785.31	
	135,000.00	**40,785.31**	
PERCENTAGE OF FUNDING SPENT TO DATE		**30.21%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(94,214.69)	
BRIDGE STREET BRIDGE #34/B-T9 ASSESSMENT			
FUNDING			
Contribution from Development Charges	(22,921.00)	(22,921.00)	
Contribution from Grants (ICIP)	(114,579.00)	-	Contract awarded to K. Smart Associates Limited for $47,061.90 (net of HST rebate) as per Council report PW 2020-11 for class EA and preliminary design. Project works on-going.
	(137,500.00)	**(22,921.00)**	
EXPENSES			
Expenditures	137,500.00	6,816.74	
	137,500.00	**6,816.74**	
PERCENTAGE OF FUNDING SPENT TO DATE		**29.74%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(16,104.26)	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
STORMWATER INFRASTRUCTURE MASTER PLAN			
FUNDING			
Contribution from Development Charges	(140,000.00)	(140,000.00)	
Contribution from Grants (Fed Gas Tax)	(35,000.00)	(35,000.00)	
	(175,000.00)	**(175,000.00)**	RFP anticipated to be released in Q4 2020.
EXPENSES			
Expenditures	175,000.00	-	
	175,000.00	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(175,000.00)	
NOTRE DAME DRIVE RECONSTRUCTION			
FUNDING			
Contribution from Reserve Fund	(70,000.00)	(70,000.00)	
Contribution from Grants (Fed Gas Tax)	(201,000.00)	(201,000.00)	
	(271,000.00)	**(271,000.00)**	Project led by the Region of Waterloo and has been deferred to 2021.
EXPENSES			
Expenditures	271,000.00	-	
	271,000.00	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(271,000.00)	
SIDEWALK PROGRAM '19-`20			
FUNDING			
Contribution from General Levy	-	(70,000.00)	
Contribution from Grants (Fed Gas Tax)	(52,000.00)	(52,000.00)	Contract awarded to Vista Contracting for $75,068.35 as per Council report PW 2020-09. Project is substantially completed.
	(52,000.00)	**(122,000.00)**	
Expenditures	52,000.00	72,211.93	
	52,000.00	**72,211.93**	
PERCENTAGE OF FUNDING SPENT TO DATE		**59.19%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(49,788.07)	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
RICHARDSON, KRAMPIEN AND DOERING DRAINS			
FUNDING			
Contribution from General Levy	-	(20,000.00)	**Krampien Drain** was cleaned out on either side of the culverts for 3527 Carmel Koch Rd in April 2020. **Richardson Drain Branch A** construction completed in 2019. Minor restoration work to be completed. **Doering Drain** tentatively scheduled for fall.
Contribution from Grants (OMAFRA)	-	(20,114.78)	
Contribution from Landowners	-	(10,715.45)	
	-	**(50,830.23)**	
EXPENSES			
Expenditures	-	43,246.44	
	-	**43,246.44**	
PERCENTAGE OF FUNDING SPENT TO DATE		**85.08%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(7,583.79)	
GRAVEL CRUSHING PROGRAM `20			
FUNDING			
Contribution from Grants (Fed Gas Tax)	(65,000.00)	(65,000.00)	Contract awarded to Joe Kerr Limited for $47,712.72 (net of HST rebate) as per Council report PW 2020-08. Gravel maintenance program commenced in mid Q2 2020. Gravel crushing to take place this fall.
	(65,000.00)	**(65,000.00)**	
EXPENSES			
Expenditures	65,000.00	-	
	65,000.00	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(65,000.00)	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
SNYDERS ROAD SANITARY AND STORM SEWERS			
FUNDING			
Contribution from General Levy	-	(15,000.00)	
Contribution from Reserve Fund	-	(150,000.00)	
	-	**(165,000.00)**	Project led by the Region of Waterloo and has been deferred to 2021.
Expenditures	-	-	
	-	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(165,000.00)	
UTILITIES SERVICE VEHICLE (REPLACING 402-10)			
FUNDING			
Contribution from Reserve Fund	(22,000.00)	(80,000.00)	Project awarded to Oxford Dodge for $84,720.29 (net of HST rebate) as per Council report PW 2020-10. Vehicle anticipated to be delivered in Q4 2020. Project was initially budgeted in 2019 at $63,000, additional funding of $22,000 was included in the 2020 budget.
Contribution from Sale of Surplus Assets	-	-	
	(22,000.00)	**(80,000.00)**	
EXPENSES			
Expenditures	22,000.00	-	
	22,000.00	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(80,000.00)	
ST AGATHA WATERMAIN LOOPING - ENGINEERING			
FUNDING			
Contribution from Reserve Fund	-	(18,000.00)	
	-	**(18,000.00)**	Project to be coordinated with Notre Dame Dr project led by the Region of Waterloo.
EXPENSES			
Expenditures	-	-	
	-	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(18,000.00)	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
TRENCH BOX UNIT			
FUNDING			
Contribution from Reserve Fund	(31,000.00)	(31,000.00)	
	(31,000.00)	**(31,000.00)**	
EXPENSES			Project Completed.
Expenditures	31,000.00	25,293.46	
	31,000.00	**25,293.46**	
PERCENTAGE OF FUNDING SPENT TO DATE		**81.59%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(5,706.54)	
GREENWOOD DR & NAFZIGER RD ENGINEERING			
FUNDING			
Contribution from Reserve Fund	(50,500.00)	(50,500.00)	
Contribution from Grants (OCIF)	(54,500.00)	(54,500.00)	
	(105,000.00)	**(105,000.00)**	Project pre-design work underway.
EXPENSES			
Expenditures	105,000.00	11,499.21	
	105,000.00	**11,499.21**	
PERCENTAGE OF FUNDING SPENT TO DATE		**10.95%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(93,500.79)	
GINGERICH RD WATERMAIN IMPROVEMENTS			
FUNDING			
Contribution from Reserve Fund	(95,000.00)	(95,000.00)	
	(95,000.00)	**(95,000.00)**	Detailed design work completed. Tendering of work to be coordinated with Wilmot Street Phase 2 contract for 2021 construction.
EXPENSES			
Expenditures	95,000.00	39,062.85	
	95,000.00	**39,062.85**	
PERCENTAGE OF FUNDING SPENT TO DATE		**41.12%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(55,937.15)	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
EMERGENCY VACTOR FLUSHER REPAIR			
