



**Municipality of Huron East**  
**Council Agenda**  
**Tuesday, April 5, 2022– 7:00 P.M.**  
**Virtual Meeting**

**1. Call to Order & Mayor's Remarks**

**2. Land Acknowledgement**

We would like to acknowledge that the land we stand upon today is the traditional territory of the Anishinaabe, Haudenosaunee and Neutral Peoples.

**3. Confirmation of the Agenda**

**4. Disclosure of Pecuniary Interest**

**5. Minutes of Previous Meeting**

**5.1**     [Regular Meeting – March 15, 2022](#)

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**5.2**     [Public Meeting – March 15, 2022](#)

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**6. Public Meetings/Hearings and Delegations**

**6.1**     Delegation: Public Sector Digest re: Asset Management

**6.2**     Delegation: Carolanne Doig re: Economic Development Officer

**6.3**     [Public Meeting re: Zoning By-law Amendments](#)

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**6.3.1**   O'Rourke Farms Ltd, Lot 1, Concession V, McKillop

**6.3.2**   JN Renos & Construction Ltd, Plan 192, Lot 296, Lot 297 & Lot 298, Brussels

**7. Accounts Payable****8. Reports & Recommendations of Municipal Officers**

- 8.1**    [CAO-22-12](#), Site Plan Control Agreement – Pol Subdivision – Dual 6-Plex – Linda Drive  
Page 29
- 8.2**    [CAO-22-13](#), Roberts Street Development Agreement  
Page 30
- 8.3**    [CAO-22-14](#), Schlumpf Part Lot Control Application  
Page 40
- 8.4**    [CAO-22-15](#), Review of Committees of Council  
Page 43
- 8.5**    [CAO-22-16](#), North Fire Department/Public Works Consolidation Assessment  
Page 53
- 8.6**    [FIN-22-05](#), Ontario Regulation 284/09 – Budget Matters – Expenses  
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- 8.7**    [FIN-22-06](#), Asset Management Plan (AMP) - 2022  
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**9. Correspondence**

- 9.1**    [Municipality of Mississippi Mills](#) re: Abandoned Cemeteries  
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**10. Unfinished Business****11. Municipal Drains**

- 11.1**    [Notice of Request for Drain Improvement](#) – Dill Municipal Drain  
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**Recommendation:**

That the March 21, 2022 Section 78 request for a Municipal Drain Improvement Request by Kevin/Richard Haney (PT Lot 3, Concession

1, Tuckersmith) Dill Drainage Works Municipal Drain, be accepted and that Council instruct Dietrich Engineering Limited to prepare a report 30 days after notification to the Conservation Authorities.

**11.2** [Notice of Request for Drain Improvement](#) – Charters Municipal Drain: Branch H

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**Recommendation:**

That the March 21, 2022 Section 78 request for a Municipal Drain Improvement Request by Veens Poultry Inc. (PT Lot 31, Concession 31, Tuckersmith) Charters Municipal Drain: Branch H, be accepted and that Council instruct R.J. Burnside Consulting Engineers to prepare a report 30 days after notification to the Conservation Authorities.

**12. Planning**

**12.1** Recommendation of Council re: Zoning By-law Amendment for O'Rourke Farms Ltd, Lot 1, Concession 5, McKillop known as 80849 Perth Road180

**12.2** Recommendation of Council re: Zoning By-law Amendment for JN Reno's Construction Ltd, Plan 192, Lot 296, Lot 297 & Lot 298, Brussels known as 255 Albert Street

**13. Council Reports**

**13.1** Council Member Reports

13.1.1 County Council Report

13.1.2 Other Boards/Committees or Meetings/Seminars

**13.2** Requests by Members

**13.3** Notice of Motions

**13.4** Announcements

**14. Information Items**

**14.1** [Municipality of West Perth](#) re: Appreciation for the Huron East Fire Department

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**14.2** [Vanastra Recreation Centre/Day Care Committee](#) re: Minutes from

March 28, 2022

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**15. Other Business**

**16. By-laws**

- 16.1 By-law 35-2021**, A By-law to Stop Up, Close and Sell Part of Victoria and Albert Streets, Plan 207 (Cranbrook)

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- 16.2 By-law 022-2022**, A By-law to Authorize the Execution of a Site Plan Control Agreement between Pol Quality Homes and the Municipality of Huron East

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- 16.3 By-law 023-2022**, A By-law to Exempt Certain Lands from Part Lot Control, Part of Albert Street in the Former Township of Grey

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- 16.4 By-law 024-2022**, A By-law to Authorize a Development Agreement between Trailblazers Homes Ltd and the Municipality of Huron East

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- 16.5 By-law 025-2022**, A By-law to Exempt Certain Lands from Part Lot Control, Registered Plan No. 406 in the Former Town of Seaforth

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- 16.6 By-law 026-2022**, A By-law to Amend the Zoning on 80849 Perth Road 180, McKillop Ward

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- 16.7 By-law 027-2022**, A By-law to Amend the Zoning on Plan 192, Lot 296, Lot 297 & Lot 298, Brussels Ward

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- 16.8 By-law 028-2022**, Confirm Council Proceedings

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**17. Closed Session and Reporting Out (Section 239 Of The *Municipal Act*,**



**2001)**

**17.1** Adoption of February 1, 2022 Closed Session of Council meeting Minutes **(Distributed Separately)**

**17.2** 239 (2) (f), (b), - Advice that is subject to solicitor-client privilege and personal matters about identifying individuals pertaining to an encroachment on Municipal property **(Distributed Separately)**

**17.3** 239 (2) (f) – Verbal Update - Advice that is subject to solicitor-client privilege relating to an appeal – refusal of proposed Zoning By-law Amendment

**18. Confirmatory By-law**

**18.1** By-law 025-2022, Confirm Council

**19. Adjournment**



**Municipality of Huron East Council Meeting Minutes  
Virtual Meeting  
Tuesday, March 15, 2022**

**Members Present:**

Mayor: Bernie MacLellan; Deputy Mayor: Robert Fisher; Councillors: Raymond Chartrand, Brenda Dalton, Dianne Diehl, Larry McGrath, Alvin McLellan, Justin Morrison, Zoey Onn, Joe Steffler, and Gloria Wilbee

**Staff Present:**

CAO Brad McRoberts; Clerk Jessica Rudy; Finance Manager – Treasurer/Deputy Clerk Paula Michiels, Public Works Manager Barry Mills; and Chief Building Official Brad Dietrich

**Others Present:**

Caroline Baker (Item 6.1)

Donna Yundt (Item 8.3)

Jennifer Burns, Huron County Planner

Shawn Loughlin, Editor, The Citizen

**1. Call to Order and Opening Remarks**

Mayor MacLellan called the meeting to order at 7:00 p.m.

**2. Land Acknowledgement**

Mayor MacLellan provided the land acknowledgement.

**3. Confirmation of the Agenda**

Moved by Councillor Chartrand and Seconded by Councillor Dalton:

That the Agenda for the Regular Meeting of Council dated March 15, 2022 be adopted as circulated.

Carried

**4. Disclosure of Pecuniary Interest**

**5. Minutes of Previous Meeting**

Councillor Morrison noted that his name was missing as in attendance for the March 1,

2022 Public Hearing minutes.

Moved by Councillor Morrison and Seconded by Councillor Diehl:

That Council of the Municipality of Huron East approve the following Council Meeting Minutes as printed and circulated:

**5.1** Regular Meeting – March 1, 2022

**5.2** Public Hearing – March 1, 2022

Carried

## **6. Public Meetings/Hearings and Delegations**

### **6.1 Public Hearing re: Minor Variance Application**

Moved by Councillor Wilbee and Seconded by Deputy Mayor Fisher:

That the Council of the Municipality of Huron East adjourn the regular meeting of Council at 7:02 p.m. to go into a Public Meeting to discuss the following:

- a) Plan of Subdivision for Baker Planning Group (Trailblazer Homes Ltd) File No. 40T22001 Known as 144 Market Street

Carried

Council reconvened at 7:53 p.m.

## **7. Accounts Payable**

Moved by Councillor Morrison and Seconded by Councillor McLellan:

That the accounts payable in the amount of \$1,467,734.26 be approved for payment.

Carried

## **8. Reports & Recommendations of Municipal Officers**

### **8.1 CAO-22-07, Vaccination Policy Suspension**

CAO Brad McRoberts provided an overview and background to the report, noting that the policy will be suspended so that it can be easily reinstated, if direction from the Province were to change.

Moved by Councillor Steffler and Seconded by Councillor Onn:

Whereas Huron Perth Public Health rescinded the Letter of Instruction: Sports & Recreation Facilities on January 31, 2022 and the Letter of Recommendation: Employers, Businesses & Organizations on February 24, 2022;

And Whereas the Province of Ontario has revised Ontario Regulation 364/20 to eliminate capacity limits and proof of vaccination requirements;

Now therefore the Council of the Municipality of Huron East suspend the requirements of Policy No. 1.25 COVID-19 Vaccination Policy.

Carried

**8.2** CAO-22-08, Brussels, Morris & Grey Community Centre Renovation  
Fundraising Naming Opportunities

CAO Brad McRoberts provided an overview of the report noting that donations toward the renovation can provide for the opportunity to name the facility.

Moved by Councillor Morrison and Seconded by Councillor McLellan:

That the Council of the Municipality of Huron East support the proposed naming opportunities developed by the Brussels, Morris & Grey Community Centre Renovation Fundraising Committee, as presented.

Carried

**8.3** CAO-22-09, Kent Line Unopened Road Allowance

CAO Brad McRoberts provided a background to the report noting that the Municipality does not recommend the disposal of public access to a recreational feature. He provided the various uses in which the Municipality currently uses, and potential future usage of the access including stocking of snow during winter months, a current drainage outlet, the proposed new subdivision, and emergency service access for firefighters to shuttle water for tankers and any scenario where emergency services may need to perform water rescues. In the event that Council wishes to proceed with the sale, an overview of the disposition of land By-law was provided.

Council debated the request from the Yundt family and the recommendation of staff noting that the Yundt's would not deny access to the Municipality in an emergency situation, the need to protect their land from further damage and the need for a solution that satisfies the Yundt's and the Municipality.

Council noted understanding of the concerns from the Yundt's however, stated it would be unwise to sell property that the Municipality has need of.

Councillor Steffler requested a recorded vote.

Moved by Councillor Steffler and Seconded by Councillor Morrison:

That the Council of the Municipality of Huron East decline the request by the Yundt family to purchase the unopened road allowance at the end of Kent Line.

Carried

Steffler, Joe	Yay	Seaforth Ward
Wilbee, Gloria	Yay	McKillop Ward

## Council Minutes – March 15, 2022

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Chartrand, Raymond	Yay	Tuckersmith Ward
Dalton, Brenda	Yay	McKillop Ward
Diehl, Dianne	Nay	Grey Ward
Fisher, Robert	Nay	Deputy Mayor
MacLellan, Bernie	Yay	Mayor
McGrath, Larry	Nay	Tuckersmith Ward
McLellan, Alvin	Yay	Grey Ward
Morrison, Justin	Yay	Brussels Ward
Onn, Zoey	Yay	Brussels Ward

Councillor Onn requested that staff from the Public Works Department and the CAO work with the Yundt family to make arrangements that works for both parties to keep access to the river and prevent the trespassing and damage to the Yundt property.

Moved by Councillor Onn and Seconded by Councillor Diehl:

That staff from the Public Works Department and the CAO bring forward a report to Council outlining an arrangement that works with both parties in regards to river access and the trespassing/damage to the Yundt property.

Carried

It was determined that the requested report would come forward to Council on April 19, 2022.

### **8.4** CAO-22-10, Part Lot Control Exemption – 253 Princess Street, Brussels – S&B Precast

CAO Brad McRoberts provided an overview of the application received, noting that there are separate water lines, sewer lines, and utilities.

Moved by Deputy Mayor Fisher and Seconded by Councillor Dalton:

That the Council of the Municipality of Huron East consider the By-law to provide exemption from part lot control for 253 Princess Street in Brussels, Municipality of Huron East, County of Huron.

Carried

### **8.5** CAO-22-11, Vacation Policy Amendment

CAO Brad McRoberts provided an overview of the vacation policy noting that it did not comply with the Employment Standards Act (ESA), which states that employees can carry over up to 10 days of vacation, as long as it is used within 10 months after the

year of entitlement. It was stressed that the municipality does not have a problem with employees accumulating mass amounts of vacation but rather the change in the policy ensures compliance with ESA standards.

It was stated that vacation time would need to be approved by the supervisor/manager and it is the discretion of the employee and manager on how much and when vacation is utilized.

Moved by Councillor McLellan and Seconded by Councillor Wilbee:

That the Council of the Municipality of Huron East approve the amendment to the Municipality of Huron East's Vacation Policy as presented.

Carried

#### **8.6 CLK-22-05, A By-law to Establish a Records Retention Schedule**

Clerk Jessica Rudy provided an overview of the report, noting that the approval of a records retention schedule will bring the Municipality into compliance with various regulations.

Moved by Councillor Chartrand and Seconded by Councillor Morrison:

That the Council of the Municipality of Huron East consider a By-law to approve the Records Retention Schedule for the records of the Municipality of Huron East.

Carried

Moved by Councillor Morrison and Seconded by Councillor McLellan:

That Huron East Council receive the following Reports of Municipal Officers as presented:

(1) CAO

(2) Clerk

Carried

### **9. Correspondence**

### **10. Unfinished Business**

### **11. Municipal Drains**

### **12. Planning**

### **13. Council Reports**

#### **13.1 Council Member Reports**

##### **13.1.1 County Council Report**

**13.1.2 Other Boards/Committees or Meetings/Seminars**

In regards to Councillor McLellan's previous request for Huron County Public Works' usage Twitter to report road conditions, Mayor MacLellan noted that Huron County staff will be providing a report to their Council and once available the report will be shared with Huron East Council.

**13.2 Requests by Members****13.3 Notice of Motion****13.4 Announcements**

Councillor Wilbee noted that the Seaforth & District Community Centre Management Committee discussed a potential rib fest happening at the Seaforth Arena in August providing an opportunity for community involvement.

Councillor Chartrand announced that The Hub restaurant in Seaforth is also planning a community wide chili cook-off.

**14. Information Items**

- 14.1** Municipality of Shuniah re: Motion Supporting Town of Bracebridge Regarding the Joint and Severable Reform was received for information.
- 14.2** Ministry of Northern Development, Mines, Natural Resources and Forestry re: Seeking input about the use of floating accommodations on waterways over Ontario's public lands was received for information.
- 14.3** Enbridge Gas Inc. re: Letter of Introduction of the Senior Vice President & President, Gas Distribution and Storage for Enbridge was received for information.
- 14.4** Wind Concerns Ontario re: Setbacks for Industrial-Scale Wind Turbines was received for information.
- 14.5** Councillor Expenses – February 2022 was received for information.

Moved by Councillor Steffler and Seconded by Councillor Dalton:

That Huron East Council receive the following Board and Committee meeting Committee minutes as submitted:

- 14.6** Huron East/Seaforth Community Development Trust – February 3, 2022
- 14.7** Huron East Sewer and Water Committee – March 8, 2022
- 14.8** Seaforth & District Community Centre Management Committee – March 9, 2022

Carried

**15. Other Business****16. By-laws**

Moved by Councillor Onn and Seconded by Councillor McLellan:

That Be It Hereby Resolved that leave be given to introduce By-laws 18-21 for 2022.

By-law 018-2022 – A By-law to Establish a Records Retention Schedule

By-law 019-2022 – A By-law to Exempt Certain Lands from Part Lot Control, Registered Plan 192, Lot 264, Brussels

By-law 020-2022 – A By-law for the Purposes of Levying and Collecting Rates for Various Purposes and to Provide for the Payment of Taxes and to Provide for Penalty and Interest

By-law 021-2022 – A By-law to Confirm Council Proceedings

Carried

Moved by Councillor Wilbee and Seconded by Councillor Morrison:

That be it hereby resolved that By-law 018-2022, A By-law to Establish a Records Retention Schedule, be given first, second, third and final readings and signed by the Mayor and Clerk, and the Seal of the Corporation be affixed thereto.

Carried

Moved by Councillor Morrison and Seconded by Councillor McLellan:

That be it hereby resolved that By-law 019-2022, A By-law to Exempt Certain Lands from Part Lot Control, Registered Plan 192, Lot 264, Brussels, be given first, second, third and final readings and signed by the Mayor and Clerk, and the Seal of the Corporation be affixed thereto.

Carried

Mayor MacLellan requested that the wording in Section 4 of the By-law to establish tax rates be amended to reflect the wording in Section 5.

Moved by Councillor Diehl and Seconded by Councillor McLellan:

That be it hereby resolved that By-law 020-2022, A By-law for the Purposes of Levying and Collecting Rates for Various Purposes and to Provide for the Payment of Taxes and to Provide for Penalty and Interest, be given first, second, third and final readings and signed by the Mayor and Clerk, and the Seal of the Corporation be affixed thereto.

Carried, as Amended

**17. Closed Session And Reporting Out (Section 239 Of The *Municipal Act*, 2001)**



**18. Confirmatory By-Law**

Moved by Councillor Diehl and Seconded by Councillor Dalton:

That be it hereby resolved that By-law 021-2022, a By-law to confirm the proceedings of Council, be given first, second, third and final reading and signed by the Mayor and Clerk, and the Seal of the Corporation be affixed thereto.

Carried

Mayor MacLellan noted that the CAO will be bringing forward a report on April 19, 2022 regarding the potential return to in-person meetings.

**19. Adjournment**

Moved by Councillor Chartrand and Seconded by Councillor Wilbee:

The time now being 8:54 p.m. That the regular meeting do adjourn until April 5, 2022 at 7:00 p.m.

Carried

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Bernie MacLellan, Mayor

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Jessica Rudy, Clerk



**Municipality of Huron East Public Meeting Minutes**  
**Virtual Meeting**  
**Tuesday, March 15, 2022**

**Members Present:**

Mayor: Bernie MacLellan; Deputy Mayor: Robert Fisher; Councillors: Raymond Chartrand, Brenda Dalton, Dianne Diehl, Larry McGrath, Alvin McLellan, Justin Morrison, Zoey Onn, Joe Steffler, and Gloria Wilbee

**Staff Present:**

CAO Brad McRoberts; Clerk Jessica Rudy; Finance Manager–Treasurer/Deputy Clerk Paula Michiels; Public Works Manager Barry Mills; and Chief Building Official Brad Dietrich

**Others Present:**

Jennifer Burns, Planner, Huron County

Caroline Baker, Baker Planning Group

Jamie Dick, MTE

Cathy Elliott

Garry Lawton

Don Pletsch

Joey MacRae

Shawn Loughlin, Editor, The Citizen

**1. Call to Order**

Mayor MacLellan called the meeting to order at 7:02 p.m.

**2. Confirmation of the Agenda**

Moved by Councillor Steffler and Seconded by Councillor Onn:

That the Agenda for the Public Meeting for Plan of Subdivision be adopted as circulated.

Carried

**3. Disclosure of Pecuniary Interest**

None declared

**4. Provisions in Ontario Regulation 545/06, Section 5(11)5 of the Planning Act**

Clerk Jessica Rudy advised the following provisions are contained in Ontario Regulation 545/06, Section 5(11)5:

- i. If a person or public body would otherwise have an ability to appeal the decision of the Council of the Municipality of Huron East to the Local Planning Appeal Tribunal but the person or public body does not make oral submissions at the public meeting or make written submissions to the Municipality of Huron East before the by-law is passed, the person or public body is not entitled to appeal the decision.
- ii. If a person or public body does not make oral submissions at a public meeting, or make written submissions to the Municipality of Huron East before the by-laws are passed, the person or public body may not be added as a party to the hearing of an appeal to the Tribunal unless, in the opinion of the Tribunal, there are reasonable grounds to do so.

**5. Plan of Subdivision Application**

- a) Baker Planning Group c/o Caroline Baker (Trailblazer Homes Ltd) File no. 40T22001 known as 144 Market Street, and Legally described as All of Lots 2 to 23 and All of Lane (Abutting Lots 10 and 17) and Part of Buller Street and Part of Lot Playground, Registered Plan No. 406, and Part of Lots 4 and 5, Registered Plan No. 405 (Formerly the Town of Seaforth).

Clerk Jessica Rudy explained the purpose for the proposed plan of subdivision is to subdivide the subject lands into nine (9) single detached lots, eight (8) semi-detached lots, five (5) multiple attached blocks which are proposed to include sixteen (16) multiple attached dwelling units, for a total of 33 residential units and that the proposed development will front on Market Street and would include lots and blocks fronting Market Street, Roberts Street, and two new streets within the plan.

Huron County Planner Jennifer Burns provided a presentation to Council providing a background to the application and an overview of comments that have been received including traffic, lack of parkland, location of former gas station, stormwater management, drainage concerns, density, elevation of lots and the loss of trees. A copy of the presentation is [appended](#) to the original minutes.

Caroline Baker, Baker Planning Group appeared before Council providing a history of the subject property, the previous Ontario Municipal Board (OMB) appeal and decision, the current Huron East Zoning By-law, and addressed some of the concerns and feedback that have been brought forward. A copy of the presentation is [appended](#) to the original minutes.

In response to Council, Caroline Baker noted that since there was already an OMB decision, there is no option for a second appeal.

**6. Call for Comments**

Mayor MacLellan stated that the staff and planners will be hearing comments and concerns, however, any answers will be addressed in a future report to Council and called for comments from members of the public.

Cathy Elliot addressed Council expressing concern for the lack of vehicular entrances into the subdivision, noting a previous plan had an access point from Goderich Street and that it would also be needed for emergency response. C. Elliot asked if a request has already been made to the Ministry of Transportation (MTO), for an entrance to Buller from Goderich Street and requested the status of the request.

Garry Lawton appeared before Council as the owner of 173 Goderich Street which backs onto the subdivision. He requested that the current chain link fence that is currently in place be replaced with a wooden fence to reduce construction noise and dust.