FUNDING			
Contribution from Reserve Fund	-	-	
	-	**-**	Emergency pump failure replacement completed.
EXPENSES			
Expenditures	-	11,083.41	
	-	**11,083.41**	
PERCENTAGE OF FUNDING SPENT TO DATE		**Unfunded**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	11,083.41	
SANITARY SYSTEM INFILTRATION STUDY			
FUNDING			
Contribution from Reserve Fund	(125,000.00)	(195,000.00)	
	(125,000.00)	**(195,000.00)**	Project work on-going. Final reporting in late Q4 2020/ early Q1 2021.
Expenditures	125,000.00	66,610.58	
	125,000.00	**66,610.58**	
PERCENTAGE OF FUNDING SPENT TO DATE		**34.16%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(128,389.42)	
MORNINGSIDE TRUNK SEWER - ENGINEERING			
FUNDING			
Contribution from Development Charges	-	(400,750.00)	
	-	**(400,750.00)**	Project awarded to GM BluePlan for $178,844.40 (net of HST rebate) as per Council report PW 2020-14
EXPENSES			
Expenditures	-	58,659.86	
	-	**58,659.86**	
PERCENTAGE OF FUNDING SPENT TO DATE		**14.64%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(342,090.14)	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
MAUSOLEUM REPAIRS - STAGE I			
FUNDING			
Contribution from Reserve Fund	(25,000.00)	(25,000.00)	
	(25,000.00)	**(25,000.00)**	
EXPENSES			Project deferred to 2021.
Expenditures	25,000.00	-	
	25,000.00	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE			
UNFUNDED / (UNEXPENDED) CAPITAL	-	(25,000.00)	
ARTIFICIAL TURF SPORTS FIELD - WODSS			
FUNDING			
Contribution from Reserve Fund	-	(117,500.00)	
Contribution from Development Charges	(425,000.00)	(807,500.00)	Project awarded to 39 Seven Inc. for $1,420.569.60 (net of HST rebate) by the Waterloo Region District School Board. Change notices have increased the project cost however, Wilmot will be contributing maximum of $925,000. Project anticipated to be complete by November 2020.
Contribution from Grants (WRDSB)	-	-	
	(425,000.00)	**(925,000.00)**	
EXPENSES			
Expenditures	425,000.00	-	
	425,000.00	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(925,000.00)	
TRAIL DESIGN - BECKDALE, SMITHS CREEK, SCHNELLER/COUNTRY CREEK			
FUNDING			
Contribution from General Levy	-	(22,915.00)	
Contribution from Development Charges	-	(110,500.00)	
Contribution from Trust (Trails)	-	(14,100.00)	Project Completed. Smiths Creek was removed from this project scope and are part of the Wetlands project. Beckdale was completed by Mike Schout.
	-	**(147,515.00)**	
EXPENSES			
Expenditures	-	64,336.25	
	-	**64,336.25**	
PERCENTAGE OF FUNDING SPENT TO DATE		**43.61%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(83,178.75)	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
TRAIL SIGNAGE			
FUNDING			
Contribution from Development Charges	-	(10,000.00)	
	-	**(10,000.00)**	
EXPENSES			Project works on-going as new trails are completed.
Expenditures	-	1,726.22	
	-	**1,726.22**	
PERCENTAGE OF FUNDING SPENT TO DATE		**17.26%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(8,273.78)	
EMPLOYMENT LANDS WOODLOT TRAIL DESIGN			
FUNDING			
Contribution from Development Charges	-	(40,000.00)	
	-	**(40,000.00)**	
EXPENSES			Project to be in conjunction with the Employment Lands Development.
Expenditures	-	-	
	-	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(40,000.00)	
REFORESTATION PROGRAM			
FUNDING			
Contribution from Grants - K-W Hydro	(45,000.00)	(90,000.00)	
	(45,000.00)	**(90,000.00)**	2020 Program will commence in late Q3/early Q4 2020 and will include work through a volunteer group "Let's Tree Wilmot".
EXPENSES			
Expenditures	45,000.00	14,235.01	
	45,000.00	**14,235.01**	
PERCENTAGE OF FUNDING SPENT TO DATE		**15.82%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(75,764.99)	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
SANDHILLS ROAD MULTI-USE TRAIL			
FUNDING			
Contribution from Trust (Trails)	(380,000.00)	(380,000.00)	Project design for road project is underway. This part of the project requires additional engineering and design review and will not be constructed until 2021. The design for the parking lot and trail into the Regional Woodlot on Sandhills Road is complete.
	(380,000.00)	**(380,000.00)**	
EXPENSES			
Expenditures	380,000.00	36,821.25	
	380,000.00	**36,821.25**	
PERCENTAGE OF FUNDING SPENT TO DATE		**9.69%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(343,178.75)	
LASCHINGER WOODS - SOUTH TRAILS			
FUNDING			
Contribution from Trust (Trails)	(65,000.00)	(65,000.00)	Project Completed. Final invoicing pending to be received.
	(65,000.00)	**(65,000.00)**	
EXPENSES			
Expenditures	65,000.00	51,240.48	
	65,000.00	**51,240.48**	
PERCENTAGE OF FUNDING SPENT TO DATE		**78.83%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(13,759.52)	
ROOFTOP HVAC (NH LIBRARY)			
FUNDING			
Contribution from General Levy	-	(12,000.00)	Project has been deferred to 2021 due to COVID-19.
	-	**(12,000.00)**	
EXPENSES			
Expenditures	-	-	
	-	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(12,000.00)	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
PARKING LOT DRAINAGE - SENIOR'S WOODWORKING SHOP			
FUNDING			
Contribution from General Levy	-	(12,000.00)	
Contribution from Reserve Fund	-	(28,000.00)	
	-	**(40,000.00)**	Project Completed.
EXPENSES			
Expenditures	-	23,711.02	
	-	**23,711.02**	
PERCENTAGE OF FUNDING SPENT TO DATE		**59.28%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(16,288.98)	
LIBRARY SERVICES FACILITY REVIEW			
FUNDING			
Contribution from General Levy	-	(8,400.00)	
Contribution from Development Charges	-	(21,600.00)	
	-	**(30,000.00)**	Project has been deferred to 2021 pending results of Joint Service Delivery Review.
EXPENSES			
Expenditures	-	-	
	-	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(30,000.00)	