Don Pletch addressed Council expressing concern for the storm water management. He noted that the OMB hearing had determined that the run off sewers were unable to handle the subdivision, creating a need for a stormwater management pond. D. Pletch expressed concern that the registered lots on the east side of Robert's Street were being developed separately and questioned how stormwater was going to be managed. In response to D. Pletch's concerns, Jamie Dick, Engineer, MTE noted that analysis has been done to ensure that stormwater management is addressed, and separate infrastructure is being installed for the registered lots on the east side of Roberts Street.

Joey MacRae appeared before Council with concerns regarding the subdivision, noting that it would impact his shed, driveway and firewood pile that is on the Municipality's property and provided a brief history his involvement with the Municipality. Mayor MacLellan requested a report be brought back to Council explaining the background and details to J. MacRae's concerns.

## **7. Adjournment**

Moved by Councillor Chartrand and Seconded by Deputy Mayor Fisher:

That the Public Meeting for Plan of Subdivision be closed 7:53 p.m.

Carried

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Bernie MacLellan, Mayor

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Jessica Rudy, Clerk

## Plan of Subdivision Application 40T22001 – Trailblazer Homes in the Municipality of Huron East

Owner/Applicant: Baker Planning Group for Trailblazer Homes Ltd.

Known as 144 Market Street, and Legally Described as: All of Lots 2 to 23 and All of Lane (Abutting Lots 10 and 17) and Part of Buller Street and Part of Lot Playground, Registered Plan No. 406, and Part of Lots 4 and 5, Registered Plan No. 405 (Formerly the Town of Seaford).



### Subject Lands



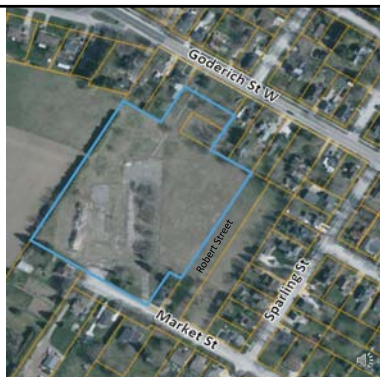
### Housekeeping

- This is an information report with the purpose of informing Council and the Public regarding the Plan of Subdivision Application and to listen to public feedback on the application.
- Please keep video and microphones off during presentations and Council questions.
- Caroline Baker of Baker Planning Group will provide a short presentation after this one.
- Please hold all questions until the end.

### Proposal

- A residential Plan of Subdivision is proposed on the subject property.
- The site is 6.33 acres in size and is designated Residential in the Huron East Official Plan.
- Baker Planning Group, c/o Caroline Baker provided a Planning Justification Report & MTE Consultants provided a Functional Servicing Report in support of the application.
- The Draft Plan of Subdivision proposal application is proposing 9 single-detached lots, 8 semi-detached lots, 5 multiple attached lots proposed to include 16 multiple attached dwelling units for a total of 33 residential dwelling units.
- All of the proposed uses are permitted within the current zoning on the subject lands.

### Subject Lands



### Draft Plan of Subdivision



## Proposal

- Access to the Plan of Subdivision is proposed via Market Street. There are two internal streets proposed and Robert Street is proposed to be utilized. Block 26 is proposed for a future road extension to the lands to the west.
- Servicing will be provided by municipal water, sanitary sewers and storm sewers. An internal stormwater management plan is proposed, with a dry pond on Block 22.
- Block 23 is proposed to be provided to the Municipality for a parkette.



## Comments Received

- Several concerns have been identified by neighbours:
  - Traffic
  - Lack of parkland on west side of Seaforth
  - Location of former gas station
  - Stormwater Management, including drainage concerns
  - Density of proposed development
  - Elevation of proposed lots
  - Loss of trees



## Recommendation

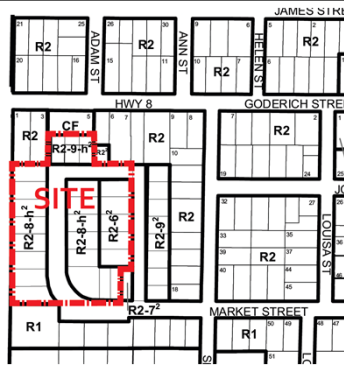
It is recommended that:

1. A Public Meeting be held for the purpose of obtaining input from members of the public;
  2. This report be received for information purposes.
- A further planning report with a formal recommendation will be provided at a future Council meeting.
  - The Applicant, Caroline Baker will now provide a brief presentation.





- Implements the zoning approved for the Site
- Development will provide additional housing units to the community
- Will contribute to a greater range of housing types, including street townhouses and semi-detached dwellings
- Mix of uses proposed to support a variety of housing needs





**Municipality of Huron East**  
**Public Meeting Agenda**  
**Tuesday, April 5, 2022 – 7:00 P.M.**  
**Virtual Meeting**

The purpose of the public meeting is to consider an amendment to the Huron East Zoning By-Law 52-2006.

- 1. Call to Order**
- 2. Confirmation of the Agenda**
- 3. Disclosure of Pecuniary Interest**
- 4. Provisions in Ontario Regulation 545/06, Section 5(11)5 of the Planning Act**
  - i. If a person or public body does not make oral submissions at a public meeting or make written submissions to the Municipality of Huron East before the by-laws are passed, the person or public body is not entitled to appeal the decision of the Municipality of Huron East to the Local Planning Appeal Tribunal.
  - ii. If a person or public body does not make oral submissions at a public meeting, or make written submissions to the Municipality of Huron East before the by-laws are passed, the person or public body may not be added as a party to the hearing of an appeal to the Tribunal unless, in the opinion of the Tribunal, there are reasonable grounds to do so.
- 5. Zoning By-law Amendment Applications**
  - a) [Planner's Report](#) for Baker Planning Group co/ Caroline Baker for O'Rourke Farms Ltd. affecting Lot 1, Concession V, McKillop Ward, Municipality of Huron East

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The proposed Zoning By-law Amendment 80849 Perth Road 180 in the Municipality of Huron East (Lot 1, Concession V, McKillop Ward). The purpose of the application is amend the zoning on the property from AG1 (General Agricultural) to AG1-48 (General



Agricultural – Special Provisions) to allow for an expansion to the existing on-farm agricultural-related industrial operation (Dublin Transport Ltd.).

- a) [Planner's Report](#) for JN Renos & Construction Ltd. affecting Plan 192, Lot 296, Lot 297 & Lot 298, Brussels Ward, known as 255 Albert Street, Municipality of Huron East

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The proposed Zoning By-law Amendment affects Plan 192, Lot 296, Lot 297 & Lot 298, Brussels Ward, known as 255 Albert Street. The purpose of the application is amend the zoning on the property from R1 (Residential Low Density) to R2-20 (Residential Medium Density Special Zone) to allow for the construction of a semi-detached dwelling.

## **6. Adjournment**



## PLANNING & DEVELOPMENT

57 Napier Street, Goderich, Ontario N7A 1W2 CANADA

Phone: 519.524.8394 Ext. 3 Fax: 519.524.5677 Toll Free: 1.888.524.8394 Ext. 3

www.huroncounty.ca

To: Mayor MacLellan and Huron East Council

From: Jenn Burns, Planner

Date: April 1, 2022

**Re: Z01-22 Zoning Amendment**

Con 5, Lot 1, McKillop Ward, Municipality of Huron East

Address: 80849 Perth Road 180

Owner/Applicant: Baker Planning Group c/o Caroline Baker for O'Rourke Farms Ltd.

### RECOMMENDATION

It is recommended that zoning amendment application Z01-22 be approved and the zoning amendment by-law be passed at the April 5<sup>th</sup> Huron East Council meeting.

### PURPOSE

This proposed Zoning By-law Amendment affects 80849 Perth Road 180 in the Municipality of Huron East (Lot 1, Concession V, McKillop Ward). This application proposes to amend the zoning on the property from AG1 (General Agriculture) to AG1-48 (General Agriculture- Special Provisions) to allow for an expansion to the existing on-farm agricultural-related industrial operation (Dublin Transport Ltd.). The AG1-48 zone provisions will:

- Permit a transport terminal in addition to the permitted uses in the AG1 zone;
- Permit a maximum gross floor area of 700 square metres for the transport truck terminal;
- Permit a maximum of eight (8) transport truck off-street parking spaces associated with the transport terminal.
- Restrict the location of the proposed future buildings to the general area of the existing building cluster.

The subject property is designated Agriculture and is approximately 98 acres in area.

### REVIEW

The subject lands are designated Agriculture in the Huron East Official Plan. The lands subject to the zoning application are zoned AG1 (General Agriculture). Figure 2 depicts the lands to be rezoned. The subject property contains a house, barn and outbuildings shown on Figure 2. The subject lands require a zone change to facilitate the expansion of the existing truck transport business. The rezoning will allow for a new truck terminal and additional parking spaces accessory to the business. The subject property is 99 acres (40 hectares) in area and the area proposed to be rezoned is the southeastern corner of the property, measuring approximately 14.7 acres.

### Huron East Official Plan

The Huron East Official Plan recognizes that the permitted uses in an agricultural area include Agriculture-related Uses, including farm-related commercial and industrial operations. The Agriculture section of the Official Plan also identifies criteria for these uses. These criteria include that the Agriculture-related Use is directly related to farm operations in the area, supports agriculture and the use benefits from being located in close proximity to farm operations, a permitted accessory residence will remain part of the more industrial commercial holding, that the primary activity is to provide products and services to farm operations, applicable Provincial requirements are met, and that it can be serviced and accessed safely from a public road and provide

adequate stormwater management. The definition for Agriculture-related Use in the Huron East Official Plan is derived from the definition for this use in the Provincial Policy Statement and is reflected in the OP criteria to establish such a use.

#### **OMAFRA Guidelines on Permitted Uses in Ontario's Prime Agricultural Areas**

Publication 851, published by the Ontario Ministry of Agriculture, Food and Rural Affairs in 2016, provides information, descriptions, and guidelines to the assortment of uses that are imagined can take place on a farm in a rural area. The intent of these guidelines are to encourage a variety of uses beyond traditional agriculture that can promote supportive agriculture-related uses or agri-tourism, be a source of additional income for farmers, and do not interfere with the surrounding agricultural operations. Agriculture-related Uses are farm-related commercial and industrial uses, including industrial operations that provide service to the agricultural sector—such as transportation for agricultural commodities. They “add to the vitality and economic viability of prime agricultural areas because they are directly related to and service farm operations in the area as a primary activity”. The Guidelines include criteria for Agriculture-related Uses to determine if they are appropriate for locating in a prime agricultural area. These criteria include that the agricultural-related use shall be compatible with, and shall not hinder, surrounding agricultural operations, must be directly related to farms in the area, supports agriculture, primarily providing products or services to those agricultural operations, and benefits from being in close proximity to farm operations.

#### **Provincial Policy Statement 2020**

The 2020 Provincial Policy Statement (PPS) includes Agriculture-related Uses as a permitted use and activity in a prime agricultural area in Section 2.3.3.1. The definition of an Agriculture-Related Use is: farm-related commercial and farm-related industrial uses that are directly related to farm operations in the area, support agriculture, benefit from being in close proximity to farm operations, and provide direct products and/or services to farm operations as a primary activity.

#### **POLICY ANALYSIS**

The policies of the Huron East Official Plan and the OMAFRA Guidelines are supportive of Agriculture-related Uses, which is the land use and activities proposed for this zoning amendment application. The expansion of the existing feed mill proposes a scale more appropriate to be reviewed and permitted under the scope of the AG3 zoning, while recognizing the specifics of the existing farm and incorporating them into the special AG3 zone. The remainder of the agricultural operation will be able to continue as per the AG1 zone.

Reviewing the criteria established by the Huron East Official Plan and detailed in the OMAFRA Guidelines, the proposed expansion of the agriculturally related transport business to allow for increased business capacity is an appropriate addition as an Agriculture-related Use in this agricultural area. It will continue to maintain the agricultural character of the area and does not introduce a new land use that would impair the surrounding agricultural operations.

Reviewing the policies and definitions in the PPS and Huron East Official Plan that reference the criteria for establishing an Agriculture-related Use, this application proposes an expansion to the current land use that is compatible with agricultural land uses in the surrounding area of McKillop Ward and is providing a service to farms in the area. This application is consistent with the Provincial Policy Statement, and conforms to the Huron East Official Plan.

**Figure 1.** 2020 Air photo of the subject property outlined in blue. Property is located at Perth Road 180 and Bridge Road.



**Figure 2.** 2020 Air photo of the subject property, showing the building cluster. The entire property is proposed to be rezoned to AG1-48.



#### **COMMENTS RECEIVED**

No concerns were received from staff, agencies or neighbours. This report was prepared in advance of the Public Meeting. Additional comments may be presented at the Public Meeting on April 5<sup>th</sup> for Council's consideration.

#### **CONCLUSION**

In conclusion, this zoning amendment application is being sought to rezone the subject lands to a special AG1 zone to permit the expansion of an agriculturally related trucking business. Additional land uses that are appropriate in a prime agricultural area and contribute to the rural character and local economy are compatible with the County and municipality's vision for innovative agriculture and supporting existing agricultural operations. This application is consistent with the applicable policies and is recommended for approval.

Sincerely,

Jenn Burns, Planner





## PLANNING & DEVELOPMENT

57 Napier Street, Goderich, Ontario N7A 1W2 CANADA

Phone: 519.524.8394 Ext. 3 Fax: 519.524.5677 Toll Free: 1.888.524.8394 Ext. 3

[www.huroncounty.ca](http://www.huroncounty.ca)

To: Mayor MacLellan and Members of Huron East Council  
 From: Jenn Burns, Planner  
 Date: April 1, 2022  
 Re: **Z02-22 Zoning By-law Amendment**  
 Plan 192, Lot 296, Lot 297 & Lot 298, Brussels Ward, Municipality of Huron East, known as  
 255 Albert Street  
 Owner/Applicant: Roxane Nicholson for JN Renos & Construction Ltd.

---

### RECOMMENDATION

It is recommended that Huron East Council approve the proposed zoning by-law amendment

### PURPOSE and DESCRIPTION

This proposed Zoning By-law Amendment affects the property of Plan 192, Lot 296, Lot 297 & Lot 298, Brussels Ward, Municipality of Huron East, known as 255 Albert Street. This application proposes to amend the zoning on the property from R1 (Residential Low Density) to R2-20 (Residential Medium Density Special Zone) to allow for the construction of a semi-detached dwelling. The special provisions recognize the reduced frontage from the required 10m per unit to 9m per unit, and require the property to be subject to site plan control. The subject property is designated Residential and is 1129 square metres (0.28 acres) in area.

Figure 1: Location of Proposed Zone Change (excerpt from Zone Map 52)

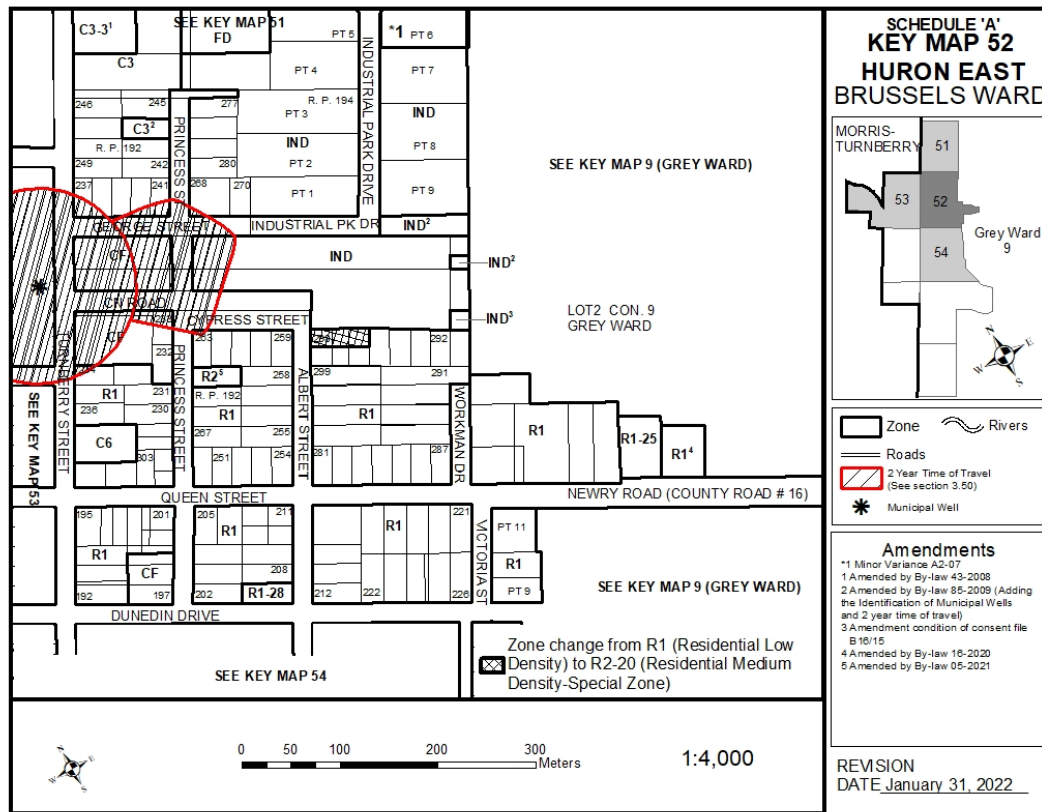


Figure 2: Aerial photo of the subject lands outlined in orange (property is located right beside the Brussels AgroMart).



**PLANNING COMMENTS**

The subject property is vacant, designated Residential in the Huron East Official Plan and is within the Primary Settlement Area of Brussels.

This application is supportive of the primary settlement area goals for infill lots and residential intensification and is supported by the Official Plan policies in Section 6.4, General Urban Settlement Area Policies, specifically the policies in section 6.4.2, Intensification. This section encourages the efficient use of land and increased intensification for residential development that is sensitive to the character of the neighbourhood. The Huron East Official Plan also directs new residential development to locations where adequate services including water supply, sanitary waste disposal, storm and surface drainage, roads, sidewalks, street lighting and facilities are available. By proposing to increase the density options for a vacant residential lot in an urban area, this application conforms to the policies in the Official Plan.

The submitted concept drawing of a semi-detached dwelling is consistent with the Huron East Zoning By-law for a medium density residential property, with the exception of reduced frontage. This application proposes to reduce the required 10m per unit of frontage to 9m per unit.

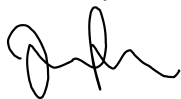
The property is located directly beside the Brussels Agro Mart. When the property was created by consent, a noise study was completed to ensure that additional residential land uses are appropriate in such close proximity to a more industrial land use. The noise study provided a list of recommendations for future residential development, including the requirement of sound proof windows and central air conditioning. Site Plan Control generally does not apply to semi-detached dwelling developments. However, in an effort to reduce the potential for future land use compatibility concerns with the neighbouring established business, site plan control will apply to the subject property. Site Plan control will ensure that the property is developed as per the submitted noise study and will also ensure that future purchasers of the proposed residential dwelling(s) are aware of the requirements of the noise study for the long term.

There are no outstanding concerns for this application. It meets all policy criteria and is recommended for approval.

**COMMENTS RECEIVED**

No concerns were received by staff, agencies or neighbours. This report was prepared in advance of the Public Meeting and Council should consider any comments that may arise at the Public Meeting.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jenn Burns', with a stylized, flowing script.

Jenn Burns, Planner



## Huron East Administration

**To:** Mayor MacLellan and Members of Council

**From:** Brad McRoberts, MPA, P. Eng.

**Date:** April 5, 2022

**Subject:** Site Plan Control Agreement – Pol Subdivision – Dual 6-Plex – Linda Drive

---

**Recommendation:**

That the Council of the Municipality of Huron East consider a by-law for a Site Plan Control Agreement between the Municipality of Huron East, Pol Quality Homes for development of two (2), six (6) unit townhomes on Linda Drive within Phase 2 of the Pol subdivision, Seaforth, Ontario.

**Background:**

Pol Quality Homes is proposing to construct two (2), six (6) unit townhomes within Block 16 on Draft Plan of Subdivision 40T-19001 (proposed Block 23 of draft M-Plan) of the Pol Subdivision. .

**Comments:**

Under Section 41 of the Planning Act, the developer must enter into a Site Plan Control Agreement.

The Site Plan Control Agreement is for site works associated with site servicing, driveways, walkways, and landscaping.

The Agreement will be registered on title.

**Others Consulted:** Public Works Manager, Chief Building Official, Owner, Fire Chief, and County Planner.

**Financial Impacts:** None.

**Signatures:**

*Brad McRoberts (Original Signed)*

---

Brad McRoberts, MPA, P. Eng.  
Chief Administrative Officer

## Huron East Administration

**To:** Mayor MacLellan and Members of Council

**From:** Brad McRoberts, MPA, P. Eng.

**Date:** April 5, 2022

**Subject:** Roberts Street Development Agreement

---

**Recommendation:**

That the Council of the Municipality of Huron East consider a by-law for a Development Agreement between the Municipality of Huron East and Trailblazers Homes Ltd. for development of Roberts Street and fourteen (14) semi-detached residential units, Seaforth, Ontario;

And further that Council consider the by-law to provide exemption from part lot control, in Registered Plan 406, being Lots 24, 25, 26, 27, 28, 29, 31 and 32, being Parts 1 to 42 of Registered Plan 22R-\_\_\_\_, former Town of Seaforth, in the Municipality of Huron East, County of Huron.

**Background:**

Trailblazers Homes Ltd. is proposing to develop Roberts Street, which is currently an unopened road allowance off of Market Street in Seaforth, Ontario, and the lots on the east side of Roberts Street, which are registered lots. The development will include the construction of the road, servicing, stormwater management, and the construction of seven (7) structures on seven existing lots that consists of fourteen (14) semi-detached residential dwellings. The development is presented in Attachment 1 – Roberts Street Site Plan.

The development will precede the adjoining proposed plan of subdivision on the former Seaforth School property. The development has been incorporated into the overall stormwater management plan for the proposed plan of subdivision, and it will be operating with a separate stormwater management system that is part of the overarching stormwater management plan for the plan of subdivision and the Roberts Street development.