LED LIGHTING - ADMIN COMPLEX			
FUNDING			
Contribution from General Levy	-	(22,500.00)	
	-	**(22,500.00)**	
EXPENSES			Project has been deferred to 2021 due to COVID-19.
Expenditures	-	409.54	
	-	**409.54**	
PERCENTAGE OF FUNDING SPENT TO DATE		**1.82%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(22,090.46)	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
BOILER REPLACEMENT - ADMIN COMPLEX			
FUNDING			
Contribution from General Levy	-	(35,000.00)	
	-	**(35,000.00)**	
EXPENSES			Project has been deferred to 2021 due to COVID-19.
Expenditures	-	-	
	-	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(35,000.00)	
PARKING LOT DESIGN - ADMIN COMPLEX			
FUNDING			
Contribution from General Levy	-	(16,000.00)	
Contribution from Development Charges	-	(16,000.00)	
	-	**(32,000.00)**	Project has been deferred to 2021 due to COVID-19.
EXPENSES			
Expenditures	-	-	
	-	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(32,000.00)	
ADMIN COMPLEX - OFFICE RENOVATIONS			
FUNDING			
Contribution from Grants (Modernization Fund)	(274,500.00)	(274,500.00)	
	(274,500.00)	**(274,500.00)**	Corporate Services department retrofit completed. Remainder of project has been deferred to 2021 due to COVID-19.
EXPENSES			
Expenditures	274,500.00	40,738.32	
	274,500.00	**40,738.32**	
PERCENTAGE OF FUNDING SPENT TO DATE		**14.84%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(233,761.68)	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
ICE NEEDS STUDY - UPDATE			
FUNDING			
Contribution from General Levy	(5,875.00)	(5,875.00)	
Contribution from Development Charges	(19,125.00)	(19,125.00)	
	(25,000.00)	**(25,000.00)**	Report and presentation to Council to occur on October 19, 2020.
EXPENSES			
Expenditures	25,000.00	11,113.46	
	25,000.00	**11,113.46**	
PERCENTAGE OF FUNDING SPENT TO DATE		**44.45%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(13,886.54)	
PARKS SERVICE VEHICLE			
FUNDING			
Contribution from General Levy	(7,600.00)	(7,600.00)	
Contribution from Development Charges	(32,400.00)	(32,400.00)	
	(40,000.00)	**(40,000.00)**	Project Completed.
EXPENSES			
Expenditures	40,000.00	40,115.78	
	40,000.00	**40,115.78**	
PERCENTAGE OF FUNDING SPENT TO DATE		**100.29%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	115.78	
WASHROOM FLOORS REPLACEMENT (VARIOUS LOCATIONS)			
FUNDING			
Contribution from General Levy	(21,000.00)	(21,000.00)	
	(21,000.00)	**(21,000.00)**	
EXPENSES			Project Completed.
Expenditures	21,000.00	23,891.84	
	21,000.00	**23,891.84**	
PERCENTAGE OF FUNDING SPENT TO DATE		**113.77%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	2,891.84	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
ELECTRIC VEHICLE CHARGING STATIONS			
FUNDING			
Contribution from Reserve Fund	(95,000.00)	(95,000.00)	
Contribution from Grants (ZEVIP)	(60,000.00)	-	
	(155,000.00)	**(95,000.00)**	Project works underway, being led by the Region of Waterloo.
EXPENSES			
Expenditures	155,000.00	-	
	155,000.00	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(95,000.00)	
NH ARENA RECREATION FLOOR SPACE - DESIGN			
FUNDING			
Contribution from Development Charges	(185,511.00)	(185,511.00)	
Contribution from Grants (ICIP)	(510,070.00)	-	
Contribution from Others (TCP)	-	-	
	(695,581.00)	**(185,511.00)**	Project postponed indefinitely, as ICIP funding application was unsuccessful.
EXPENSES			
Expenditures	695,581.00	-	
	695,581.00	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(185,511.00)	
NH ARENA BOLSTER BLOCKS REPAIR			
FUNDING			
Contribution from General Levy	(15,000.00)	(15,000.00)	
	(15,000.00)	**(15,000.00)**	
EXPENSES			Project anticipated to commence in Q4 2020.
Expenditures	15,000.00	1,725.00	
	15,000.00	**1,725.00**	
PERCENTAGE OF FUNDING SPENT TO DATE		**11.50%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(13,275.00)	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
NH ARENA ROUND BANQUET TABLES REPLACEMENT			
FUNDING			
Contribution from General Levy	(16,000.00)	(16,000.00)	
	(16,000.00)	**(16,000.00)**	
EXPENSES			Project anticipated to commence in Q4 2020.
Expenditures	16,000.00	-	
	16,000.00	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(16,000.00)	
NEW HAMBURG CC KITCHEN UPGRADES			
FUNDING			
Contribution from General Levy	-	(30,000.00)	
	-	**(30,000.00)**	Project Completed. Project slightly over budget due to the addition of aluminum shutters and unforeseen plumbing upgrades.
EXPENSES			
Expenditures	-	38,969.24	
	-	**38,969.24**	
PERCENTAGE OF FUNDING SPENT TO DATE		**129.90%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	8,969.24	
WRC FIELD IRRIGATION EQUIPMENT			
FUNDING			
Contribution from General Levy	-	(36,000.00)	
Contribution from Reserve Fund	(41,500.00)	(41,500.00)	
	(41,500.00)	**(77,500.00)**	Project has been deferred to 2021 due to COVID-19.
EXPENSES			
Expenditures	41,500.00	-	
	41,500.00	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(77,500.00)	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
WRC FLOOR RIDE-ON SCRUBBER REPLACEMENT			
FUNDING			
Contribution from General Levy	(17,000.00)	(17,000.00)	
	(17,000.00)	**(17,000.00)**	
EXPENSES			Project Completed.
Expenditures	17,000.00	20,799.00	
	17,000.00	**20,799.00**	
PERCENTAGE OF FUNDING SPENT TO DATE		**122.35%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	3,799.00	
WRC GAS SENSORS REPLACEMENT			
FUNDING			
Contribution from General Levy	(4,600.00)	(4,600.00)	
Contribution from Reserve Fund	(17,400.00)	(17,400.00)	
	(22,000.00)	**(22,000.00)**	Project Completed.
EXPENSES			
Expenditures	22,000.00	21,800.00	
	22,000.00	**21,800.00**	
PERCENTAGE OF FUNDING SPENT TO DATE		**99.09%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(200.00)	