Staff and the municipal engineer have reviewed the overall stormwater management plan and the stormwater management system for the Roberts Street development and are satisfied with the proposed works. The stormwater management system for Roberts Street will maintain stormwater drainage on an interim condition at an increase to overland flow depth of 0.005 metres (5 millimetres) within Market Street for the 100-year storm event (Attachment 2). With approval and implementation of this development agreement, there may be a slight theoretical increase in the potential for downstream flooding in comparison to what pre-existed when the school was present, until such time as the proposed stormwater management plan pond for the adjacent subdivision application can be implemented (Attachment 3).

22-04-05 Roberts Street Development

The Development Agreement is for construction of the road, servicing, stormwater management, and the construction of seven (7) structures on seven existing lots that consists of fourteen (14) semi-detached dwelling units. The development design has been reviewed by staff and the municipal engineer and has been approved subject to the entering into a Development Agreement with the Municipality of Huron East.

The Agreement will be registered on title of the lands for the registered lots on the east side of Roberts Street and on the lands associated with the proposed plan of subdivision on the west side of Roberts Street.

**Others Consulted:** Public Works Manager, Chief Building Official, Owner, Fire Chief, GM BluePlan (Municipal Engineer), Trailblazers Homes Ltd. Baker Planning Group, and County Planner.

**Financial Impacts:** The proposed development will have positive financial impacts including enhanced economic development, repurposing of brownfield lands, and increased taxation revenue.

### Signatures:

*Brad McRoberts (Original Signed)*

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Brad McRoberts, MPA, P. Eng.  
Chief Administrative Officer

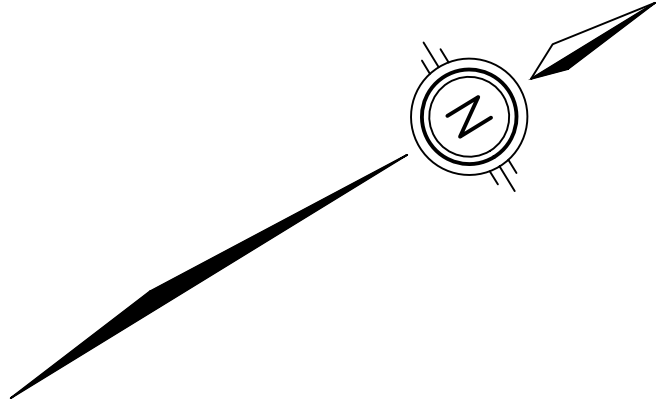
### Attachments:

1. [Roberts Street Site Plan](#)
2. [Stormwater Management Analysis, Roberts Street Part Lot Control Application, Seaforth Ontario, MTE Consultants](#) – dated December 20, 2021
3. [Part Lot Control Application East Side of Roberts St., Seaforth](#) – Trailblazer Homes Ltd. Interim SWM Control Implications- GM BluePlan Engineering Limited  
– dated February 2, 2022

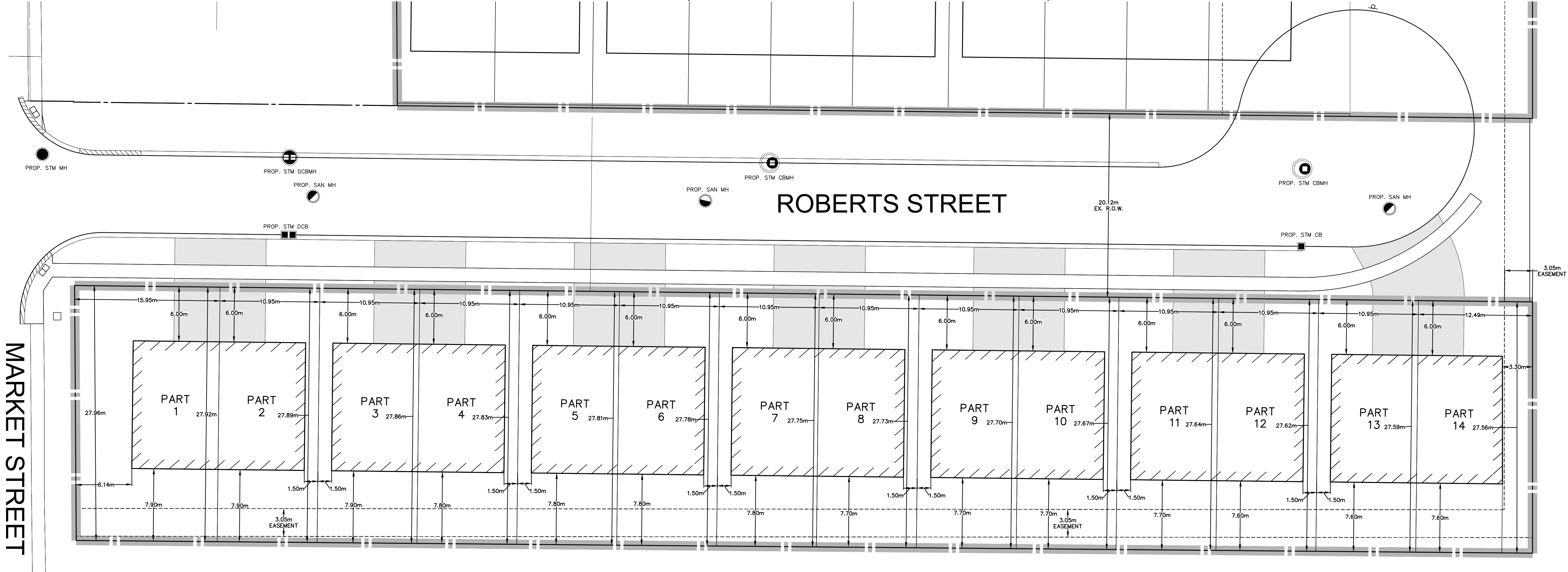
\\MTE85\LOCAL\WTE\DWG\F\48166\104\48166-104-A1.DWG

February 15, 2022 - 11:27:39 AM - Plotted By: Jamie Dick

ZONING MATRIX - SEMI-DETACHED R2-9										
	LOT AREA	LOT FRONTAGE	LOT DEPTH	SETBACK	SIDE YARD WIDTH	REAR YARD DEPTH	DWELLING UNIT FLOOR AREA	BUILDING HEIGHT	LOT COVERAGE	LANDSCAPE OPEN SPACE
REQUIREMENT BY ZBL	530m²	INTERIOR=10m CORNER=12m	25m	5m	INTERIOR=1.5m EXTERIOR=6.0m	5m	55m²	11m	40.0%	30%
PART 1	438.49m²	15.95m	27.92m	6.00m	6.14m	7.9m	120.88m²	-	27.6%	64.2%
PART 2	305.51m²	10.95m	27.89m	6.00m	1.5m	7.9m	120.88m²	-	39.6%	48.6%
PART 3	305.21m²	10.95m	27.86m	6.00m	1.5m	7.9m	120.88m²	-	39.6%	48.6%
PART 4	304.91m²	10.95m	27.83m	6.00m	1.5m	7.8m	120.88m²	-	39.6%	48.5%
PART 5	304.61m²	10.95m	27.81m	6.00m	1.5m	7.8m	120.88m²	-	39.7%	48.5%
PART 6	303.41m²	10.95m	27.70m	6.00m	1.5m	7.7m	120.88m²	-	39.8%	48.3%
PART 7	304.01m²	10.95m	27.75m	6.00m	1.5m	7.8m	120.88m²	-	39.8%	48.4%
PART 8	303.71m²	10.95m	27.73m	6.00m	1.5m	7.7m	120.88m²	-	39.8%	48.3%
PART 9	303.41m²	10.95m	27.70m	6.00m	1.5m	7.7m	120.88m²	-	39.8%	48.3%
PART 10	303.11m²	10.95m	27.67m	6.00m	1.5m	7.7m	120.88m²	-	39.9%	48.2%
PART 11	302.81m²	10.95m	27.64m	6.00m	1.5m	7.7m	120.88m²	-	39.9%	48.2%
PART 12	302.51m²	10.95m	27.62m	6.00m	1.5m	7.6m	120.88m²	-	40.0%	48.1%
PART 13	302.21m²	10.95m	27.59m	6.00m	1.5m	7.6m	120.88m²	-	40.0%	48.1%
PART 14	348.71m²	12.48m	27.56m	6.00m	3.30m	7.6m	120.88m²	-	34.7%	55.0%



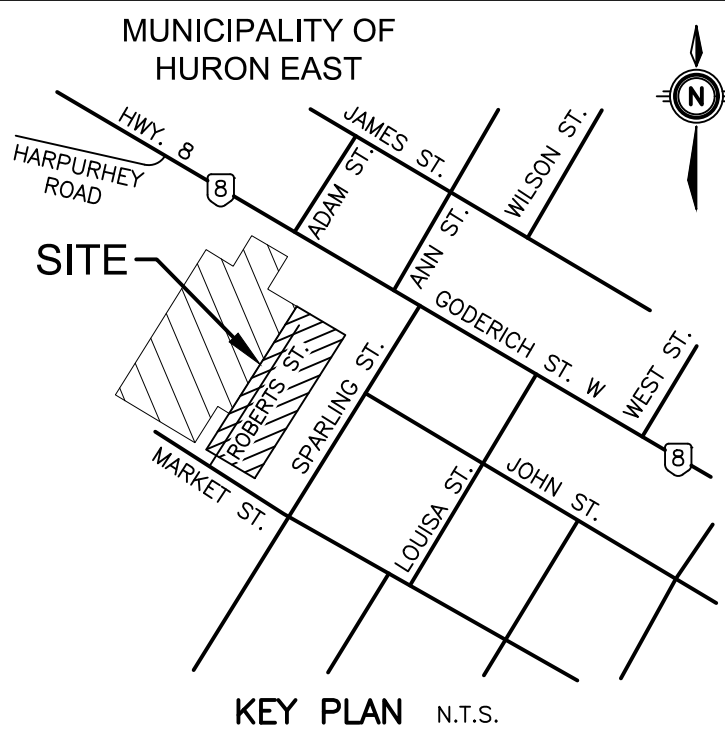
ADDITIONAL LANDS OWNED BY APPLICANT  
(FUTURE SUBDIVISION DEVELOPMENT)



MARKET STREET

LEGEND

- SITE BOUNDARY
- EASEMENT
- PROPOSED BUILDING



GEODETIC BM ELEV. = 316.104 m  
SIB with Brass Cap marked MTC 71-1051, on South side of Highway No. 8, 1.25km East of traffic lights in Seaforth, 7.47m South of Highway 8, 1.34m southeast of nail in 11th guardrail post, and 3.5m Southwest of nail in 12th post.

SITE BENCHMARK ELEV. = 308.769 m  
Top nut of Hydrant located on the North side of Market Street across from Mun. #137, 3.3m East of hydro pole, and 1.75m North of Market Street back of curb.

CLIENT

TRAILBLAZER HOMES LTD.

44485 BRIDGE ROAD DUBLIN, ONTARIO

PROJECT

ROBERTS STREET DEVELOPMENT

ROBERTS STREET HURON EAST, ONTARIO

DRAWING

ROBERTS STREET SITE PLAN



Engineers, Scientists, Surveyors

519-271-7952	
Project Manager C. MOFFAT	Project No. <b>48166-104</b>
Design By JMD	Checked By JMD
Drawn By MRB	Checked By JMD
Surveyed By MTE OLS	Drawing No.
Date Oct.16/20	<b>A1.1</b>
Scale 1:200	Sheet 1 of 1



MTE Consultants  
365 Home St., Stratford, ON N5A 2A5

Date: December 20, 2021

MTE File No.: C48166-104

Barry Mills  
Municipality of Huron East  
72 Main Street South  
Seaforth, ON N0K 1W0  
Email: BMills@huroneast.com

Dear Mr. Barry Mills:

**RE: Stormwater Management Analysis  
Roberts Street Part Lot Control Application, Seaforth, Ontario**

## Introduction

MTE Consultants Inc. (MTE) was retained by Trailblazer Homes Ltd. to complete a Stormwater Management (SWM) Design to support the development of the land to the east of Roberts Street being achieved by the Part Lot Control Application. The existing Roberts Street right-of-way splits the former elementary school property into two parts as shown on Figure 1, with 0.44ha to the east of Roberts Street and 2.57ha to the west.

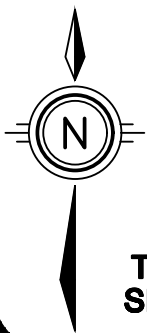
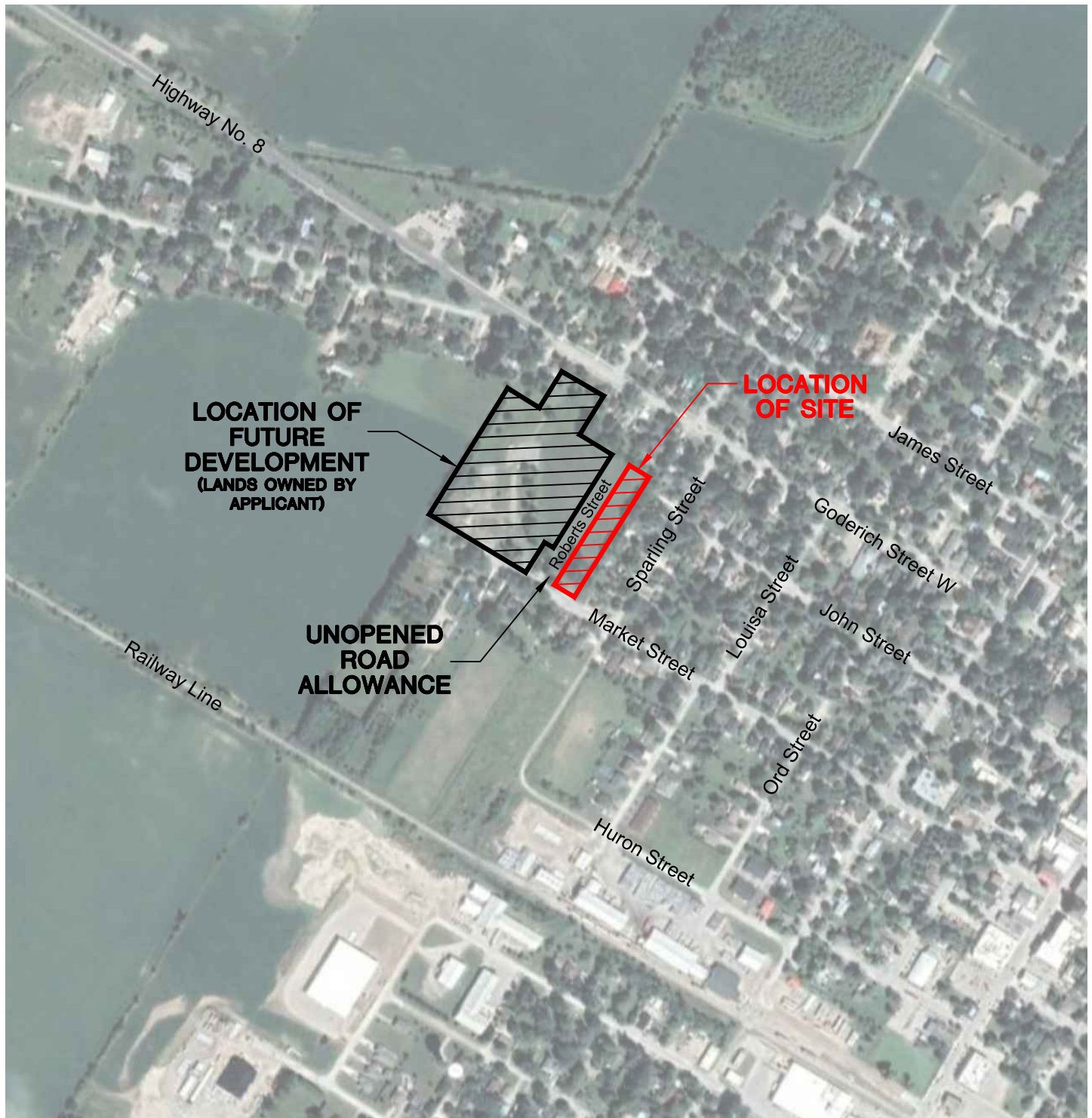
This Stormwater Management Analysis letter will summarize the results of the SWM Design for the Part Lot Control development including Roberts Street and demonstrate how the design will function prior to the SWM Pond being constructed within the adjacent future Subdivision

## Stormwater Runoff

Stormwater runoff is defined by the following two parts and are directly related to a return period which relates to the intensity and amount of rain that occurs.

The minor flows which are produced by smaller storm events up to the 5-year return period are generally captured by the catchbasins and conveyed through the underground storm sewers. The pipe capacity of the storm sewers is based on the 5-year storm event rainfall.

The major flows are generated by larger storm events up to the 100-year return period. The rainwater runoff for the major events are typically conveyed along the roadways and ground surfaces as the storm sewers will be full.



**TOWN OF  
SEAFORTH**

**Figure 1**

Date: Oct.18/2021  
Scale: NTS

**Site Location**



Engineers, Scientists, Surveyors

Project No.: 48166-104



## Minor Flows

The minor flows from the Part Lot Control development east of Roberts Street will be directed to the proposed storm sewers in Roberts Street and Market Street. It has been identified that the existing 300mm storm sewer within Market Street between Roberts Street and Sparling Street is undersized for the 5-year storm. The 300mm storm sewer is proposed to be upgraded to a 525mm sewer that will outlet to the existing 600mm storm sewer within Sparling Street.

## Major Flows

The major flows from the Part Lot Control development east of Roberts Street will be directed to the proposed oversized storm sewer storage pipes within Roberts Street and the roadway itself. The overland discharge will be directed to Market Street. The increased underground storage within the pipes and overland flows have been designed as a part of the stormwater management strategy for this development.

## Stormwater Management

### Criteria

The stormwater management design criteria for the subject site, as provided by the Municipality of Huron East are as follows:

- Attenuation of the post-development peak flows for the 2-year through the 100- year storm events to the pre-development (existing) peak flows; and
- Implementation of water quality controls to provide a long-term removal of at least 70% of suspended solids.

### Interim Conditions (Part Lot Control Application)

For the development of Roberts Street and the Part Lot Control Application the following stormwater management controls are proposed:

- 79.7m of 600mm storm sewer;
- 58.4m of 1050mm storm sewer storage pipe; and
- One inline Hydro First Defense model FD-4HC stormwater treatment unit (OGS5).

Even with all of the proposed controls, the overall stormwater discharge from the entire property directed to Market Street during this interim condition is slightly higher than the existing levels. Lowering of the stormwater discharge to achieve the design criteria will occur once the future SWM pond is constructed in the subdivision. A draft plan of subdivision for the lands west of Roberts Street has been submitted by Trailblazer Homes Ltd.

### Overland Flow Depths in Market Street

In order to better illustrate the effect of the increased stormwater discharge, the depth of overland flow within Market Street has been calculated for the interim condition of developing the Roberts Street Part Lot Application. The following depths are based on the total discharge to Market Street, and assumes that all of this discharge will travel overland through the Market Street right-of-way (as a worst-case scenario – assuming a storm sewer is blocked within Market Street).

A cross-section of the Market Street right-of-way approximately 22m east of Roberts Street was used for the calculations, see the attached Figure XS-1. The calculations were completed to determine the overland flow depths for the 5-year and the 100-year storm events. These calculations were completed for the Existing, Interim (Part Lot Control Application), and Ultimate (Draft Plan of Subdivision with SWM Pond) conditions and are seen below in Table 1.

**Table 1 - Summary of Peak Flows and Overland Flow Depths**

Storm Event	Existing Conditions	Interim Conditions	Ultimate Conditions
<b>Peak Flow Rates (m<sup>3</sup>/s)</b>			
5-year	0.137	0.145	0.118
100-year	0.378	0.434	0.334
<b>Overland Flow Depths (m)</b>			
5-year	0.069	0.071	0.066
100-year	0.101	0.106	0.097

## Conclusion

Based on the stormwater management calculations summarized in Table 1; the increase in peak flow for the Interim Condition only translates to an increase in overland flow depth of 0.005m within Market Street for the 100-year storm event. This minor increase in discharge is still contained within the limits of the existing roadway and will not have a negative impact on surrounding houses or lands.

All of which is respectfully submitted,

**MTE Consultants Inc.**

**Jamie Dick, P.Eng.**

Manager, Civil Engineering

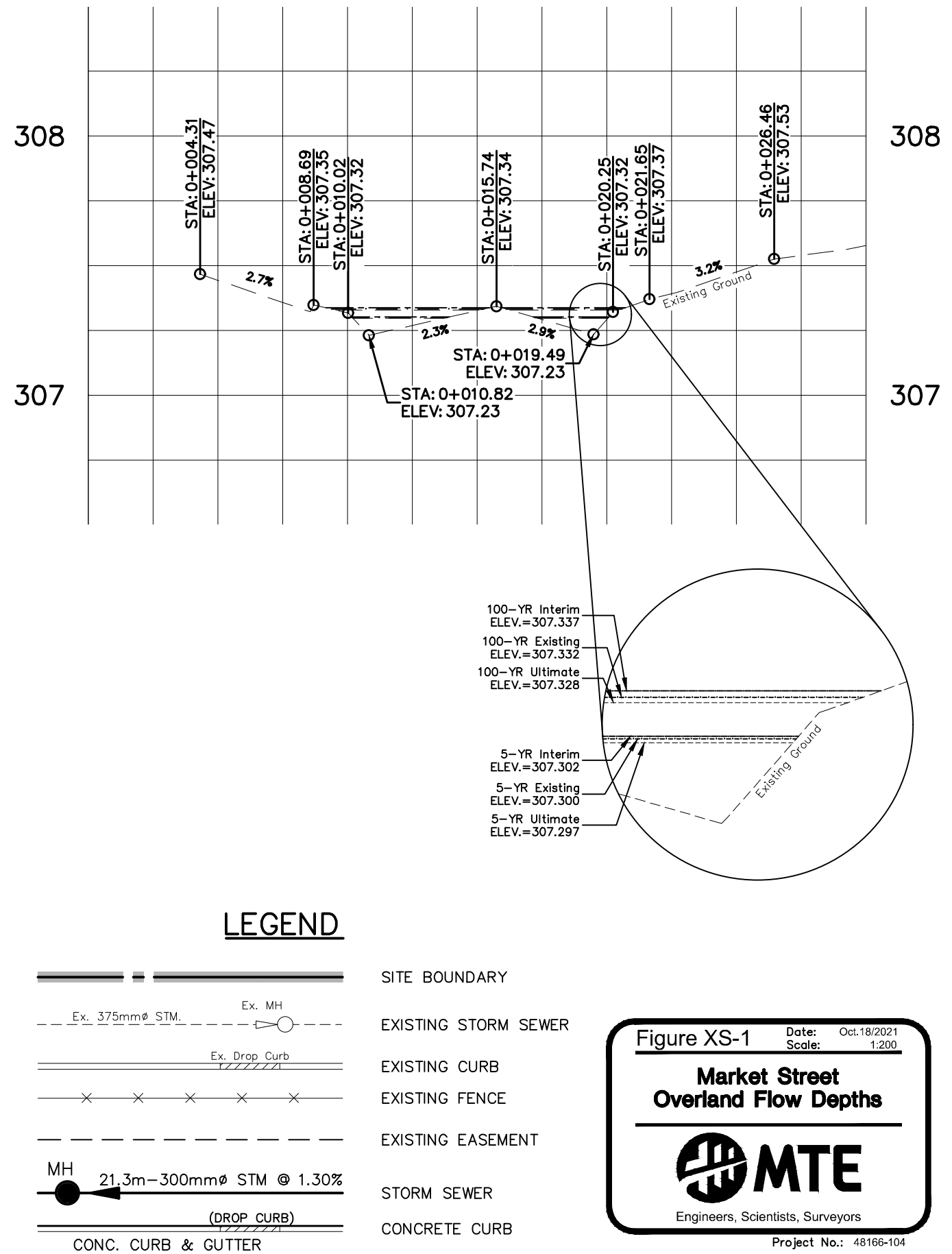
519-271-7952 ext. 2337

[jdick@mte85.com](mailto:jdick@mte85.com)

cc: Brad McRoberts – Municipality of Huron East  
John Kerr – GM BluePlan Engineering Limited  
Joe Dekroon – Trailblazer Homes Limited  
Caroline Baker – Baker Planning Group

M:\48166\104\02 - Reports\MTE Reports\SWM\Roberts St. SWM Letter\SWM Letter\48166-104\_Roberts St. SWM Letter\_2021-12-20.docx







February 2, 2022

Our File: 321016

Brad McRoberts, P. Eng, CAO  
Municipality of Huron East  
72 Main St. S.  
Seaforth, ON N0K 1W0

Re: Part Lot Control Application  
East Side of Roberts St., Seaforth  
Trailblazer Homes Ltd.  
Interim SWM Control Implications

Dear Brad,

As requested in your email of January 31, GM BluePlan Engineering Ltd. (GMBP), acting as the Municipality's development review consultant for this application, is pleased to provide you with the following summarized comments for Council's consideration and direction regarding the proponent's proposed stormwater management plan (interim and final) and any associated or identified potential resulting implications.

As you are aware, GM BluePlan have reviewed various engineering design submissions prepared in support of this application by the proponent's consultant, MTE Consultants Ltd. over the last few months, including detailed grading and infrastructure design drawings as well as a Stormwater Management (SWM) modelling report and summary letter dated December 20, 2021.

For reference purposes, the intent of MTE's aforementioned letter was to "summarize the results of the SWM Design for the Part Lot Control development including Roberts Street and demonstrate how the design will function prior to the SWM Pond being constructed within the adjacent future subdivision" also proposed by Trailblazer Homes on the balance of the former Seaforth Public School property. As noted in the letter, MTE proposes to use approximately 138m of over-sized storm sewers (commonly referred to as "super-pipes") within the Roberts St. right-of-way for *quantity* control purposes as well as a manhole-style oil/grit separator (OGS), also in the r.o.w., as a *quality* control measure for the Part Lot Control area. The Consultant's design drawings also include the replacement and enlargement of existing storm sewers on Market St. between Roberts St. and Sparling St., at the proponent's cost.

After modelling their best efforts, MTE's letter acknowledges that "even with all of the proposed controls, the overall stormwater discharge from the entire property directed to Market Street during this interim condition is slightly higher than the levels" which existed when the school was present. "Lowering of the stormwater discharge to achieve the design criteria will occur once the future SWM pond is constructed in the subdivision. A draft plan of subdivision for the lands west of Roberts Street has been submitted by Trailblazer Homes Ltd." Based on MTE's preliminary calculations, we concur with their approach that when a SWM pond is designed and constructed as part of the adjacent subdivision application, over-control of the pond's catchment area drainage is feasible and will permit the entire property to discharge storm drainage to Market St. at or below peak rates which were present when the former school resided on the site.

However, to "better illustrate the effect of the increased stormwater discharge", MTE calculated and concluded that "the increase in peak flow from the Interim Condition" [i.e. build-out of the Part Lot Control area, in advance of the adjacent subdivision application and SWM pond construction] "only translates to an increase in overland flow depth of 0.005m" [5mm] within Market Street for the 100-year storm event".

GM BluePlan have reviewed MTE's calculations and report, and concur with their findings; at this time, as discussed, we simply wish to ensure that the Municipality is aware that with approval and implementation of this Part Lot Control application there *may* be a *slight theoretical* increase in the potential for downstream flooding in comparison to what pre-



existed when the school was present, until such time as the proposed SWM pond for Trailbalzer's adjacent subdivision application can be implemented.

This matter is also presented for the Municipality's awareness and direction with acknowledgement that according to a previous development review letter dated November 3, 2010 from BM Ross & Assoc's Ltd. to the previous owner's consultant (as copied to Huron East's Public Works Manager), based on BM Ross' brief assessment, "the Municipality could expect the [existing downstream] storm sewers to surcharge under the minor [5-year] storm" based on modelling equivalent to when the school existed.

At this time, based on the foregoing, we would concur with the proponent's consultant that the theoretical 5mm increase in discharge during the interim period should not have an appreciable negative impact on the surrounding houses or lands, however approval of such would be at the Municipality's discretion considering the limited amount of increased associated risk.

We trust the above adequately summarizes our conversations to date and provides the Municipality with the information they require in order to make a decision regarding the approval of this Part Lot Control application accordingly. Should you however have any associated comments or questions, or wish to meet to discuss this matter again in more detail, please do not hesitate to contact the undersigned.

Yours truly,

**GM BLUEPLAN ENGINEERING LIMITED**

Per:

A handwritten signature in blue ink, appearing to be 'J. C. Kerr', written over a light blue circular stamp.

John C. Kerr, P. Eng.  
Sr. Project Manager, Partner

JK/

## Huron East Administration

**To:** Mayor MacLellan and Members of Council

**From:** Brad McRoberts, MPA, P. Eng.

**Date:** April 5, 2022

**Subject:** Schlumpf Part Lot Control Application

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**Recommendation:**

That Council of the Municipality of Huron East consider the by-law to provide exemption from part lot control for Lots 149, 150, 151, 152, 161, 162, 163, 164, 205, 206, 207, 208, 414, 215, 216, 217 of Registered Plan 207 and Part of Albert Street in the former Township of Grey, Municipality of Huron East, County of Huron.

**Background:**

Heidi and Remo Schlumpf are developing single family residential lots on the west side of Kent Line in the village of Cranbrook and entered into a development agreement with the Municipality of Huron East on October 5, 2021 to permit the Developer onto the property to complete road construction and stormwater drainage works prior to the development of each of the residential lots. The work included construction of the municipal road to a rural standard, installation of stormwater drainage works, street lighting and landscaping. The development includes thirteen (13) residential lots on private services.

The development includes the north half of unopened Albert Street road allowance. The unopened road allowance for Albert Street and Victoria Street received first and second reading on May 4, 2022. Consideration of the exemption from part lot control should ensure that By-Law 35-2021 is adopted and executed. By-Law 35-2021 has been updated to:

- Add the Reference Plan Number (22R-7030);
- Address minor omissions; and
- Add the selling, conveyance, and transfer of Part of Albert Street legally described as Part 8, 10, 12 and 14 of Plan 22R-7030 to Remo and Heidi Schlumpf for the consideration of \$4,000 (\$10,000 per acre).

The purpose of the exemption from part lot control is to establish new lot layout of the thirteen lots as Part 15 & Part 17, Part 16, Part 18, Part 12 & Part 13, Part 10 & 11, Part 8 & Part 9, Part 19, Part 20, Part 21, Part 22, Part 23, and Part 24 of Registered Plan 22R-7030.

The applicants submitted a hydrogeology/nitrate study and an archaeology study to support their application. There are no outstanding concerns from either study.

**Others Consulted:** Public Works Manager, Chief Building Official, Owner, Fire Chief, Heidi and Remo Schlumpf, and County Planner.

**Financial Impacts:** The proposed development will have positive financial impacts including enhanced economic development, and increased taxation revenue.

**Signatures:**

*Brad McRoberts (Original Signed)*

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Brad McRoberts, MPA, P. Eng.  
Chief Administrative Officer

**Attachments:**

1. Plan of Survey of all of Lots 97, 98, 99, 100, 109, 110, 111, 112, 149, 150, 151, 152, 161, 162, 163, 164, 205, 206, 207, 208, 214, 215, 216, and 217 and Part of Albert Street, and Part of Victoria Street, Registered Plan No. 207



## Huron East Administration

**To:** Mayor MacLellan and Members of Council

**From:** Brad McRoberts, MPA, P. Eng.

**Date:** April 5, 2022

**Subject:** Review of Committees of Council

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**Recommendation:**

That the Council of the Municipality of Huron East adopt the following committee of Council structure that would be effective for the 2022-2026 term of Council:

1. Administration Committee (5 Council appointments)
2. Personnel Committee (5 Council appointments)
3. Water & Sewer Committee (5 Council appointments)
4. Huron East Recreation Advisory Committee
  - a. 5 Huron East Council members (one from each ward), one Morris Turnberry Council member, one West Perth Council member, and 4 public members (2 from Huron East, 1 from West Perth and 1 from Morris Turnberry)
  - b. Four meetings per year
5. Brussels Trust (2 Council appointments)
6. Seaforth Trust (2 Council appointments)
7. Economic Development Committee
  - a. 4 council appointees and 3 business representatives
  - b. Four meetings per year
8. Coalition for Huron Injury Prevention Committee (1 Council appointment)
9. Seaforth BIA (1 Council appointment)
10. Ausable Bayfield Conservation Authority (1 Council appointment)
11. Maitland Valley Conservation Authority (1 Council appointment)
12. Huron East Heritage Committee (1 Council appointment);
13. Mid-Huron Landfill/Recycling Centre (1 Council appointment)
14. Walton Landfill (2 Council appointments)
15. Brussels Cemetery Board (1 Council appointment)
16. Cranbrook Cemetery Board (1 Council appointment)
17. Mount Pleasant Cemetery Board (1 Council appointment)
18. Cranbrook Community Centre (1 Council appointment)
19. Ethel Community Centre (1 Council appointment)
20. Walton Community Hall (1 Council appointment)
21. Ethel Minor Ball committee (1 Council appointment)
22. Walton Park (1 Council appointment)
23. Winthrop Park (1 Council appointment)



**Background:**

At the December 7, 2021 Council meeting, Council passed the following motion:

**Moved** by Zoey Onn and seconded by Raymond Chartrand:

That the Council of the Municipality of Huron East recommend the following:

1. **Completion of a comprehensive review of the various committees be undertaken in early 2022;**
2. Completion of a comprehensive review of area rate assessments for street lighting, waste management, and taxation;
3. Completion of a comprehensive Service Review in 2022;
4. Completion of a feasibility study to consolidate the Grey and Brussels fire department and the northern public works operation under a single roofed facility;
5. Completion of a feasibility study to consolidate the Seaforth fire department and south public works operations under a single roofed facility;
6. Completion of an evaluation of a near term strategy for the renovation of the interior of the municipal administration building;
7. Completion of a comprehensive review of the administration and operation of recreational facilities including community centres, parks, ball diamonds, arenas, pools, and sports fields;
8. Completion of a comprehensive review of waste management services;
9. Completion of a review of all enforcement and compliance related by-laws; and
10. Completion of report outlining options for municipal council composition for review and consideration by Council.

Carried.

The report addressed Item 1 of the December 7, 2021 Council motion.

**Firstly and most importantly is must be clearly stated that the comments and recommendations of this report have no reflection whatsoever on the dedication and commitment of any of the members of these various committees and the Municipality of Huron East respects their contribution and dedication to the Municipality of Huron East and its various partnerships.**

Objectives

The objectives of this review is to:

- Reduce the number of committees and the time commitment by Council, public members and staff;
- To allow for improved management structure to ensure effective and efficient leadership and management of operations of the municipality to improve service quality, safety, and organizational risk;
- Eliminate confusion and improve communication through the organization;
- Provide efficient and effective use of municipal taxation dollars;
- Streamline the organization to provide the opportunity to execute decisions in a more timely fashion;

Issues

22-04-05 Committee Review



As previous noted, the Municipality of Huron East has a very large number of committees of Council. Many of these were initiated several years ago as part of new partnership arrangements, capital investments in the community, or carried over as part of pre-amalgamated municipalities and its likely that a holistic review has not been undertaken recently.

The number of committees is burdensome on both staff, volunteers, and Council's time and time spent preparing reports and information to present, preparation of agendas, attendance at the meetings, and preparation and distribution of the meeting minutes.

The current committees costs approximately \$53,173 per year in per diems/honourariums plus mileage.

### Existing Committee Review

The following outlines some observations of the various committees of Council:

1. Administration Committee:
  - a. Five Council appointments;
  - b. Typically used to address more controversial issues or issues that staff are seeking guidance or direction - A good example was the discussion on the Brussels Subdivision whereby direction on how best to proceed was discussed and recommendations were made to Council;
  - c. It is important that this venue be used sparingly as a more constructive process than an approval process and not used to avoid public scrutiny;
  - d. It is recommended that this committee remain and be used by staff to seek guidance and/or direction on complex matters before bring them to all of Council to consider. The composition should remain as is as it provide a good representation of Council while still maintaining a minority of council.
  - e. Full agendas and minutes should be published on the municipal website;
2. Personnel Committee:
  - a. Five Council appointments;
  - b. A functional committee with a very specific purpose;
  - c. Purpose should be limited to annual grid review, pay equity discussions, employee policy updates/annual policy reviews, etc. Discussion regarding any employee termination or severance should not be undertaken by this committee and should be discussed via closed session with all of Council. Recruitment and hiring should be undertaken at the staff level with informational reports provided to Council for Department Head position. All other staff recruitment will be completed by direct supervisors, Department Heads and CAO, save and except the CAO position itself;
  - d. It is recommended that this committee remain and be used primarily for the purposes outlined above. The composition should remain as is as it provides a good representation of Council while still maintaining a minority of council.
  - e. Full agendas and minutes should be published on the municipal website;
3. Water & Sewer Committee

- a. A functional committee that is generally purposeful. Meets the requirement of legislation on reporting of statutory reports on the water systems but with a small informed group
- b. Five Council appointments
- c. A more technical committee that is purposeful. Meets the requirement of legislation on reporting of statutory reports on the water systems but with a smaller informed group who by regular participation have become familiar with the various system and their operations;
- d. Full agendas and minutes should be published on the municipal website;
- 4. BMGCC Recreation Management Committee
  - a. Established as part of the Recreation Agreement between the Municipality of Huron East and the Municipality of Morris-Turnberry in 2004.
  - b. Two Huron East Council appointments, one Morris-Turnberry appointment, and 4 public appointments (1 from Morris-Turnberry and 2 from Huron East)
  - c. Challenges:
    - i. Committee generally meets monthly;
    - ii. The term Management Committee suggests and implies that the committee's mandate is to manage the facility and its employees. This creates operational challenges as there is no direct employee management relationship or accountability. At times direction has been given to staff without consultation with the CAO who has ultimate responsibility for the operation of the centre. Committees, similar, to individual Council members, do not have the authority to direct staff without the majority direction of Council or the specific management direction by the Department Head or CAO in this case;
    - iii. Further challenged by not having a cohesive and uniform basis of operation throughout Huron East. While it is recognized that the centre itself is located in Brussels, it must be recognized that the centre serves the entirety of Huron East and Morris-Turnberry. Recreation as a whole should be viewed across the municipalities and strong levels of coordination should be applied to the service to ensure consistency and uniformity;
    - iv. Committee's terms of reference and composition is defined in the 2004 Recreation Agreement
  - d. While the Recreation Agreement is necessary to ensure that shared funding arrangements are defined and that proper communication channels are established, it is recommended that this committee be disbanded in favour of an overall Huron East/Morris-Turnberry/West Perth Recreation Committee with Council representation from all three councils and public representatives. Consultation with Morris-Turnberry staff indicated that this structure could be supported but would need formal acceptance by Council. Clear means of communication must be established to provide updates to the two Councils and a more formal reporting process for budgets and financial reports. This could be in the form of formal joint quarterly financial reports to both Huron East and Morris-Turnberry Councils.

- e. Recommendation – disband and replace with a Huron East and partner municipalities-wide Recreation Committee. Terms of reference for the committee are discussed later in this report.
- 5. SDCC Management Committee
  - a. Established as part of the Recreation Agreement between the Municipality of Huron East and the Municipality of West Perth in 2003.
  - b. Agreement states two Huron East Council appointments, one West Perth Council appointment, and 7 public appointments (1 from West Perth and 6 from Huron East) and is to meet a minimum of 6 times per year.
  - c. Current committee consists of two Huron East Council appointments, one West Perth Council appointment, and 4 public appointments (1 from West Perth and 3 from Huron East)
  - d. Challenges:
    - i. Committee generally meets monthly;
    - ii. The term Management Committee suggests and implies that the committee's mandate is to manage the facility and its employees. This creates operational challenges as there is no direct employee management relationship or accountability. At times direction has been given to staff without consultation with the CAO who has ultimate responsibility for the operation of the centre. Committees, similar, to individual Council members, do not have the authority to direct staff without the majority direction of Council or the specific management direction by the Department Head or CAO in this case;
    - iii. Further challenged by not having a cohesive and uniform basis of operation throughout Huron East. While it is recognized that the centre itself is located in Seaforth, it must be recognized that the centre serves the entirety of Huron East and a portion of West Perth. Recreation as a whole should be viewed across the municipalities and strong levels of coordination should be applied to the service to ensure consistency and uniformity;
    - iv. Committee's terms of reference and composition is defined in the 2003 Recreation Agreement
  - e. While the Recreation Agreement is necessary to ensure that shared funding arrangements are defined and that proper communication channels are established, it recommended that this committee be disbanded in favour of an overall Huron East/Morris-Turnberry/West Perth Recreation Committee with Council representation from all three councils and public representatives. Consultation with West Perth staff indicated that this structure could be supported but would need formal acceptance by Council. Clear means of communication must be established to provide updates to the two Councils and a more formal reporting process for budgets and financial reports. This could be in the form of formal joint quarterly financial reports to both Huron East and West Perth councils.
  - f. Recommendation – disband and replace with a Huron East and partner municipalities-wide Recreation Committee. Terms of reference for the committee are discussed later in this report.
- 6. Vanastra Recreation Committee

- a. Current committee consists of one Huron East Council appointment and 4 public appointments;
  - b. Challenges:
    - i. Committee generally meets monthly;
    - ii. The term Management Committee suggests and implies that the committee's mandate is to manage the facility and its employees. This creates operational challenges as there is no direct employee management relationship or accountability. Committees, similar, to individual Council members, do not have the authority to direct staff without the majority direction of Council or the specific management direction by the Department Head or CAO in this case;
    - iii. Further challenged by not having a cohesive and uniform bases of operation throughout Huron East. While it is recognized that the centre itself is located in Vanastra, it must be recognized that the centre serves the entirety of Huron East. Recreation as a whole should be viewed across the municipalities and strong levels of coordination should be applied to the service to ensure consistency and uniformity;
  - c. Recommendation – disband and replace with a Huron East and partner municipalities-wide Recreation Committee. Terms of reference for the committee are discussed later in this report.
7. Brussels Trust
- a. Remain
  - b. Two Council appointments
8. Seaforth Trust
- a. Remain
  - b. Two Council appointments
9. Huron East Health Centre Management Committee
- a. Two Council appointments, two Seaforth Trust appointments, and one public appointment;
  - b. Goal and intent of creating a committee for this facility is not understood;
  - c. Most municipalities just manage these as a facility with an overall department head managing and administering these facilities and seeking direction or approval as required through Council;
  - d. Challenge is the inclusion of the Seaforth Trust members. Their interest is only in the form of a loan that the municipality has been paying back over the years. This would be akin to your bank sitting on your board of directors and participating in the running of your organization. While I can recognize the interest of the Seaforth Trust in the success of the operations, it is not a necessity and the facility is owned by the municipality who is ultimately responsible for its operation.
  - e. I would recommend this be disbanded and managed by a new Community Services Manager position. This will be discussed later in the report.
  - f. Spoke with Kelly Buchannan, Executive Director Huron Community Family Health Team, and she is in support of the recommendation.
10. Brussels Medical Dental
- a. Two Council appointments and three public appointments
  - b. Similar to the Huron East Health Centre, not sure why a committee was formed for facility.