TILE & GROUTING - AQUATIC CENTRE			
FUNDING			
Contribution from Reserve Fund	(70,500.00)	(70,500.00)	
	(70,500.00)	**(70,500.00)**	Project Completed. Additional funding to be sourced from the 2021 capital program as per Council report PRFS 2020-06.
EXPENSES			
Expenditures	70,500.00	169,704.43	
	70,500.00	**169,704.43**	
PERCENTAGE OF FUNDING SPENT TO DATE		**240.72%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	99,204.43	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
WRC - COMPRESSOR #2 OVERHAUL			
FUNDING			
Contribution from General Levy	-	-	Project Completed. This project was the result of a compressor failure as the rinks were being reopened this summer. This repair was unavoidable as the compressor system is critical to the ice making process.
	-	**-**	
EXPENSES			
Expenditures	-	15,338.39	
	-	**15,338.39**	
PERCENTAGE OF FUNDING SPENT TO DATE		**Unfunded**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	15,338.39	
BECK PARK - WASHROOM RENOVATIONS			
FUNDING			
Contribution from General Levy	(21,000.00)	(21,000.00)	
	(21,000.00)	**(21,000.00)**	Project works underway with anticipated completion in Q4 2020.
EXPENSES			
Expenditures	21,000.00	8,183.13	
	21,000.00	**8,183.13**	
PERCENTAGE OF FUNDING SPENT TO DATE		**38.97%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(12,816.87)	
HAYSVILLE CC - PLAYGROUND EQUIPMENT REPLACEMENT			
FUNDING			
Contribution from General Levy	(30,000.00)	(30,000.00)	
Contribution from Community Donation	-	(30,000.00)	
	(30,000.00)	**(60,000.00)**	Project Completed. Savings will be returned to the general levy in part of year end processing.
EXPENSES			
Expenditures	30,000.00	50,446.17	
	30,000.00	**50,446.17**	
PERCENTAGE OF FUNDING SPENT TO DATE		**84.08%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(9,553.83)	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
MANNHEIM CC - SUBFLOOR REPLACEMENT			
FUNDING			
Contribution from General Levy	(22,500.00)	(22,500.00)	
	(22,500.00)	**(22,500.00)**	
EXPENSES			Project anticipated to be completed in early Q4 2020.
Expenditures	22,500.00	24,685.86	
	22,500.00	**24,685.86**	
PERCENTAGE OF FUNDING SPENT TO DATE		**109.71%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	2,185.86	
NEW DUNDEE BALL DIAMOND FENCING REPAIRS			
FUNDING			
Contribution from General Levy	(15,000.00)	(15,000.00)	
	(15,000.00)	**(15,000.00)**	
EXPENSES			Project Completed.
Expenditures	15,000.00	13,990.98	
	15,000.00	**13,990.98**	
PERCENTAGE OF FUNDING SPENT TO DATE		**93.27%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(1,009.02)	
KIRKPATRICK PARK & AREA - PARKING LOT			
FUNDING			
Contribution from Reserve Fund	-	(307,500.00)	
Contribution from Grants (Main St Revitalization)	-	(45,820.73)	
	-	**(595,120.73)**	Substantial completion anticipated in Q4 2020. Minor deficiencies outstanding to be completed.
EXPENSES			
Expenditures	-	516,778.93	
	-	**516,778.93**	
PERCENTAGE OF FUNDING SPENT TO DATE		**86.84%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(78,341.80)	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
PERMANENT DOG PARK INSTALL			
FUNDING			
Contribution from Reserve Fund	(61,600.00)	(61,600.00)	
	(61,600.00)	**(61,600.00)**	
EXPENSES			Project Completed.
Expenditures	61,600.00	74,420.07	
	61,600.00	**74,420.07**	
PERCENTAGE OF FUNDING SPENT TO DATE		**120.81%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	12,820.07	
NH - ADDITIONAL PLAYGROUND EQUIPMENT - CONSTITUTION PARK			
FUNDING			
Contribution from General Levy	(19,437.00)	(19,437.00)	
Contribution from Grants (Fed Gas Tax)	(22,563.00)	(22,563.00)	Project awarded to Play Power LT Canada Inc. for $42,628 (net of HST rebate) as per Council Report PRFS 2020-11. Project anticipated to be complete in Q4 2020.
	(42,000.00)	**(42,000.00)**	
EXPENSES			
Expenditures	42,000.00	1,144.80	
	42,000.00	**1,144.80**	
PERCENTAGE OF FUNDING SPENT TO DATE		**2.73%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(40,855.20)	
NH - PLAYGROUND EQUIPMENT REPLACEMENT - OPTIMIST PARK			
FUNDING			
Contribution from Grants (Fed Gas Tax)	(88,000.00)	(88,000.00)	
	(88,000.00)	**(88,000.00)**	Project awarded to Open Space Solutions Inc. for 88,403 (net of HST rebate) as per Council report PRFS 2020-12. Project anticipated to be complete in Q4 2020.
EXPENSES			
Expenditures	88,000.00	439.06	
	88,000.00	**439.06**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.50%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(87,560.94)	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
NH - EQUIPMENT STORAGE REPAIRS			
FUNDING			
Contribution from General Levy	(15,100.00)	(15,100.00)	
	(15,100.00)	**(15,100.00)**	
EXPENSES			Project works underway with anticipated completion in Q4 2020.
Expenditures	15,100.00	7,392.86	
	15,100.00	**7,392.86**	
PERCENTAGE OF FUNDING SPENT TO DATE		**48.96%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(7,707.14)	
SACC KITCHEN UPGRADES			
FUNDING			
Contribution from General Levy	-	(24,000.00)	
Contribution from Reserve Fund	(17,000.00)	(17,000.00)	
Contribution from Donations - SA StrawberryFest	-	(1,000.00)	
	(17,000.00)	**(42,000.00)**	Project Completed.
EXPENSES			
Expenditures	17,000.00	42,707.59	
	17,000.00	**42,707.59**	
PERCENTAGE OF FUNDING SPENT TO DATE		**101.68%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	707.59	
HISTORIC FLOOR COVERING REPRODUCTION			
FUNDING			
Contribution from General Levy	(15,000.00)	(15,000.00)	
	(15,000.00)	**(15,000.00)**	
EXPENSES			Project completed. Awaiting final invoicing.
Expenditures	15,000.00	4,000.00	
	15,000.00	**4,000.00**	
PERCENTAGE OF FUNDING SPENT TO DATE		**26.67%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(11,000.00)	