- c. Most municipalities just manage these as a facility with an overall department head managing and administering these facilities and seeking direction or approval as required through Council;
  - d. I would recommend this be disbanded and managed by a new Community Services Manager position
11. Brussels/Seaforth Fire Boards
- a. Very informational type meetings
  - b. Two Council appointments each
  - c. Spoke with Fire Chief Bedard and two shared service CAOs and they would be on board for dismantling these committees as long as there were defined means of communication updates to the two Councils
12. Economic Development Committee
- a. Currently a Council member only committee
  - b. Five Council appointments
  - c. Ideally this should become a public/council member format
  - d. Public members could include key business leaders/representative maximum 3 with 4 council appointees at least for the 2022-2026 term.
13. Coalition for Huron Injury Prevention Committee
- a. Staff have not had much opportunity to evaluate this committee in terms of its role/purpose.
  - b. One Council appointment
  - c. As a default I would assume this to continue
14. BIA
- a. Required legislatively
  - b. one Council appointment
15. Remainder of the Committees meet very infrequently and are more minor in nature

### New Committee Structure

The following would be the proposed new committee structure based upon the recommendations outlined above:

24. Administration Committee:
- a. No change to structure
  - b. Five Council appointments
  - c. More public access to agendas and minutes
25. Personnel Committee:
- a. No change to structure
  - b. Five Council appointments
  - c. More public access to agendas and minutes
26. Water & Sewer Committee
- a. No change to structure
  - b. Five Council appointments
  - c. Four meetings per year or as required
  - d. More public access to agendas and minutes
27. Huron East Recreation Advisory Committee
- a. Consist of 5 Huron East Council members (one from each ward), one Morris Turnberry Council member, one West Perth Council member, and

- 4 Huron East public members (1 from each ward of the community centres and 1 at-large member)
- b. Five Council appointments
- c. Terms of Reference – focus on identifying or improving recreation opportunities at all public and private facilities and parks throughout Huron East in a coordinated fashion
- d. Four meetings per year
- e. More public access to agendas and minutes
- 28. Brussels Trust
  - a. Remain
  - b. Two Council appointments
- 29. Seaforth Trust
  - a. Remain
  - b. Two Council appointments
- 30. Economic Development Committee
  - a. For 2022 term this should be 4 council appointees and 3 business representatives
  - b. Terms of reference would be to advise/consult on strategic initiatives approved by Council through the Economic Development Strategic Plan
  - c. Four meetings per year
  - d. More public access to agendas and minutes
- 31. Coalition for Huron Injury Prevention Committee
  - a. I have not had much opportunity to evaluate this committee in terms of its role/purpose.
  - b. One Council appointment
  - c. As a default I would assume this to continue
- 32. BIA
  - a. Required legislatively
  - b. One Council appointment
- 33. Remainder of the small Committees meet very infrequently and are more minor in nature

This would reduce the number of committees by a net total of six and reducing the number of council position appointments from 53 to 44.

The estimated number of committee meetings would be reduced from 120 per year to 80 per year

Net savings in terms of per diems/honorariums would be \$24,140 per year and reduced mileage savings.

#### Community Services Manager Position

- Likely a \$100,000 total employment cost (i.e. salary, benefits, pension, overhead, etc.) position for the municipality
- Very likely a recommendation out of the services review process (pending)
- Role and Responsibilities:
  - Person would manage all owned municipal facilities
  - Manage recreation programming throughout Huron East

- Manage parks throughout Huron East
- Overall budget, capital planning, procurement, revenue management/generation
- Direct report to CAO
- Supervise:
  - Building and Property Coordinator;
  - Cemetery Maintenance
  - Facility Managers (3)
  - Daycare
  - Building Services & Planning Coordination;

With the savings from the committee structure, we could reduce the position cost to \$75,000 with opportunity to better manage recreation facilities and parks to generate additional revenue. At \$75,000 we will likely never breakeven but will provide an enhanced level of service on the community services side. If we incorporate Building and Planning Services, we may be able to use some of the building permit and planning fee revenue/surplus to offset the overall employment costs resulting in a near zero cost.

The position cost could be further reduced by distributing the cost over the various cost centres of the position portfolio where they operate at a surplus (i.e. health centre, medial building, etc.).

Position would provide opportunity for innovation and progressive leadership to community services throughout Huron East (i.e. enhanced services with nominal cost).

### Next Steps

1. If supported by Council the proposed changes to the recreation committees and fire boards should be presented to the respective councils of the partner municipalities and obtain their support;
2. Committees would be formally notified of the changes effective at the end of the current term of Council;
3. Council should provide an acknowledgement and appreciation for the various public committee members service both formally (e.g. letters, public statements, plaques, etc.) and informally (e.g. barbeque, appreciation dinner, recognition event, etc.)
4. New terms of reference would be drafted for each of the committees for review and approval of Council;
5. Upon inauguration of the 2022-2026 term of Council, post the various public committee vacancies for applications) and appoint the various Council representatives;

**Others Consulted:** CAOs of Municipality of West Perth and Morris-Turnberry, Fire Chief, Executive Director Huron Community Family Health Team, and Department Heads.

**Financial Impacts:** Initially the recommendations outlined herein would have a financial savings of approximately \$25,000. Incorporation of the suggested new position, not currently part of this recommendation, would have a financial impact of approximately

\$50,000 per year until a comprehensive review of operational costs and revenues is completed and opportunities for reduced operational costs and increased revenue generation is obtained.

**Signatures:**

*Brad McRoberts (Original Signed)*

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Brad McRoberts, MPA, P. Eng.  
Chief Administrative Officer



## Huron East Administration

**To:** Mayor MacLellan and Members of Council

**From:** Brad McRoberts, MPA, P. Eng.

**Date:** April 5, 2022

**Subject:** North Fire Department/Public Works Consolidation Assessment

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### **Recommendation:**

That the Council of the Municipality of Huron East support the concept of the consolidation of the Brussels and Grey Fire Departments pending more detailed cost and conceptual drawings and departmental & public consultation;

And Further that Council direct staff to proceed with concept designs for an expansion of the existing Brussels Fire Hall to accommodate:

1. Brussels/Grey Fire Department needs; and
2. County of Huron EMS;

### **Background:**

At the December 7, 2021 Council meeting, Council passed the following motion:

**Moved** by Zoey Onn and seconded by Raymond Chartrand:

That the Council of the Municipality of Huron East recommend the following:

1. Completion of a comprehensive review of the various committees be undertaken in early 2022;
2. Completion of a comprehensive review of area rate assessments for street lighting, waste management, and taxation;
3. Completion of a comprehensive Service Review in 2022;
4. **Completion of a feasibility study to consolidate the Grey and Brussels fire department and the northern public works operation under a single roofed facility;**
5. Completion of a feasibility study to consolidate the Seaforth fire department and south public works operations under a single roofed facility;
6. Completion of an evaluation of a near term strategy for the renovation of the interior of the municipal administration building;
7. Completion of a comprehensive review of the administration and operation of recreational facilities including community centres, parks, ball diamonds, arenas, pools, and sports fields;
8. Completion of a comprehensive review of waste management services;
9. Completion of a review of all enforcement and compliance related by-laws; and
10. Completion of report outlining options for municipal council composition for review and consideration by Council.

Carried.

This report discusses the outcome of Item 4 within the December 7, 2021 motion.

A rough analysis was done to consider the net cost or savings that could result out of the consolidation of the Brussels and Grey Fire Departments with the Huron East Public Works North shop. With the consolidation of the three operations plus the addition of the County EMS service in Brussels, the current Brussels Fire Department property would not be sufficient size to accommodate all four consolidated operations.

While the disposition of the Grey Fire Department, Brussels Fire Department, and Huron East Public Works North shop buildings would result in an estimated \$1,050,000 of sale value, the cost of a vacant lot and new building suitable to accommodate:

- Brussels and Grey Fire Departments;
- Huron East Public Works North; and
- Huron County EMS;

Is estimated to cost \$5,000,000 plus any land purchase costs.

Energy savings from disposing of the three separate buildings and consolidating operations into one more energy efficient building would save \$10,600 per year and there would be an increase in municipal taxation of approximately \$6,300 per year from the sale of the three properties. These annual savings were not sufficient to accommodate an annual debenture for the \$3,350,000 capital new building net cost (i.e. \$5,000,000-\$750,000 from Huron County-\$1,050,000 from sale of three current properties+\$150,000 for new building lot).

Should a provincial or federal grant opportunity be available, it may have been justifiable, however, with the immediate need for the County to construct their EMS bays in Brussels there is not sufficient time to wait until a grant opportunity is available and successful.

To further explore this concept, a second version of this analysis was undertaken to consider the consolidation of the fire department operations only. The existing lot where the Brussels Fire Department is located is large enough to accommodate:

- The existing Brussels Fire Department operations;
- The Brussels Fire Department's proposed 1-1/2 bay expansion;
- Consolidation of the Grey Fire Department and the Brussels Fire Departments; and
- The Huron County EMS.

#### High Level Financial Analysis

The following is a high level breakdown of the financial considerations used in the analysis:

• Net proceeds from the sale of the Grey FD property and building	(\$350,000)
• County of Huron Equivalent contribution	(\$750,000)
• Estimated Building Addition Costs	<u>\$2,000,000</u>
	Sub-Total Capital
	\$900,000
• Annual Energy Savings	\$1,100

- Annual new taxation revenue from Grey FD property and building \$1,500
  - Annualized Savings from reduced fire equipment cost of \$1,000,000 over 20 years \$83,000
- Annual Savings      \$85,600

Based upon the above, the consolidation of Brussels and Grey Fire Department would provide a return on investment within approximately 10 years with the remaining 10 years providing a net annual savings of approximately \$85,600.

#### Impact to Service

The following summarizes the straight-line distances in kilometers from the various fire halls to the limits of the three service areas:

Location	Grey	Brussels	Seaforth	
NE Limit of HE (Amberley Road & Perth Road 172)	9.8	17.3	NA	
NW Limit of HE Service Area	13.7	10.2	NA	
SE Limited of Grey Fire Department Service Area	12.2	16.8	21.6	
SW Limited of Grey Fire Department Service Area	14.3	10.0	15.6	
SE Limit of Seaforth Fire Department Service Area	NA	NA	15.6	
NE Limit of Seaforth Fire Department Service Area	12.0	14.9	18.8	
S Limit of Seaforth Fire Department Service Area	NA	NA	8.7	
NW Limit of Seaforth Fire Department Service Area	NA	10.4	16.1	

Considering the project and its impact to fire service, it must be noted that the areas currently serviced by Grey Fire Department have a higher level of service (9.8 to 14.3 km) than those areas serviced by Seaforth Fire Department (8.7 to 18.8 km). Brussels

Fire Department also has a very high level of service (10.0 to 10.2 km) but also has a much smaller service area.

By centralizing fire services in Brussels, we would change service levels at a consolidated Brussels Fire Department to an equivalent to Seaforth at 9.8 to 17.3 km.

Areas serviced by Brussels and Seaforth Fire Departments would see no change in the level of service. The areas currently serviced by Grey would see a reduced level of service but still within the limits of service levels in other parts of Huron East. Staff would recommend that an Automatic Aid Agreement be established with the Municipality of North Perth's Listowel Fire Department to support fire services in the area of Molesworth. This would be a relatively low cost service agreement. Huron East's Fire Chief has been in consultation with the North Perth Fire Chief to assess their willingness to provide this service and there is a willingness by North Perth fire department to consider an agreement. An automatic aid agreement would permit both fire halls to be called to the same event and upon Huron East's fire service arriving the North Perth Fire Services would be relieved unless they were required to remain based upon the complexity of the event.

At this stage of the evaluation it would be premature to undertake and consultations until Council indicates if it would be supportive of the approach. Consultations with members of the fire service and with the public should be undertaken if Council is supportive.

**Others Consulted:** Fire Chief, Huron County EMS.

**Financial Impacts:**

If considered, the consolidation of the Brussels and Grey Fire Departments could result in a net savings of \$85,600 per year after approximately 10 years. These savings may provide an opportunity to allocate these savings to an equipment reserve to fund fire department equipment purchases minimizing the impact to the general taxation levy and addressing equipment reserve shortfalls.

**Signatures:**

*Brad McRoberts (Original Signed)*

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Brad McRoberts, MPA, P. Eng.  
CAO

*Marty Bedard (Original Signed)*

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Marty Bedard  
Fire Chief

## Huron East Administration

**To:** Mayor MacLellan and Members of Council  
**From:** Paula Michiels, Finance Manager-Treasurer/Deputy Clerk  
**Date:** April 05, 2022  
**Subject:** Ontario Regulation 284/09 – Budget Matters - Expenses

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**Recommendation:**

That the report on Ontario Regulation 284/09 regarding excluded expenses of the 2022 Budget be adopted by the Council of the Municipality of Huron East.

**Background:**

The Province of Ontario has passed Ontario Regulation 284/09 which requires Municipalities to acknowledge during the budget process the exclusion of the following:

1. Amortization Expenses
2. Post-Employment Benefit Expenses
3. Solid Waste Landfill Closure and Post-Closure Expenses

The regulation recognizes that these are large expenses for Municipalities and allows for them to be excluded from the annual budget as long as a resolution be adopted stating which of these expenses are excluded from the annual operating budget.

The Municipality of Huron East adopted a budget for 2022 on March 15, 2022, By-Law #20-2022. This budget excluded estimated amortization expenses in the amount of \$2,605,898. However, the 2022 budget included funding for capital asset replacements in the amount of \$6,501,138. The accumulated surplus will increase by the inclusion of these adjustments.

The Municipality includes the cost of any post-employment benefit expenses as required in the annual budget. There is not any post-employment benefit costs included in the 2022 Budget. Huron East only offers post-employment benefits at the employees cost unless otherwise agreed to by Huron East Council.

Reserves in the amount of \$303,398 have been designated for landfill sites and post closure expenses. Any future liabilities are anticipated to be funded through allocations to the landfill reserves within the budget.

All amortization costs and estimates are based on historical cost of the assets. It should be noted that this amount will not fund the replacement cost of these assets.

**Others Consulted:****Financial Impacts:****Signatures:**

*Paula Michiels*

Paula Michiels, Finance Manager-Treasurer/Deputy Clerk

*Brad McRoberts*

Brad McRoberts, CAO

## Huron East Administration

**To:** Mayor MacLellan and Members of Council  
**From:** Paula Michiels, Finance Manager-Treasurer/Deputy Clerk  
**Date:** April 05, 2022  
**Subject:** **Asset Management Plan (AMP) - 2021**

---

**Recommendation:**

For Information purposes only.

**Background:**

In 2021, Consulting services were obtained from Public Sector Digest to assist with updating the Municipalities Asset Management Plan (AMP). The completed [AMP](#) as attached to this report meets all July 01, 2024 requirements as outlined within OReg 588/17 and has utilized best practices and methodologies in analyzing each of the infrastructure categories.

The asset categories contained within the AMP are:

- Road Network
- Bridges & Culverts
- Water Network
- Sanitary Sewer Network
- Storm Sewer Network
- Buildings
- Vehicles
- Machinery & Equipment

The goal of asset management is to deliver an adequate level of service in the most cost-effective manner. This involves the development and implementation of asset management strategies and long-term financial planning.

This updated AMP utilized a combination of proactive lifecycle strategies for the roads network and replacement only strategies for all other asset categories to determine the most economical cost option to maintain the current level of service offered by the Municipality.

The 2020 replacement costs for all municipal assets totals \$341.1 million with 47% of assets with a fair or better condition assessment.

Highlights of the eight categories are as follows:

**Road Network**

- Replacement costs of \$94.6 million
- Sustainable funding required of an estimated \$3.3 million annually
- 65% of assets are in a fair or better condition rating
- Condition assessments completed on 54% of assets with a goal of 100% of Roads Network assessed every two years

**Bridges & Culverts**

- Replacement costs of \$78.5 million
- Sustainable funding required of an estimated \$1.2 million annually
- 40% of assets are in a fair or better condition rating
- Condition assessments completed on 93% of assets

**Water Network**

- Replacement costs of \$54.5 million
- Sustainable funding required of an estimated \$900,000 annually
- 31% of asset are in a fair or better condition rating
- Condition assessments are completed on 95% of assets

**Sanitary Sewer Network**

- Replacement costs of \$49.5 million
- Sustainable funding required of an estimated \$750,000 annually
- 53% of asset are in a fair or better condition rating
- Condition assessments are completed on 96% of assets

**Storm Sewer Network**

- Replacement Costs of \$9.4 million
- Sustainable funding required of an estimated \$150,000 annually
- 6% of assets are in a fair or better condition rating
- Condition assessments completed on 90% of assets
- A review of the Storm Network inventory should be conducted as this is the weakest category for staff confidence (typical for most municipalities)

**Buildings**

- Replacement costs of \$39.8 million
- Sustainable funding required of an estimated \$800,000 annually
- 34% of assets are in a fair or better condition rating
- Condition assessments completed on 100% of assets through a building condition assessment in 2020

**Vehicles**

- Replacement costs of \$9.3 million
- Sustainable funding required of an estimated \$450,000 annually
- 53% of assets are in a fair or better condition rating
- Condition assessments completed on 100% of assets

**Machinery & Equipment**

- Replacement costs of \$5.5 million
- Sustainable funding required of an estimated \$400,000 annually
- 73% of assets are in a fair or better condition rating
- Condition assessments completed on 78% of assets

The top recommendations to further improve asset inventory data are to reconcile the asset inventory across the Municipality's various systems, implement a regular schedule

for condition assessments on all asset categories, and measure current levels of service and identify sustainable proposed levels of service.

**Comments:**

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

Based on assets contained within this updated AMP, the Municipality of Huron East has an estimated funding gap of \$5,531,000 annually.

The report recommends increasing tax revenues by 4.2% annually over the next 20 years to achieve a sustainable level of funding for taxation funded municipal assets.

Council committed to a 2.1% annual capital levy increase in 2021 for taxation years of 2022 and forward. At this rate (2.1% annually) of additional capital funding, the Municipality is projected to reach sustainable funding in the year 2062 for its taxation funded assets.

The Municipality has two assets categories that are user rate funded being the Water and Sanitary Sewer Networks. The updated AMP is recommending a rate increase of 2.2% and 1.3% annually over the next 20 years for the Water and Sanitary Sewer Networks respectively. These categories have a 5 year financial plan that is used to set annual rates for the various water and sanitary sewer systems based on the funding of the various systems. The current year financial plan covers the period of 2021-2026 and implements increases throughout the 5 year period which starts to address the rate increase required for the Municipality of Huron East Water and Sewer systems. This 5 year plan is reviewed annually for any unanticipated changes that might require an adjustment to the rates and will be updated in 2025 for the period of 2026-2031.

The next milestones of OReg 588/17 that will need to be incorporated into the Municipalities AMP no later than July 01, 2025. Included requirements are identification of proposed levels of service, what activities will be required to achieve these proposed levels of service, and a strategy to fund these activities.

The Municipality has included in the 2022 Budget a Service Delivery Review, which will assist in moving forward towards achieving the July 01, 2025 OReg 588/17 requirements. Municipal Modernization Funding Intake 3 – Review Stream has been approved for the costs of the Service Delivery Review.

In June 2021, a work order was signed with Public Sector Digest for the reconciliation of Water and Sewer assets within CityWide to the municipal GIS information. This work currently underway and will be completed in the next couple months.

The Municipality has successfully secured funding from the Municipal Modernization Funding Intake 3 – Implementation Stream to implement Route Patrol AI, additional GIS linking and data improvements, additional improvements to the Maintenance Manager workflow(including onsite training), and Citywide decision support to assist with service level scenarios. This project is scheduled to be completed by the end of 2022.



**Others Consulted:**  
Public Sector Digest

**Financial Impacts:**

Municipal Modernization Funding Intake 3 – Review Stream funding of \$110,000 has been approved for the Municipal Service Delivery Review so there is no impact to the 2022 Budget.

Municipal Modernization Funding Intake 3 – Implementation Stream funding of \$60,443 have been approved for the improvements to the asset data and AMP. This represents 75% funding and the remaining 25% (\$20,147) is budgeted in the 2022 Budget approved by Council.

There are ongoing costs for the evolution of the AMP(improvements to the asset inventory data and required plan updates at least every five years) that will be included as required in future Budgets presented to Council.

**Signatures:**

*Paula Michiels*

*Paula Michiels, Finance Manager-Treasurer/Deputy Clerk*

*Brad McRoberts*

*Brad McRoberts, CAO*

# Asset Management Plan

Municipality of Huron East

2021

This Asset Management Program was prepared by:



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

# Key Statistics

Replacement cost of  
asset portfolio

**\$341.1** million

Replacement cost of  
infrastructure per household  
(2016)

**\$89,189**

Percentage of assets in fair or  
better condition

**47%**

Percentage of assets with  
assessed condition data

**84%**

Annual capital  
infrastructure deficit

**\$5.5** million

Recommended timeframe  
for eliminating annual  
infrastructure deficit

**20** Years

Target reinvestment  
rate

**2.3%**

Actual reinvestment  
rate

**0.71%**

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# Executive Summary

Municipal infrastructure provides the foundation for the economic, social, and environmental health and growth of a community through the delivery of critical services. The goal of asset management is to deliver an adequate level of service in the most cost-effective manner. This involves the development and implementation of asset management strategies and long-term financial planning.

## Scope

This AMP identifies the current practices and strategies that are in place to manage public infrastructure and makes recommendations where they can be further refined. Through the implementation of sound asset management strategies, the Municipality can ensure that public infrastructure is managed to support the sustainable delivery of municipal services.

This AMP includes the following asset categories:



With the development of this AMP the Municipality has achieved compliance with O. Reg. 588/17 to the extent of the requirements that must be completed by July 1, 2024. There are additional requirements concerning proposed levels of service and growth that must be met by July 1, 2025.

## Findings

The overall replacement cost of the asset categories included in this AMP totals \$341.1 million. 47% of all assets analyzed in this AMP are in fair or better condition and assessed condition data was available for 84% of assets. For the remaining 16% of assets, assessed condition data was unavailable, and asset age was used to approximate condition – a data gap that persists in most municipalities. Generally, age misstates the true condition of assets, making assessments essential to accurate asset management planning, and a recurring recommendation in this AMP.

The development of a long-term, sustainable financial plan requires an analysis of whole lifecycle costs. This AMP uses a combination of proactive lifecycle strategies (paved roads) and replacement only strategies (all other assets) to determine the lowest cost option to maintain the current level of service.

To meet capital replacement and rehabilitation needs for existing infrastructure, prevent infrastructure backlogs, and achieve long-term sustainability, the Municipality's average annual capital requirement totals \$7.9 million. Based on a historical analysis of sustainable capital funding sources, the Municipality is committing approximately \$2.4 million towards capital projects or reserves per year. As a result, there is currently an annual funding gap of \$5.5 million.

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

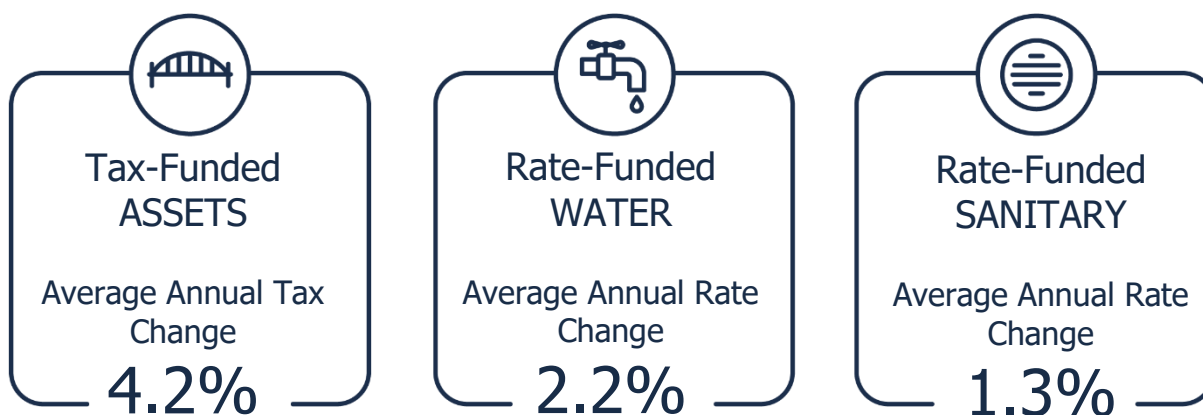


Total Tax Increase  
Per Household



## Recommendations

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



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

- Reconcile the asset inventory across systems (e.g., TCA, GIS, etc.)
- Review and update the estimated useful life of assets to ensure the life reflects the environment and operating conditions
- Develop a condition assessment strategy with a regular schedule
- Review and update lifecycle management strategies
- Develop and regularly review short- and long-term plans to meet capital requirements
- Measure current levels of service and identify sustainable proposed levels of service

# 1 Introduction & Context

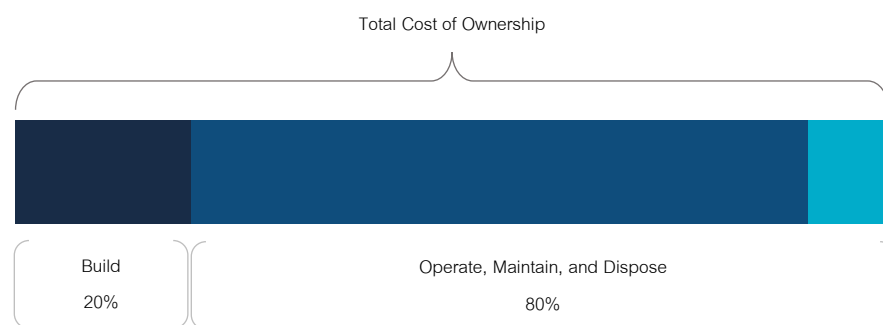
## Key Insights

- The goal of asset management is to minimize the lifecycle costs of delivering infrastructure services, manage the associated risks, while maximizing the value ratepayers receive from the asset portfolio
- The Municipality's asset management policy provides clear direction to staff on their roles and responsibilities regarding asset management
- An asset management plan is a living document that should be updated regularly to inform long-term planning
- Ontario Regulation 588/17 outlines several key milestone and requirements for asset management plans in Ontario between July 1, 2022 and 2025

## 1.1 An Overview of Asset Management

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

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



These costs can span decades, requiring planning and foresight to ensure fiscal responsibility is spread equitably across generations. An asset management plan is critical to this planning, and an essential element of broader asset management program. The industry-standard approach and sequence to developing a practical asset management program begins with a Strategic Plan, followed by an Asset Management Policy and an Asset Management Strategy, concluding with an Asset Management Plan.

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

### 1.1.1 Asset Management Policy

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

The Municipality adopted "Municipality of Huron East Strategic Asset Management Policy 1.22" on July 10<sup>th</sup>, 2018, in accordance with Ontario Regulation 588/17. The asset management plan satisfies policy statement 4:

*"The Municipality will develop an asset management plan that incorporates all infrastructure categories and municipal infrastructure assets that meet the capitalization threshold outlined in the organization's Tangible Capital Asset Policy 1.21. It will be updated at least every five years in accordance with O. Reg. 588/17 requirements, to promote, document and communicate continuous improvement of the asset management program."*

### 1.1.2 Asset Management Strategy

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

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

### 1.1.3 Asset Management Plan

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

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

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

# 1.2 Key Concepts in Asset Management

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

## 1.2.1 Lifecycle Management Strategies

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

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

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

Lifecycle Activity	Description	Example (Roads)	Cost
Maintenance	Activities that prevent defects or deteriorations from occurring	Crack Seal	\$
Rehabilitation/ Renewal	Activities that rectify defects or deficiencies that are already present and may be affecting asset performance	Mill & Re-surface	\$\$
Replacement/ Reconstruction	Asset end-of-life activities that often involve the complete replacement of assets	Full Reconstruction	\$\$\$

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

The Municipality's approach to lifecycle management is described within each asset category outlined in this AMP. Developing and implementing a proactive lifecycle strategy will help staff to determine which activities to perform on an asset and when they should be performed to maximize useful life at the lowest total cost of ownership.

## 1.2.2 Risk Management Strategies

Municipalities generally take a 'worst-first' approach to infrastructure spending. However, not all assets are created equal. Some are more important than others, and their failure or disrepair poses more risk to the community than that of others. For example, a road with a high volume of traffic that provides access to critical services poses a higher risk than a low volume rural road. These high-value assets should receive funding before others. In addition to considering age and condition, considering service delivery impacts of failure can lead to more robust decision-making.

By identifying the various impacts of asset failure and the likelihood that it will fail, risk management strategies can identify critical assets, and determine where maintenance efforts, and spending, should be focused.

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

## 1.2.3 Levels of Service

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

These measures include a combination of those that have been outlined in O. Reg. 588/17 in addition to performance measures identified by the Municipality as worth measuring and evaluating. The Municipality measures the level of service provided at two levels: Community Levels of Service, and Technical Levels of Service.

### Community Levels of Service

Community levels of service are a simple, plain language description or measure of the service that the community receives. For core asset categories (Roads, Bridges & Culverts, Water, Wastewater, Stormwater) the Province, through O. Reg. 588/17, has provided qualitative descriptions that are required to be included in this AMP. For non-core asset categories, the Municipality has determined the qualitative descriptions that will be used to determine the community level of service provided. These descriptions can be found in the Levels of Service subsection within each asset category.

## Technical Levels of Service

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

For core asset categories (Roads, Bridges & Culverts, Water, Wastewater, Stormwater) the Province, through O. Reg. 588/17, has provided technical metrics that are required to be included in this AMP. For non-core asset categories, the Municipality has determined the technical metrics that will be used to determine the technical level of service provided. These metrics can be found in the Levels of Service subsection within each asset category.

## Current and Proposed Levels of Service

This AMP focuses on measuring the current level of service provided to the community. The Municipality has developed the current levels of service and is now in the process of determining suitable service delivery targets.

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

## 1.3 Ontario Regulation 588/17

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

The diagram below outlines key reporting requirements under O. Reg 588/17 and the associated timelines.

**2019**

Strategic Asset Management Policy

**2024**

Asset Management Plan for Core and Non-Core Assets (same components as 2022)

**2022**

Asset Management Plan for Core Assets with the following components:

1. Current levels of service
2. Inventory analysis
3. Lifecycle activities to sustain LOS
4. Cost of lifecycle activities
5. Population and employment forecasts
6. Discussion of growth impacts

**2025**

Asset Management Policy Update and an Asset Management Plan for All Assets with the following additional components:

1. Proposed levels of service for next 10 years
2. Updated inventory analysis
3. Lifecycle management strategy
4. Financial strategy and addressing shortfalls
5. Discussion of how growth assumptions impacted lifecycle and financial



### 1.3.1 O. Reg. 588/17 Compliance Review

The following table identifies the requirements outlined in Ontario Regulation 588/17 for municipalities to meet by July 1, 2022. Next to each requirement a page or section reference is included in addition to any necessary commentary.

Requirement	O. Reg. Section	AMP Section Reference	Status
Summary of assets in each category	S.5(2), 3(i)	4.1.1 - 5.2.1	Complete
Replacement cost of assets in each category	S.5(2), 3(ii)	4.1.1 - 5.2.1	Complete
Average age of assets in each category	S.5(2), 3(iii)	4.1.3 - 5.2.3	Complete
Condition of core assets in each category	S.5(2), 3(iv)	4.1.2 – 5.2.2	Complete
Description of municipality's approach to assessing the condition of assets in each category	S.5(2), 3(v)	4.1.2 – 5.2.2	Complete
Current levels of service in each category	S.5(2), 1(i-ii)	4.1.6 - 5.2.6	Complete
Current performance measures in each category	S.5(2), 2	4.1.6 - 5.2.6	Complete
Lifecycle activities needed to maintain current levels of service for 10 years	S.5(2), 4	4.1.4 - 5.2.4	Complete
Costs of providing lifecycle activities for 10 years	S.5(2), 4	Appendix A	Complete
Growth assumptions	S.5(2), 5(i-ii) S.5(2), 6(i-vi)	6.1-6.2	Complete

## 1.4 Asset Management Roadmap

As part of PSD's Asset Management Roadmap, the Municipality of Huron East committed to taking the necessary steps towards developing a systemic, sustainable, and intelligently structured asset management program. This process involved the collaboration of PSD's industry-leading asset management team with municipal staff over a multi-year engagement. The following summarizes key milestones/deliverables achieved throughout this project.

### **Asset Management Maturity Assessment** (Completion Date: 2019)

The State of Maturity Report provided an audit of the existing asset management capacity and competency. It outlined strategic recommendations to improve the Municipality's asset management program.

### **Condition Assessment Program Development** (Completion Date: 2019)

Municipality staff received training on the development of condition assessment strategies for municipal assets. This included condition assessment guidelines as well as data collection templates to ensure asset condition data is collected consistently and updated regularly.

### **Asset Data Review and Refinement** (Completion Date: 2019/2021)

The data work was completed in two iterations of 2019 and 2021. The data work in 2019 included inventory syncing and uploads. The data work in 2021 included facility componentization. Data was also refined continuously over the course of this project.

### **Risk and Criticality Model Development** (Completion Date: 2021)

Risk models were developed to determine the relative criticality of assets based on their probability and consequence of failure. These models assist with the prioritization and ranking of infrastructure needs.

### **AMP & Financial Strategy**

This document represents the culminating deliverable of the Asset Management Roadmap.

# 2 Scope and Methodology

## Key Insights

- This asset management plan includes 8 asset categories and is divided between tax-funded and rate-funded categories
- The source and recency of replacement costs impacts the accuracy and reliability of asset portfolio valuation
- Accurate and reliable condition data helps to prevent premature and costly rehabilitation or replacement and ensures that lifecycle activities occur at the right time to maximize asset value and useful life

## 2.1 Asset categories included in this AMP

This asset management plan for the Municipality of Huron East is produced in compliance with Ontario Regulation 588/17. The July 2022 deadline under the regulation—the first of three AMPs—requires analysis of only core assets (roads, bridges & culverts, water, wastewater, and stormwater).

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

Asset Category	Source of Funding
Road Network	Tax Levy
Bridges & Culverts	
Storm Water Network	
Buildings	
Equipment	
Vehicles	
Water Network	User Rates
Sanitary Sewer Network	

## 2.2 Deriving Replacement Costs

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

- **User-Defined Cost and Cost/Unit:** Based on costs provided by municipal staff which could include average costs from recent contracts; data from engineering reports and assessments; staff estimates based on knowledge and experience
- **Cost Inflation/CPI Tables:** Historical cost of the asset is inflated based on Consumer Price Index or Non-Residential Building Construction Price Index

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

## 2.3 Estimated Useful Life and Service Life Remaining

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

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

$$\text{Service Life Remaining (SLR)} = \text{In Service Date} + \text{Estimated Useful Life (EUL)} - \text{Current Year}$$

## 2.4 Reinvestment Rate

As assets age and deteriorate they require additional investment to maintain a state of good repair. The reinvestment of capital funds, through asset renewal or replacement, is necessary to sustain an adequate level of service. The reinvestment rate is a measurement of available or required funding relative to the total replacement cost.

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

$$\text{Target Reinvestment Rate} = \frac{\text{Annual Capital Requirement}}{\text{Total Replacement Cost}}$$

$$\text{Actual Reinvestment Rate} = \frac{\text{Annual Capital Funding}}{\text{Total Replacement Cost}}$$

## 2.5 Deriving Asset Condition

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

A condition assessment rating system provides a standardized descriptive framework that allows comparative benchmarking across the Municipality's asset portfolio. The table below outlines the condition rating system used in this AMP to determine asset condition. This rating system is aligned with the Canadian Core Public Infrastructure Survey which is used to develop the Canadian Infrastructure Report Card. All asset categories, except Buildings and Facilities, are rated with at 20-point increments. Buildings and Facilities were assessed with the Facility Condition Index, which is outlined in Appendix D. When assessed condition data is not available, service life remaining is used to approximate asset condition.

Condition	Description	Criteria	Facility Condition Index (%)	Service Life Remaining (%)
Very Good	Fit for the future	Well maintained, good condition, new or recently rehabilitated	98	80-100
Good	Adequate for now	Acceptable, generally approaching mid-stage of expected service life	95	60-80
Fair	Requires attention	Signs of deterioration, some elements exhibit significant deficiencies	90	40-60
Poor	Increasing potential of affecting service	Approaching end of service life, condition below standard, large portion of system exhibits significant deterioration	70	20-40
Very Poor	Unfit for sustained service	Near or beyond expected service life, widespread signs of advanced deterioration, some assets may be unusable	0	0-20

The analysis in this AMP is based on assessed condition data only as available. In the absence of assessed condition data, asset age is used as a proxy to determine asset condition. Appendix D includes additional information on the role of asset condition data and provides basic guidelines for the development of a condition assessment program.

## 3

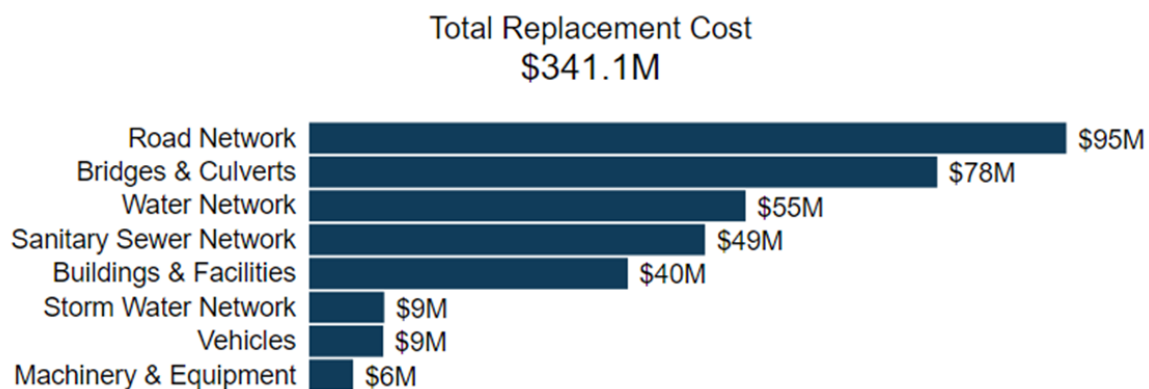
## Portfolio Overview

### Key Insights

- The total replacement cost of the Municipality's asset portfolio is \$341 million
- The Municipality's target re-investment rate is 2.33%, and the actual re-investment rate is 0.71%, contributing to an expanding infrastructure deficit
- 47% of all assets are in fair or better condition
- 12% of assets are projected to require replacement in the next 10 years
- Average annual capital requirements total \$8.0 million per year across all assets

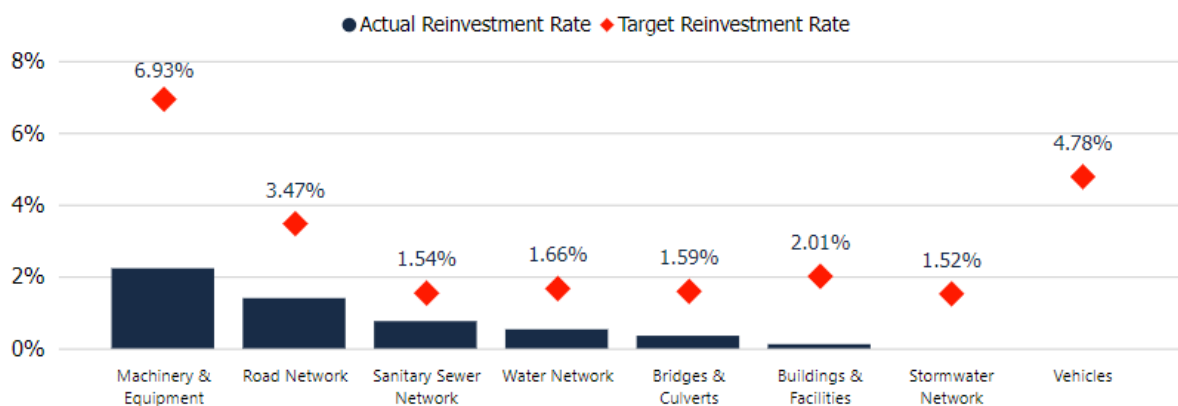
## 3.1 Total Replacement Cost of Asset Portfolio

The asset categories analyzed in this AMP have a total replacement cost of \$341 million based on inventory data from 2020. This total was determined based on a combination of user-defined costs and historical cost inflation. This estimate reflects replacement of historical assets with similar, not necessarily identical, assets available for procurement today.



## 3.2 Target vs. Actual Reinvestment Rate

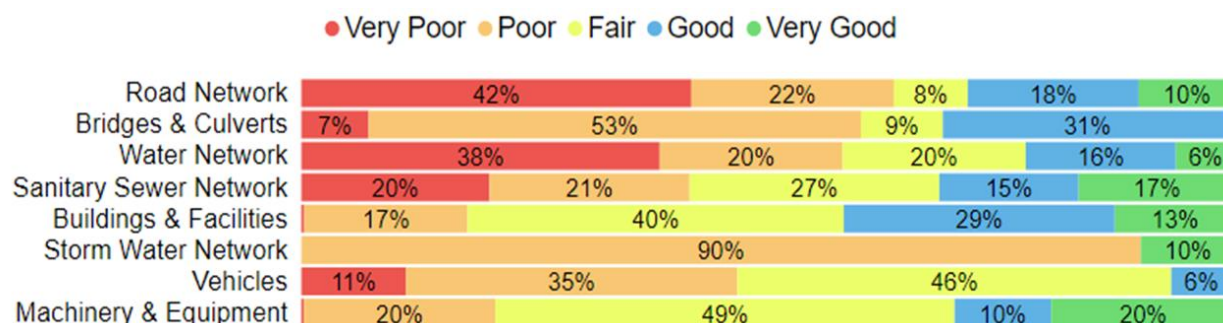
The graph below depicts funding gaps or surpluses by comparing target vs actual reinvestment rate. To meet the long-term replacement needs, the Municipality should be allocating approximately \$8.0 million annually, for a target reinvestment rate of 2.33%. Actual annual spending on infrastructure totals approximately \$2.4 million, for an actual reinvestment rate of 0.71%.





### 3.3 Condition of Asset Portfolio

The current condition of the assets is central to all asset management planning. Collectively, 47% of assets in Huron East are in fair or better condition. This estimate relies on both age-based and field condition data.



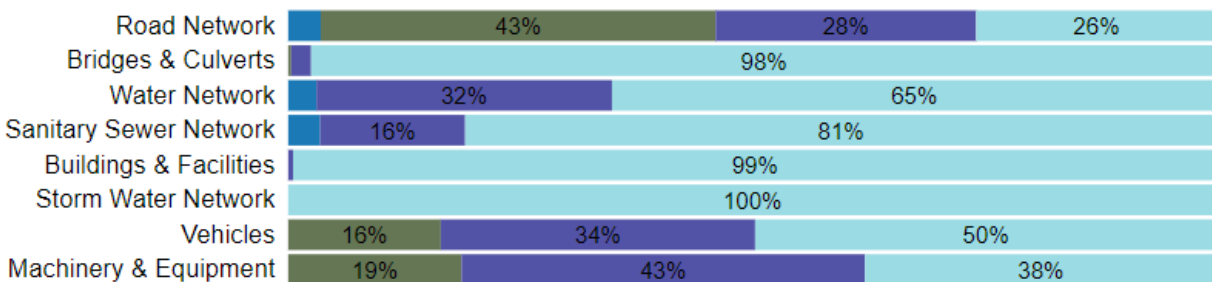
This AMP relies on assessed condition data for 84% of assets; for the remaining portfolio, age is used as an approximation of condition. Assessed condition data is invaluable in asset management planning as it reflects the true condition of the asset and its ability to perform its functions. The table below identifies the source of condition data used throughout this AMP.