2020 CAPITAL PROGRAM (UN-AUDITED)
FOR THE PERIOD ENDING SEPTEMBER 30, 2020

Project	2020 Total Budget	Total Funding Available / Actuals to Date	Comments
CULTURAL HERITAGE LANDSCAPE INVENTORY			
FUNDING			
Contribution from General Levy	(10,000.00)	(10,000.00)	
	(10,000.00)	**(10,000.00)**	Project coordinated with the Region of Waterloo. Project underway.
EXPENSES			
Expenditures	10,000.00	-	
	10,000.00	**-**	
PERCENTAGE OF FUNDING SPENT TO DATE		**0.00%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	(10,000.00)	
ZONING BY-LAW CONSOLIDATION			
FUNDING			
Contribution from General Levy	-	(29,900.00)	
Contribution from Development Charges	-	(35,100.00)	
	-	**(65,000.00)**	Project Completed.
EXPENSES			
Expenditures	-	85,859.64	
	-	**85,859.64**	
PERCENTAGE OF FUNDING SPENT TO DATE		**132.09%**	
UNFUNDED / (UNEXPENDED) CAPITAL	-	20,859.64	
TOTAL FUNDING CAPITAL PROGRAM	(7,709,096.00)	(16,987,969.69)	
TOTAL EXPENDITURES	7,709,096.00	6,513,131.12	
(UNEXPENDED)/UNFUNDED CAPITAL	-	**(10,474,838.57)**	
% of Funding Spent		**38.34%**	

TOWNSHIP OF WILMOT

CORPORATE SERVICES
Staff Report

REPORT NO:	**COR 2020-037**
TO:	**Council**
SUBMITTED BY:	**Patrick Kelly CPA, CMA, Director of Corporate Services**
PREPARED BY:	**Patrick Kelly CPA, CMA, Director of Corporate Services** **Ashton Romany CPA, Manager of Finance / Deputy Treasurer**
REVIEWED BY:	**Grant Whittington, Chief Administrative Officer**
DATE:	**October 19, 2020**
SUBJECT:	**Financial Impact Analysis (COVID-19) Update III**

RECOMMENDATION:

THAT Report COR 2020-37, outlining the projected financial impact resulting from the COVID-19 pandemic be received, for information purposes; and further

THAT the Township of Wilmot continue to advocate and pursue funding opportunities from senior government sources to offset the negative financial impacts of the COVID-19 pandemic.

SUMMARY:

This report provides a high level projection of year end operating results for the Township's tax-funded operations, the results of which are predominantly driven by the financial impacts relating to COVID-19.

BACKGROUND:

In early May, staff provided a preliminary forecast of the financial impacts of COVID-19. Under Report COR 2020-023, staff projected an operating deficit of $135,500, based on information available at that time relating to closures and service level expectations. In late July, the analysis and forecasts were updated under Report COR 2020-029, with a projected deficit of $545,000.

Since that time, the COVID-19 pandemic has continued to create economic uncertainty and a financial strain on our community's businesses and residents. Staff have worked over the past two (2) months to refine estimates, making a number of assumptions regarding the pace, scale and scope of the COVID-19 recovery, as it relates to expenditures and revenues, and have now updated our projected variance to the end of fiscal 2020.

REPORT:

Staff began reporting on the financial impacts of COVID-19 in March 2020. Since that time, staff have provided a variety of updates via memorandum and recommendations via Council Report, as the situation continued to evolve, as outlined within the following table:

Date	Report Number	Report Title
March 24, 2020	COR 2020-019	Fiscal and Economic Support for COVID-19
April 2, 2020	COR 2020-020	Job Protected Emergency Leave – COVID-19
April 6, 2020	Memorandum	Cost Containment Strategy
April 8, 2020	Memorandum	Capital Project Review
May 4, 2020	COR 2020-022	Q1 Operating Summary
May 4, 2020	COR 2020-023	Financial Impact Analysis (COVID-19)
May 12, 2020	COR 2020-024	Phase II Financial and Economic Relief (COVID-19)
June 17, 2020	Memorandum	Vacant Property Tax Rebate Program
July 13, 2020	COR 2020-027	Q2 Operating Summary
July 13, 2020	COR 2020-028	Q2 Capital Program Update
July 13, 2020	COR 2020-029	Financial Impact Analysis (COVID-19) Update II
August 12, 2020	Memorandum	Safe Restart Agreement Funding
August 13, 2020	Memorandum	Municipal Grants Program Update
October 19, 2020	COR 2020-035	Q3 Operating Summary
October 19, 2020	COR 2020-036	Q3 Capital Program Update

Cost Containment Strategy

As noted in the previous report, staff prepared and distributed a Cost Containment Strategy to all departments and divisions for implementation moving forward and throughout the current COVID-19 business disruption. This strategy focused on the ongoing need to balance cost savings, while ensuring the municipality continues meeting its statutory responsibilities.

Overall results of the various cost containment initiatives are being continually monitored, and incorporated into forecasting models, as staff analyze the long-term impact of this pandemic.

The various cost containment strategies were previously forecasted to generate savings of $922,000. Due to the further delay in hiring of approved levels of service, overall cost containment results have been adjusted to $934,000 up to December 31, 2020.

Foregone Revenues

Under the previous forecasts provided in the July report to Council, revenue losses were forecasted at $1,467,000. Since that time, staff have developed a refined estimated of foregone revenues, and updated the projected bank interest, service fees and Castle Kilbride revenues. With these updates the overall forecast of forgone revenues has been adjusted to $1,444,000.

The majority of the forgone revenues continue to be the result of forecasted activity levels at the Wilmot Recreation Complex and other parks / community Centres. Revenue forecasts project an overall reduction of $980,000 for these service areas alone. While slight improvements in utilization, from an aquatics perspective specifically, have been witnessed in recent weeks, it is too early to modify this projected shortfall. The current “second wave” of COVID-19 across Ontario may limit utilization levels over the final quarter of 2020. Staff will continue to monitor the accuracy of these forecasts moving forward into Budget 2021.

Cash Flow Impact / Analysis

As noted in the previous reports, projections continue to indicate that the Township is expected to sustain the COVID-19 service disruption from a cash flow perspective. This is due to being in a strong cash position entering the pandemic, with a significant amount of cash in the general bank account to service the 2020 Capital Program, and consistent collection rates under the 2020 Interim Tax Billing. Staff continue to monitor cash flow and will update where applicable in future communications.

ALIGNMENT WITH THE TOWNSHIP OF WILMOT STRATEGIC PLAN:

This report is aligned with our corporate goal of being an engaged community, through the action of strengthening customer service, as well of the corporate goal of a prosperous economy.

The financial items outlined within this report are a direct response from the Township to the fiscal challenges of our residents, business community and our own organization. These temporary measures coupled with support from Federal and Provincial Governments through the Safe Restart Agreement will help mitigate long-term economic impacts of the COVID-19 pandemic.

FINANCIAL CONSIDERATIONS:

Appendix A provides an updated summary of cost savings and foregone revenues known or projected at this time. This list will be further refined as events unfold, and updated within future reporting to Council.

Based on updated modeling and analytics, the COVID-19 service disruption is projected to have an unbudgeted net operating expense of approximately $510,000. Approximately 65%

($934,000) of the projected revenue losses ($1,444,000) are anticipated to be offset through a variety of cost containment measures noted above.

The assumptions utilized in modelling these projections are based on the existing levels of utilization of recreation and facilities and the reduced service/programming. Models will continue to be updated as more information comes available.

When coupled with emergency COVID-19 capital expenditures noted in the Q3 Capital Program Update (COR 2020-036) of approximately $83,000, the total impact would be increased to $593,000.

Advocacy efforts from Area CFO's/Treasurers, the Association of Municipalities of Ontario (AMO), the Municipal Finance Officers Association (MFOA), the Large Urban Mayors Caucus of Ontario (LUMCO), the Mayor and Regional Chairs of Ontario (MARCO), and the Federation of Canadian Municipalities (FCM), resulted in the announcement of the Safe Restart Agreement, which will allocate $482,400 to the Township under Phase I.

In early October, the Ministry announced an application-based approach to the Phase II funding under the Safe Restart Agreement. This application looks at existing municipal reserves and discretionary reserve funds, and direct COVID-19 impacts to determine the need for additional funding under Phase II.

As noted above, roughly 81% of the projected COVID-19 related deficit will be offset by the Phase I allocation of $482,400. The remaining $110,600 shortfall could be sourced internally by either a reduction in the levy funded transfer to reserve funds, or a draw from the Township's Working Funds Reserve, currently at a balance of $502,139. As such, staff have determined that Wilmot would not be successful in an application under Phase II of the Safe Restart Agreement. The requisite draw from Working Funds Reserve or reduction in transfer to Infrastructure Reserve Funds will be determined and reported to Council as part of year end financial reporting.

ATTACHMENTS:

Appendix A – Preliminary Projections of Cost Savings and Revenue Losses

APPENDIX A

Preliminary Projections of Cost Savings and Revenue Losses

Summary of 2020 Operating Budget Items & COVID-19 Impacts (Levy Funded)

		July Forecast		Adjusted Forecast
Revenue				
Forgone Penalty & Interest (Tax and Water) (June 30/20)	$	60,000.00	$	60,000.00
Forgone Bank Interest (Dec 31/20)	$	153,000.00	$	115,000.00
Forgone WRC & Parks and Facility Revenue (Dec 31/20)	$	980,000.00	$	980,000.00
Forgone Service Fees Revenue (Dec 31/20)	$	30,000.00	$	40,000.00
Forgone Castle Kilbride Revenue (December 31/20)	$	37,000.00	$	42,000.00
Forgone Planning Revneue (Dec 31/20)	$	50,000.00	$	50,000.00
Forgone Engineering Revenue (Dec 31/20)	$	157,000.00	$	157,000.00
Total Revenue Loss	$	1,467,000.00	$	1,444,000.00
Expenditures				
Savings on PT Staffing (Dec 31/20)	$	438,000.00	$	438,000.00
Savings for Hiring Hold on Remaining LOS Hires (Various)	$	130,000.00	$	142,000.00
Savings on Utiliites (Dec 31/20)	$	104,000.00	$	104,000.00
Savings on Fuel (Dec 31/20)	$	42,000.00	$	42,000.00
Savings on Office Supplies (Dec 31/20)	$	11,000.00	$	11,000.00
Savings on Training and Development (Dec 31/20)	$	56,000.00	$	56,000.00
Savings on Maintenance/Contracted Services (Dec 31/20)	$	85,000.00	$	85,000.00
Savings on Programming/Concession (Dec 31/20)	$	56,000.00	$	56,000.00
Total Expenditures	$	922,000.00	$	934,000.00
COVID-19 Operating Forecasted Impact By December 31, 2020	$	(545,000.00)	$	(510,000.00)
COVID-19 Emergency Capital Expenses		(83,000.00)		(83,000.00)
Safe Restart Agreement Phase I Funding		482,400.00		482,400.00
Unfunded COVID-19 Impact	$	(145,600.00)	$	(110,600.00)

TOWNSHIP OF WILMOT

PUBLIC WORKS & ENGINEERING
Staff Report

REPORT NO:	**PW 2020-16**
TO:	**Council**
SUBMITTED BY:	**Jeff Molenhuis, P. Eng., Director of Public Works & Engineering**
PREPARED BY:	**David Kleine, Operations Supervisor - Roads**
REVIEWED BY:	**Grant Whittington, CAO**
DATE:	**October 19, 2020**
SUBJECT:	**Award of Contract - 4x4 Crew Cab Pickup Truck**

RECOMMENDATION:

That RFP 2020-20 be awarded to Barry Cullen Chevrolet Cadillac Ltd. to supply and deliver one (1) 2021 – Silverado 2500 4x4 Crew Cab Pickup Truck as per their proposal dated September 22, 2020, in the amount of $45,496.41 plus HST.

SUMMARY:

This report outlines the proposal processes and recommends award of contract to the successful bidder for the supply and delivery of one (1) 2021 – 4x4 Crew Cab Pickup Truck. This report also outlines anticipated impacts due to the COVID-19 pandemic.

BACKGROUND:

This procurement exercise was undertaken to purchase a replacement 4x4 Crew Cab Pickup Truck. As part of the on-going vehicle maintenance and replacement program, the 4x4 Crew Cab Pickup Truck in the Roads section is scheduled to be replaced this year. The unit specified as part of this procurement process will replace unit 304-10.

REPORT:

On September 7, 2020, the proposal document was made available online through the Township's e-bidding site. There was a total of nine (9) proposal takers, with a total of five (5) proposals received at time of close on September 22, 2020.

Following the specification technical review, the proposals were evaluated and scored for adequacy based upon the following three (3) criteria with weighting allocated to each:

- Compliance with Specifications – 40%
- Warranty / Delivery Time – 30%
- Cost Proposal – 30%

The fees were evaluated separately, and a final selection was made based on the evaluation criteria.

Proponent	Location
Barry Cullen Chevrolet Cadillac Ltd.	Guelph, ON
Addison Chevrolet Buick GMC Limited	Mississauga, ON
Fraser Durham Chrysler Dodge Jeep Ram Inc.	Durham, ON
Parkway Ford Sales Ltd	Waterloo, ON
Blue Mountain Chrysler Ltd	Collingwood, ON

As a result, the bid received from Barry Cullen Chevrolet Cadillac Ltd., at a cost of $45,496.41, plus HST, is the highest-ranking proposal and is recommended for award. The unit specified is a 2021 Chevrolet Silverado 2500 4x4 Crew Cab unit. References have been verified and appear to be satisfactory.

COVID-19 Anticipated Impacts

In the Provincial workplace orders issued on April 4, 2020, many non-essential workplaces were required to close their physical workplace causing delays in orders and production. Provincial orders and restrictions placed on manufacturing facilities may impact the supply and delivery of the 2500 4x4 Crew Cab Pickup Truck. The biggest impacts appear to be related to delivery timing, with estimated delivery of approximately 10 weeks.

ALIGNMENT WITH THE TOWNSHIP OF WILMOT STRATEGIC PLAN:

We have a prosperous community through maintaining our infrastructure. We are an engaged community through communicating municipal matters.

FINANCIAL CONSIDERATIONS:

The combined budget for this project is outlined below:

Funding Source	**Amount**
General Levy	$75,000
Sale of Surplus Asset	$5,000
Total Budget	**$80,000**

Given the cost proposal of $46,297.15, net of HST rebate, the replacement of unit 304-10, the new unit is within the approved budget. The remaining budget will be utilized to procure a plow and salter attachments that fit the unit specified to perform winter maintenance activities.

ATTACHMENTS: None

Ombudsman
ONTARIO

ONTARIO'S WATCHDOG
CHIEN DE GARDE DE L'ONTARIO

Greetings,

I am pleased to send you two hard copies of my latest Annual Report (one English, one French). This report covers the 2019-2020 fiscal year.

This is our Office's fourth full fiscal year of reporting on our oversight of municipalities, universities and school boards, in addition to provincial government organizations. It is also our first year of reporting on two new areas of jurisdiction: Children and youth in care, and French language services. I hope that you and all stakeholders in these areas will find the information in this report of interest.

We encourage you to read the chapters of the report that relate to the topic areas relevant to your interests. In each chapter, we discuss the most common issues and the types of cases we have resolved across the province. Please feel free to share this information with any interested colleagues and stakeholders.

You can find the entire report, media materials and backgrounders, and statistics on our website here: https://www.ombudsman.on.ca/resources/reports-and-case-summaries/annual-reports
As well, we would be happy to provide more copies upon request.

Should you have any questions about the report or cases related to your organization, please do not hesitate to contact us. We are also happy to assist you with any general questions about our work. Our staff can be reached via email at info@ombudsman.on.ca.

Sincerely,

Paul Dubé,
Ombudsman of Ontario

Office of the Ombudsman of Ontario
483 Bay Street, 10th Floor, South Tower, Toronto, Ontario, M5G 2C9
1-800-263-1830 www.ombudsman.on.ca info@ombudsman.on.ca 416-586-3300

From: John Jordan
Sent: Thursday, October 8, 2020 9:18 PM
To: Dawn Mittelholtz <dawn.mittelholtz@wilmot.ca>
Cc: Angie Hallman <angie.hallman@wilmot.ca>; Cheryl Gordijk <cheryl.gordijk@wilmot.ca>; Barry Fisher <Barry.Fisher@Wilmot.ca>; Jeff Gerber <Jeff.Gerber@Wilmot.ca>; jenn.pfenning@wilmot.ca; Les Armstrong <les.armstrong@Wilmot.ca>
Subject: Letter for Council on the next meeting's agenda

CAUTION: This email originated from outside of the organization. Do not click links or open any attachments unless you recognize the sender and know the content is safe.

Hi Dawn

I would like to submit the following letter to council for information regarding the Prime Minister's Path (just as Robert Roth had submitted his letter for the October 5 2020 meeting) to be included in the agenda for the October 19 2020 meeting.

Thanks in advance for this.

John Jordan

To the Wilmot Township Council,

Doing the Right Things

I must say, that in the 21 plus years of living in Wilmot, or anywhere else for that matter, that there has been such a divide in a community as we are seeing now. Wilmot Township's Mission Statement says we are "To evolve and grow as a community of caring people working together to build upon a sure foundation." It very much saddens me to see the state of our community and the emotions, the heartbreak, the turmoil, the uncaring, and the growing division that is currently happening as there seems to be no building as there is a substantial structural crack in the foundation.

With anything in life, it's not simply about doing things right - such as when prescribed process will allow - it's about "doing the right things" or as stated from a quote by Wilmot Councillor Jeff Gerber at a recent Council meeting - "We're here to get it right!"

In 2016, at the time when the previous Wilmot Council voted unanimously to bring the Prime MInister's Path to Wilmot with no public consultation or public majority input, the Mayor was quoted as saying, " Why bother giving people the chance to stand up and preach when it's not relevant to the whole operation, the whole project?" This issue was very relevant to many people in our community - not the majority but certainly a healthy number of people. We are

now fully feeling the effects of this decision that was made four years ago without any consideration to how this project would affect certain segments of our community, even though there were rheums of information of the effects from reports from the City of Kitchener and Wilfrid Laurier University on the two previous failed attempts to find a home for the Prime Minister's Path. This is not doing the right things nor did they "get it right".

Wilmot's Mayor has recently stated in the media, that because of the Council vote to pause the Prime Minister's Path, there should have been consultation with the community as the "majority" of people (according to him) wanted to keep the Prime Minister's Path in tact. In other words, the majority rules no matter the outcome of what divide, trauma, or heartbreak of residents of Wilmot, friendships, neighbours, or family members it will hurt or cause pain. This is not showing any empathy or inclusivity and goes completely against what the Mayor stated in the Special Council Meeting on June 26, 2020 where he said he will educate himself and self reflect on marginalized people and racism. This instance of "majority rule" is a harmful and lethal virus within our community and is seen as being completely selfish, as for those in favour of keeping the Path in tact, don't suffer from trauma, anxiety, hurt or pain, and very likely don't know of anyone who suffered from the actions on the Indigenous people caused by our first Prime Minister. The right decision may not always be the most popular.

Also, according to our Mayor, that if you don't have "majority rule" you're seen as "caving" to a minority group and outside lobbyists. Let's think about this for a minute. Just a few short months ago, didn't Wilmot Council unanimously approve - and that would include the Mayor - the flying of the Pride Flag at the Administration Complex? Yes they did. This is objectively listening to the minority of people as the 2SLGBTQ+ community is a minority group and this is definitely "doing the right thing" to fly the Pride Flag - they got it right. By flying the Pride Flag, it promotes empathy. inclusivity, solidarity, and avoids much division, anxiety and hurt and was very much seen as a pivotal and welcomed event in Wilmot.

I would like to present one more example where we, as a society, have gone to great lengths and created inclusivity for a minority group - the physically disabled. No one can argue that this segment of the population is a minority group yet we install elevators, ramps, wide doorways with automatic openers, cutouts in sidewalks, handlebars in bathrooms, beeping crosswalks, and the list goes on and on. What would our society be like, or moreover, how would those of us who are not physically disabled look if we ignored this segment of our society and simply said to them "why bother giving people the chance to stand up and preach?". Yet, we as a society listened to, recognized this minority group, and implemented the necessary aids that allow the physically disabled to be part of everything that everyone else takes for granted. We can not just "take things for granted". This is empathy and inclusivity and society got it right by doing the right things!

We need to always look at all sides of the argument and objectively take into consideration everyone's views and how the issue affects those people - even if they are the minority. This is called empathy and inclusivity and will allow a community of caring people working together to evolve and grow, but until we learn these important traits, our society is going to go through a

lot of growing pains and a lot of turmoil and divide. Let's avoid the latter and simply "get it right by doing the right things" and bring back the vision of "Wilmot is a cohesive, vibrant and welcoming countryside community" of caring people that can once again work together to build on a sure foundation.

John Jordan
Wilmot Centre