Asset Category	Asset Segment	% of Assets with Assessed Condition	Source of Condition Data
Road Network	Paved Roads	55%	2019 Road Appraisals
Bridges & Culverts	Bridges	92%	2020 OSIM Report
	Structural Culverts	93%	2020 OSIM Report
Storm Water Network	All	90%	Staff Assessments
Buildings	All	100%	2020 BM Ross Assessment
Equipment	All	78%	Staff Assessments
Vehicles	All	100%	Staff Assessments
Water Network	All	97%	2019 Staff Assessments
Sanitary Sewer Network	All	96%	2019 Staff Assessments

## 3.4 Service Life Remaining

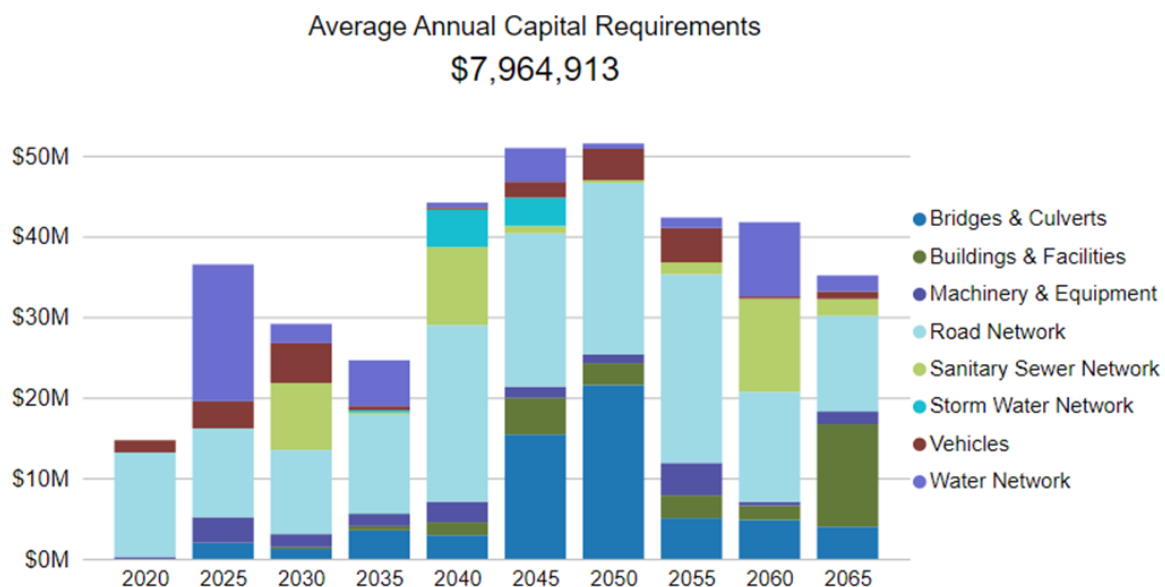
Based on asset age, available assessed condition data and estimated useful life, 12% of the Municipality's assets will require replacement within the next 10 years. Capital requirements over the next 10 years are identified in Appendix A.

● No Service Life Remaining ● 0-5 Years Remaining ● 6-10 Years Remaining ● Over 10 Years Remaining



## 3.5 Forecasted Capital Requirements

The development of a long-term capital forecast should include both asset rehabilitation and replacement requirements. With the development of asset-specific lifecycle strategies that include the timing and cost of future capital events, the Municipality can produce an accurate long-term capital forecast. The following graph identifies capital requirements over the next 50 years.



# 4 Analysis of Tax-funded Assets

## Key Insights

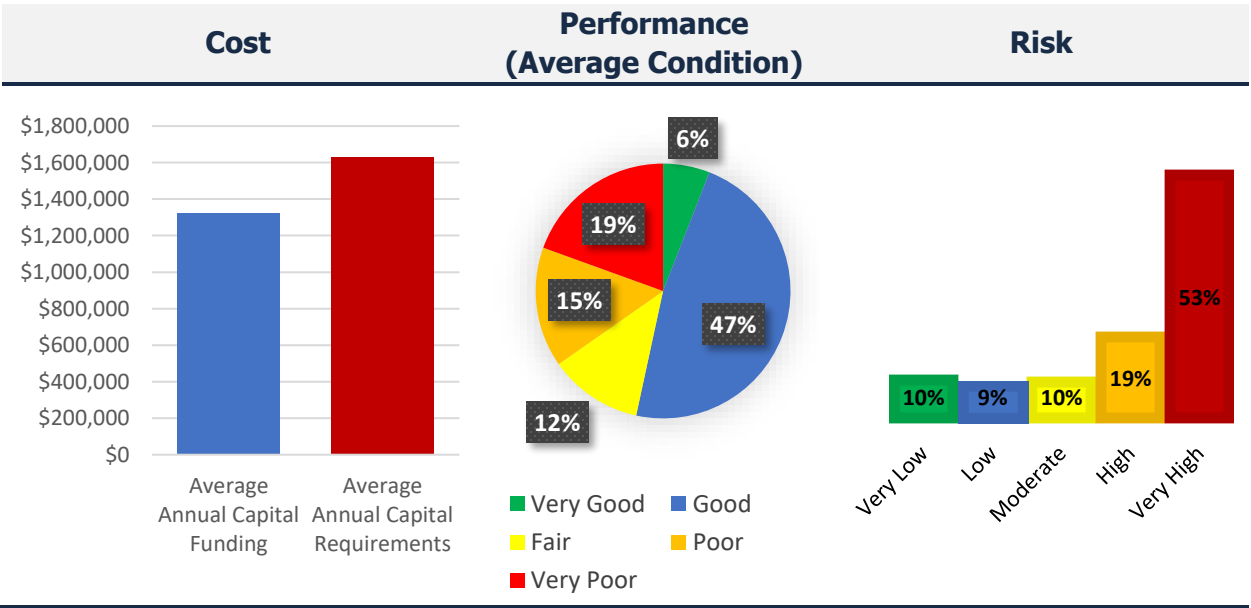
- Tax-funded assets are valued at \$237 million
- 46% of tax-funded assets are in fair or better condition
- The average annual capital requirement to sustain the current level of service for tax-funded assets is approximately \$6.3 million
- Critical assets should be evaluated to determine appropriate risk mitigation activities and treatment options

# 4.1 Road Network

The Road Network is a critical component of the provision of safe and efficient transportation services and represents one of the highest value asset categories in the Municipality’s asset portfolio. It includes all municipally owned and maintained roadways in addition to supporting roadside infrastructure including sidewalks, road culverts and streetlights.

The Municipality’s roads and sidewalks are maintained by the Public Works department who is also responsible for winter snow clearing, ice control and snow removal operations.

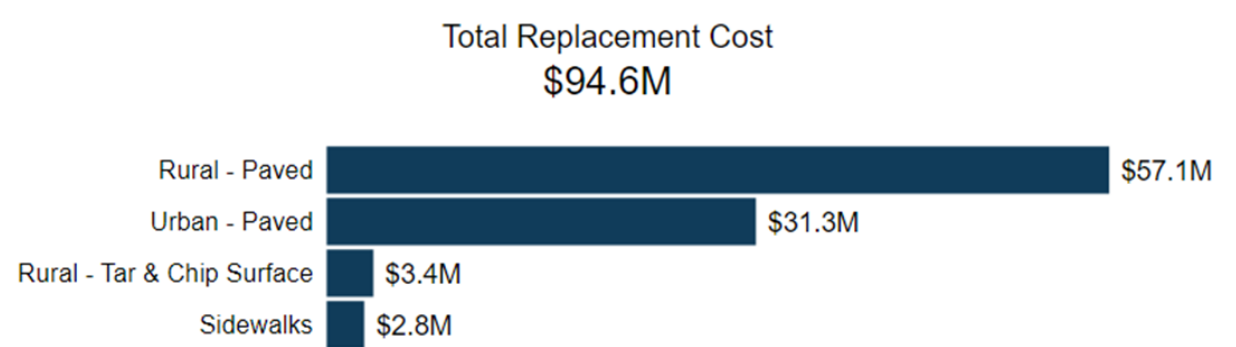
The table below outlines high-level service indicators for Roads.



### 4.1.1 Asset Inventory & Replacement Cost

The table below includes the quantity, replacement cost, and annual capital requirement of each asset segment in the Municipality’s Road Network inventory.

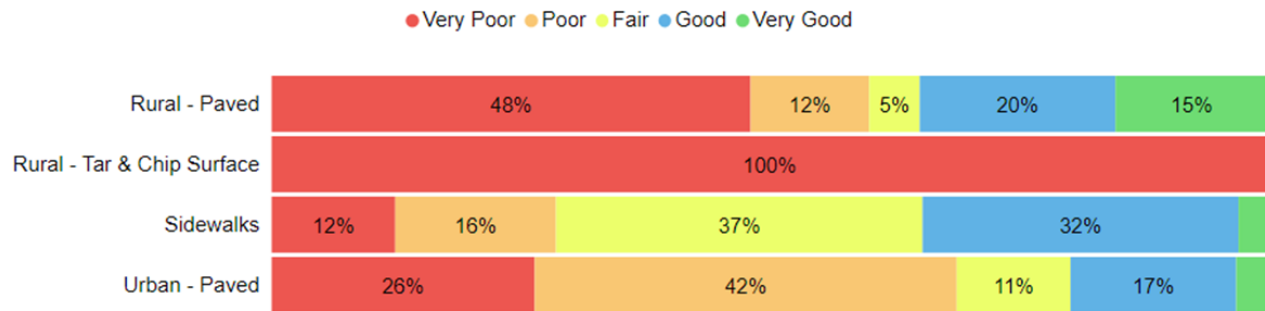
Asset Segment	Quantity	Replacement Cost	Annual Capital Requirement
Rural - Paved	170,943 Length (m)	\$57,094,962	\$2,270,727
Rural - Tar & Chip Surface	11,539 Length (m)	\$3,427,083	\$179,123
Sidewalks	23,931 Length (m)	\$2,758,526	\$92,335
Urban - Paved	35,675 Length (m)	\$31,329,684	\$741,099
Total:		\$94,610,255	\$3,283,284



## 4.1.2 Asset Condition

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
Rural - Paved	35%	Poor	33% Assessed
Rural - Tar & Chip Surface	0%	Very Poor	Age-based
Sidewalks	55%	Fair	95% Assessed
Urban - Paved	40%	Fair	95% Assessed
	<b>36%</b>	<b>Poor</b>	<b>54% Assessed</b>



## Current Approach to Condition Assessment

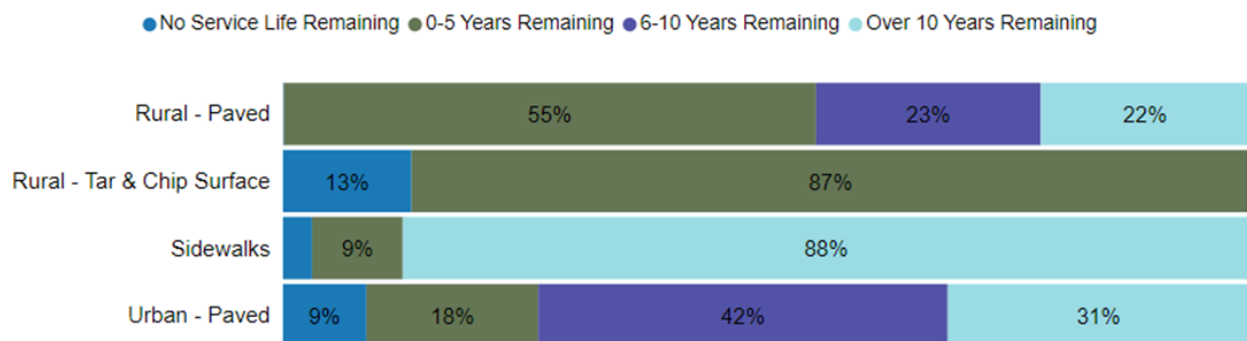
Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets more confidently. The following describes the municipality's current approach:

- A Roads Assessment is completed every year on half the network, rotating between the north in one year to the south in the other. The assessment includes condition scores that are based on identified defects and rideability
- A road patrol is conducted regularly every 14 days

### 4.1.3 Estimated Useful Life & Average Age

The Estimated Useful Life for Road Network assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)
Rural - Paved	14-30 years	16.3
Rural - Tar & Chip Surface	8 years	23.7
Sidewalks	20-30 years	26.2
Urban - Paved	30-60 years	30.3
<b>Average:</b>		<b>25.7</b>



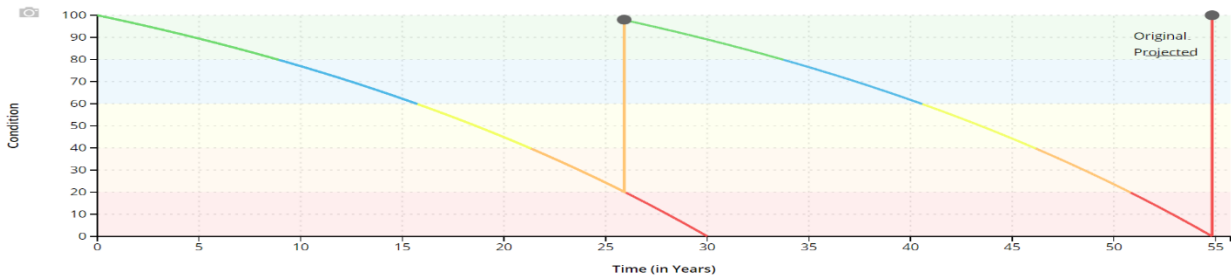
Each asset's Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

### 4.1.4 Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. This process is affected by a range of factors including an asset’s characteristics, location, utilization, maintenance history and environment.

The following lifecycle strategies have been developed as a proactive approach to managing the lifecycle of Urban and Rural Paved Roads and Tar and Chip Roads. Instead of allowing the roads to deteriorate until replacement is required, strategic rehabilitation is expected to extend the service life of roads at a lower total cost.

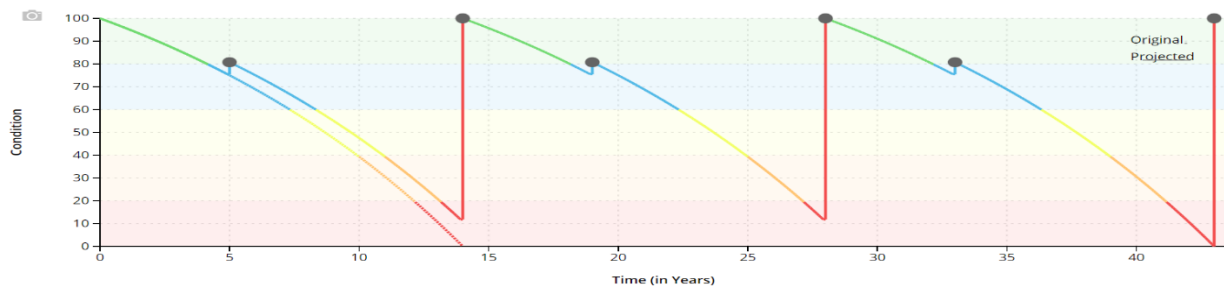
Urban Paved Roads		
Event Name	Event Class	Event Trigger
Shave and Pave	Rehabilitation	20 Condition
Full Reconstruction	Replacement	0 Condition





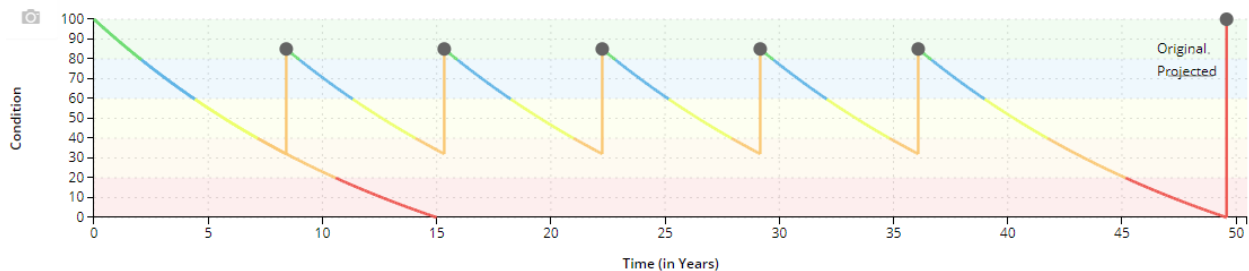
### Rural Paved Roads

Event Name	Event Class	Event Trigger
Crack Sealing	Preventative Maintenance	5 Years after Rehabilitation Events
Overlay	Rehabilitation	14 Years
Pad and Pave	Rehabilitation	28 Years
Full Reconstruction	Replacement	0 Condition



### Tar and Chip Roads

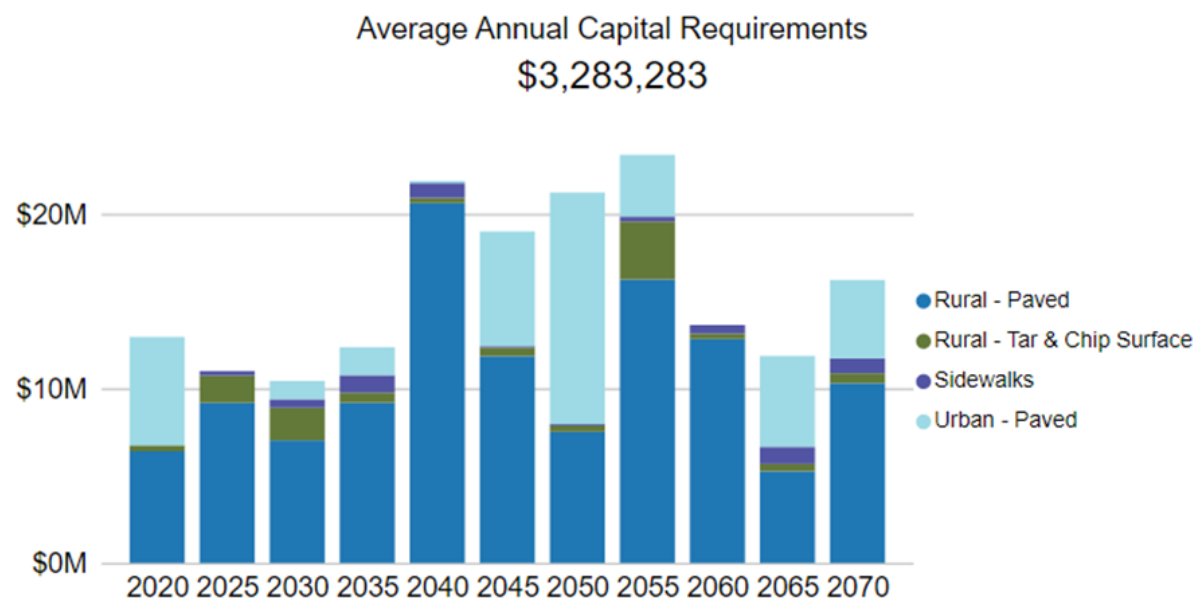
Event Name	Event Class	Event Trigger
Double Surface Treatment	Preventative Maintenance	7 and 14 Years
Single Lift	Rehabilitation	21 Years
Full Reconstruction	Replacement	0 Condition



## Forecasted Capital Requirements

Based on the lifecycle strategies identified previously for Paved Roads and Tar and Chip Roads, and assuming the end-of-life replacement of all other assets in this category, the following graph forecasts capital requirements for the Road Network, consolidated in five-year increments.

The annual capital requirement represents the average amount per year that the Municipality should allocate towards funding rehabilitation and replacement needs to meet future capital needs.



The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix A.

## 4.1.5 Risk & Criticality

### Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2020 inventory data. See Appendix C for the criteria used to determine the risk rating of each asset.

Consequence	5	516.00 m \$454,080.00	6,812.00 m \$5,994,560.00	5,500.00 m \$4,840,000.00	11,358.00 m \$9,995,040.00	7,881.00 m \$6,935,280.00
	4	2,881.00 m \$809,143.00	17,511.00 m \$5,848,674.00	52,801.00 m \$17,635,534.00	26,795.00 m \$8,949,530.00	13,868.00 m \$4,631,912.00
	3	18,295.00 m, unit(s) \$6,323,470.00	29,000.00 m \$9,686,000.00	300.00 m \$100,200.00	119.00 m \$40,139.89	- \$0.00
	2	10,390.30 unit(s), m \$4,457,692.00	2,964.00 m \$1,516,320.00	- \$0.00	- \$0.00	11,654.00 m \$3,528,283.00
	1	212.00 m \$186,560.00	7,590.00 m \$874,899.30	8,805.00 m \$1,014,952.35	3,861.00 m \$445,057.47	2,975.00 m \$342,928.25
		1	2	3	4	5
		Probability				

### Risks to Current Asset Management Strategies

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



#### Financial Reinvestment

It is a challenge to find the right balance between maintenance, capital rehabilitation and the reconstruction of roads. Staff hope to develop better defined strategies that will extend pavement lifecycle and a lower total cost. These strategies will require sustainable annual funding to minimize backlog and the deferral of capital works.



#### Climate Change & Extreme Weather Events

An increase in freeze/thaw cycles causes road pavement to heave and settle. This can cause the accelerated deterioration of road surface pavement which leads to an increased need for maintenance and rehabilitation.

### 4.1.6 Levels of Service

The following tables identify the Municipality's current level of service for the Road Network. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Municipality has selected for this AMP.

#### Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by the Road Network.

Service Attribute	Qualitative Description	Current LOS (2020)
Scope	Description, which may include maps, of the road network in the municipality and its level of connectivity	See Appendix B
Quality	Description or images that illustrate the different levels of road class pavement condition	Very Good - Pavement is in excellent condition with few visible defects. Riding quality is very smooth with not more than a few areas of very slight distortion.
		Good - Pavement is in good condition with accumulating slight defects and distortions. Riding quality is smooth with intermittent slightly rough and uneven sections.
		Fair - Pavement is in fair condition with intermittent patterns of slight to moderate defects. Riding quality is comfortable with intermittent bumps or depressions.
		Poor - Pavement is in poor condition with frequent patterns of moderate defects. Riding quality is uncomfortable, and the surface is rough and uneven.
		Very Poor - Pavement is in very poor condition with extensive severe defects. Riding quality is very uncomfortable, and surface is very rough and uneven.

### Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the Road Network.

Service Attribute	Technical Metric	Current LOS (2020)
Scope	Lane-km of arterial roads (MMS classes 1 and 2) per land area (km/km <sup>2</sup> )	N/A
	Lane-km of collector roads (MMS classes 3) per land area (km/km <sup>2</sup> )	N/A
	Lane-km of local roads (MMS classes 4, 5 and 6) per land area (km/km <sup>2</sup> )	0.33
Quality	Average pavement condition index for paved roads in the municipality	40%
	Average surface condition for unpaved roads in the municipality (e.g., excellent, good, fair, poor)	Good
Performance	Capital reinvestment rate	1.40%

## 4.1.7 Recommendations

### Condition Assessment Strategies

- The last road network appraisal was completed in 2019. Consider completing an updated assessment of all roads within the next few years.

### Lifecycle Management Strategies

- Implement the identified lifecycle management strategies for HCB and LCB roads to realize potential cost avoidance and maintain a high quality of road pavement condition.
- Evaluate the efficacy of the Municipality's lifecycle management strategies at regular intervals to determine the impact cost, condition, and risk. Consider utilizing other industry standard preventative maintenance activities to optimize service life.

### Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

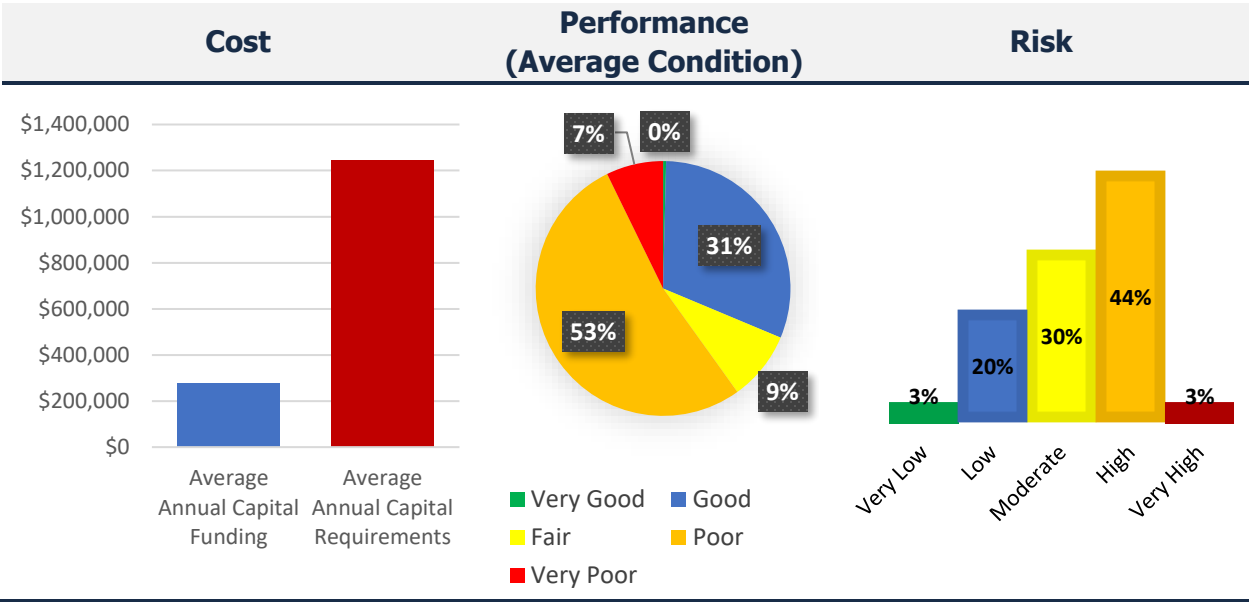
### Levels of Service

- Continue to measure current levels of service in accordance with the metrics identified in O. Reg. 588/17 and those metrics that the Municipality believes to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

# 4.2 Bridges & Culverts

Bridges & Culverts represent a critical portion of the transportation services provided to the community. The Public Works Department is responsible for the maintenance of all bridges and culverts located across municipal roads with the goal of keeping structures in an adequate state of repair and minimizing service disruptions.

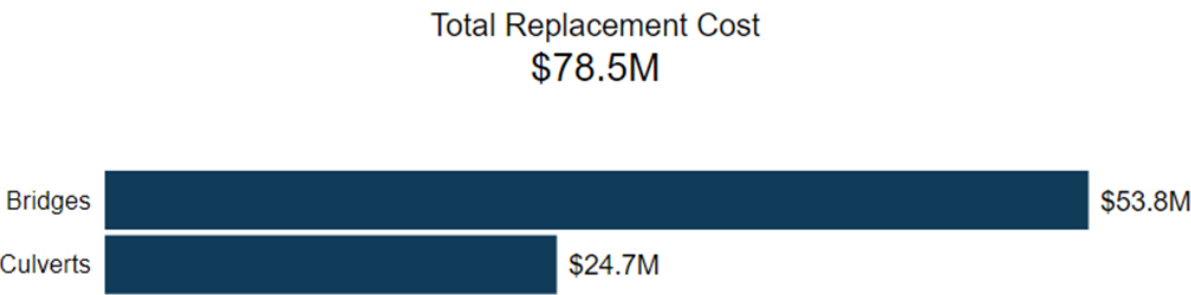
The table below outlines high-level service indicators for Bridges & Culverts.



### 4.2.1 Asset Inventory & Replacement Cost

The table below includes the quantity, replacement cost, and annual capital requirement of each asset segment in the Municipality’s Bridges & Culverts inventory.

Asset Segment	Quantity	Replacement Cost	Annual Capital Requirement
Bridges	60	\$53,761,500	\$788,526
Culverts	74	\$24,716,067	\$457,071
Total:		78,477,567	\$1,245,597

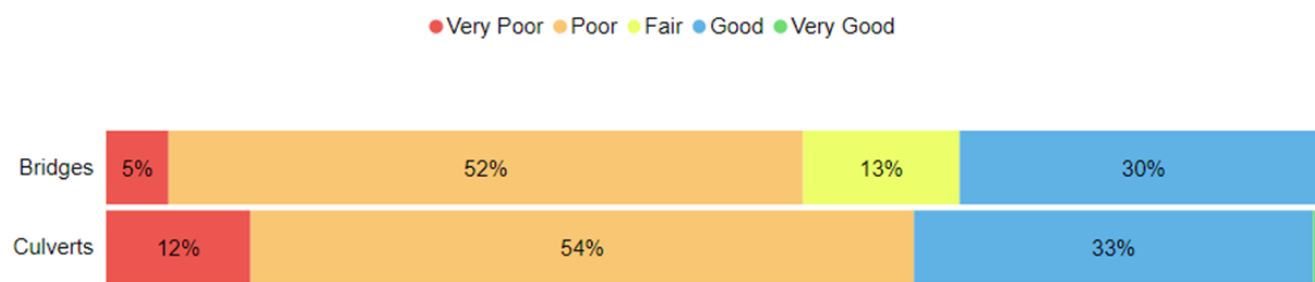




## 4.2.2 Asset Condition

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
Bridges	56%	Fair	92% Assessed
Culverts	52%	Fair	95% Assessed
	<b>55%</b>	<b>Fair</b>	<b>93% Assessed</b>



To ensure that the Municipality's Bridges & Culverts continues to provide an acceptable level of service, the Municipality should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation, and replacement activities is required to increase the overall condition of the Bridges & Culverts.

### Current Approach to Condition Assessment

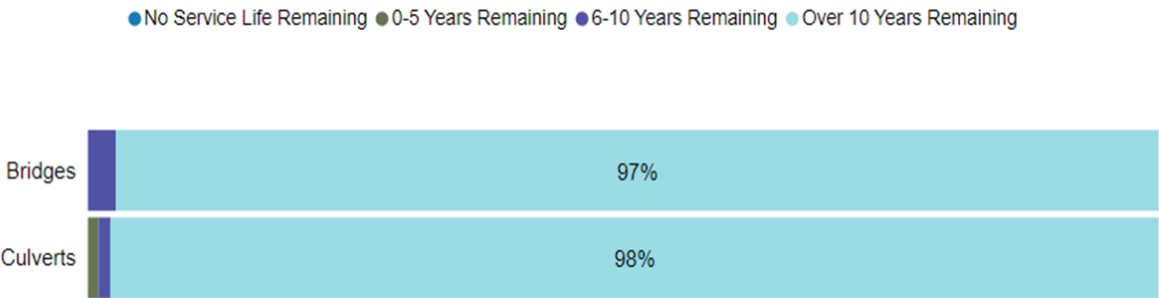
Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets more confidently. The following describes the municipality's current approach:

- Condition inspection reports of all bridges and culverts with a span greater than or equal to 3 meters are completed every 2 years in accordance with the Ontario Structure Inspection Manual (OSIM)
- A comprehensive OSIM inspection is completed every 8 years to further supplement the regular bi-annual inspections

### 4.2.3 Estimated Useful Life & Average Age

The Estimated Useful Life for Bridges & Culverts assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)
Bridges	30-75 years	48.5
Culverts	5-75 years	46.0
Average:		47.2



Each asset’s Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

## 4.2.4 Lifecycle Management Strategy

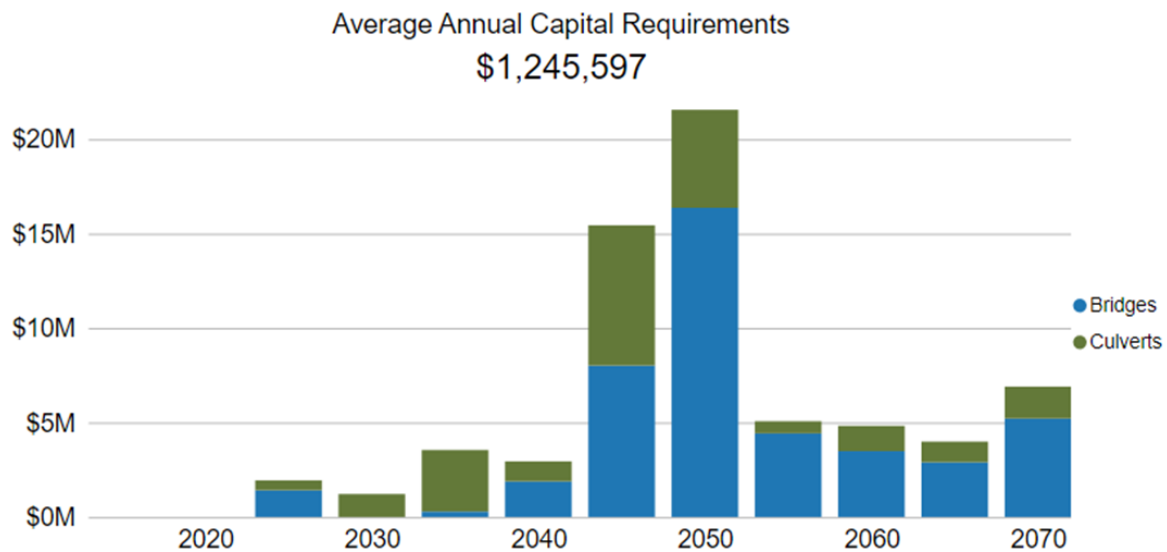
The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the Municipality's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance, Rehabilitation and Replacement	Lifecycle activities are driven by the results of mandated structural inspections completed according to the Ontario Structure Inspection Manual
	Some activities undertaken include deck sweeping, annual cleaning of expansion joints, annual drain hole maintenance, and annual guide rail inspections  Rehabilitation and replacement activities are generally followed from the 5 year outlook provided by the OSIM report as funding allows
Inspection	The most recent inspection report was completed in December 2020 by BM Ross & Associates Limited

## Forecasted Capital Requirements

The following graph forecasts long-term capital requirements, consolidated in five-year increments. The annual capital requirement represents the average amount per year that the Municipality should allocate towards funding rehabilitation and replacement needs.



The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix A.

## 4.2.5 Risk & Criticality

### Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2020 inventory data. See Appendix C for the criteria used to determine the risk rating of each asset.

Consequence	5	133.05 m2 \$1,188,000.00	1,955.18 m2, unit(s) \$13,069,525.00	- \$0.00	38.00 m2 \$301,350.00	- \$0.00
	4	1,201.13 m2, unit(s) \$7,053,874.00	4,369.58 m2, unit(s) \$26,844,650.00	676.13 m2 \$4,218,900.00	355.30 m2 \$2,397,325.00	- \$0.00
	3	421.16 m2 \$1,621,294.00	2,481.28 m2, unit(s) \$12,740,802.00	232.81 m2 \$1,635,804.00	285.57 m2 \$1,120,295.00	- \$0.00
	2	2.00 unit(s) \$483,220.00	560.81 m2, unit(s) \$2,995,618.00	181.50 m2, unit(s) \$1,016,501.00	160.43 m2 \$792,408.00	246.48 m2 \$998,001.00
	1	- \$0.00	- \$0.00	- \$0.00	- \$0.00	- \$0.00
		1	2	3	4	5
		Probability				

## Risks to Current Asset Management Strategies

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



### **Capital Funding Strategies**

Major capital rehabilitation projects for bridges and culverts are very dependant on the availability of grant funding opportunities, such as the Gas Tax. When grants are not available, bridge rehabilitation projects may be deferred. An annual capital funding strategy can reduce dependency on grant funding and help prevent deferral of capital works.



### **Aging Infrastructure and Usage**

As municipal bridges continue to age, there are a handful of structures that are approaching their original useful life. These structures have supported various forms of traffic including heavy traffic. However, their current load limit and width may no longer be adequate.

## 4.2.6 Levels of Service

The following tables identify the Municipality's current level of service for Bridges & Culverts. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Municipality has selected for this AMP.

### Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by Bridges & Culverts.

Service Attribute	Qualitative Description	Current LOS (2020)
Scope	Description of the traffic that is supported by municipal bridges (e.g., heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists)	Bridges and structural culverts are a key component of the municipal transportation network. Two of the municipality's structures have loading and dimensional restrictions meaning that most types of vehicles, including heavy transport, motor vehicles, and emergency vehicles can cross most structures without restriction.
Quality	Description or images of the condition of bridges & culverts and how this would affect use of the bridges & culverts	See Appendix B

### Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by Bridges & Culverts.

Service Attribute	Technical Metric	Current LOS (2020)
Scope	% of bridges in the Municipality with loading or dimensional restrictions	1.5%
Quality	Average bridge condition index value for bridges in the Municipality	56
	Average bridge condition index value for structural culverts in the Municipality	52
Performance	Capital re-investment rate	0.35%



## 4.2.7 Recommendations

### Data Review/Validation

- Continue to review and validate inventory data, assessed condition data and replacement costs for all bridges and structural culverts upon the completion of OSIM inspections every 2 years.

### Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

### Levels of Service

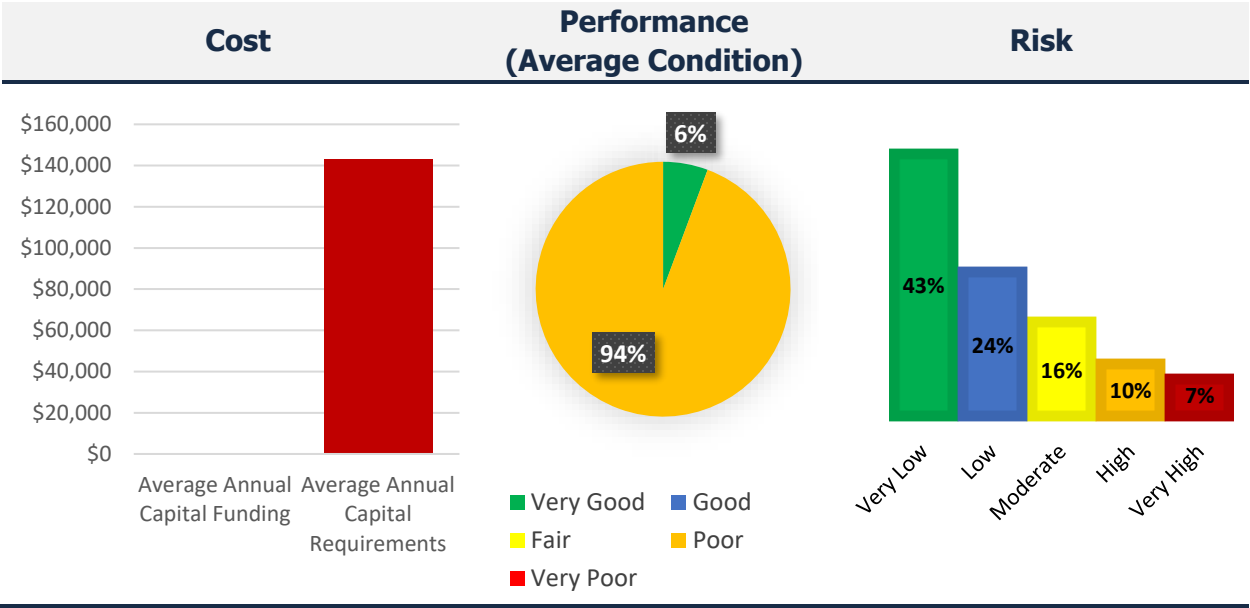
- Continue to measure current levels of service in accordance with the metrics identified in O. Reg. 588/17 and those metrics that the Municipality believe to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.



# 4.3 Storm Water Network

The Municipality is responsible for owning and maintaining a Storm Water Network consisting of storm drains.

The table below outlines high-level service indicators for the Storm Water Network.



### 4.3.1 Asset Inventory & Replacement Cost

The table below includes the quantity, replacement cost, and annual capital requirement of each asset segment in the Municipality’s Storm Water Network inventory. Currently, the Municipality only has a complete inventory of storm drains and is the process of including other storm water network segments.

Asset Segment	Quantity	Replacement Cost	Annual Capital Requirement
Storm Drains	12,091 Length (m)	\$9,399,899	\$142,741
Total:		\$9,399,899	\$142,741

Total Replacement Cost  
\$9.4M

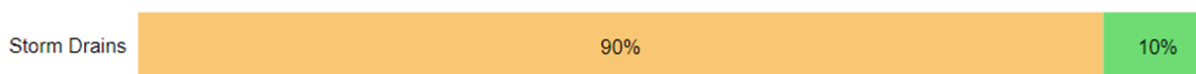


## 4.3.2 Asset Condition

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on replacement cost.

	Average Condition (%)	Average Condition Rating	Condition Source
Storm Drains	44%	Fair	90% Assessed
	<b>44%</b>	<b>Fair</b>	<b>90% Assessed</b>

● Very Poor ● Poor ● Fair ● Good ● Very Good



To ensure that the Municipality's Storm Water Network continues to provide an acceptable level of service, the Municipality should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the Storm Water Network.

## Current Approach to Condition Assessment

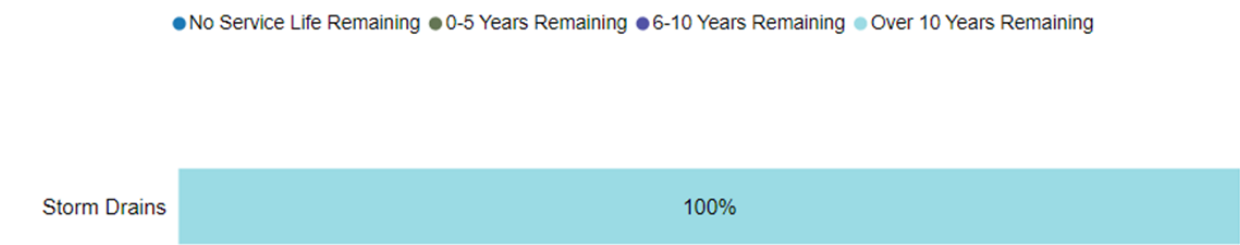
Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets more confidently. The following describes the municipality's current approach:

- Assessments are generally only undertaken during street reconstruction, otherwise, there are no formal condition assessment programs in place for the Storm Water Network

4.3.3 Estimated Useful Life & Average Age

The Estimated Useful Life for Storm Water Network assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)
Storm Drains	50 - 75 Years	22.9
		22.9



Each asset’s Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

4.3.4 Lifecycle Management Strategy

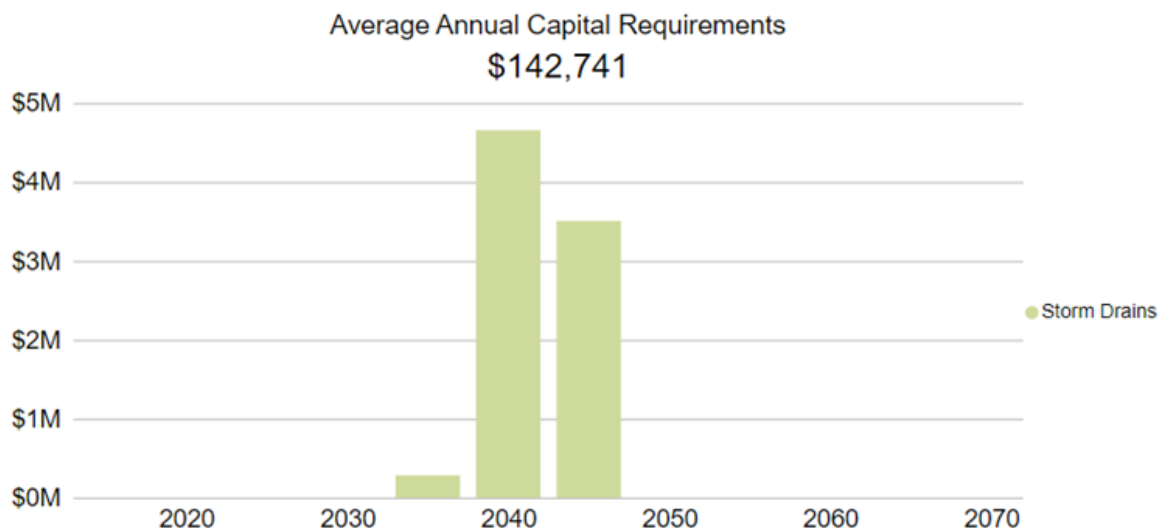
The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the Municipality’s current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance	Catchbasin cleaning is completed on a 2 year cycle
	Drains are unclogged in urban ceter when an issue has been brought up
	Preventative maintenance is completed on rural road overflow crossing annually as the budget allows
Replacement	A 5-year capital plan is followed for storm assets

Forecasted Capital Requirements

The following graph forecasts long-term capital requirements, consolidated in five-year increments. The annual capital requirement represents the average amount per year that the Municipality should allocate towards funding rehabilitation and replacement needs.



The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix A.

## 4.3.5 Risk & Criticality

### Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2020 inventory data. See Appendix C for the criteria used to determine the risk rating of each asset.



### Risks to Current Asset Management Strategies

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



#### Asset Data & Information

There is a lack of confidence in the available inventory data for storm water assets. Without reliable data available for decision making, plans become less robust. This poses a significant risk when trying to manage assets over their lifecycle and plan for future work.



#### Climate Change & Extreme Weather Events

Extreme weather events and a shifting climate have caused more rainfall in the municipality, leading to more surface flooding as it overwhelms the capacity of the existing system. These events can reduce accessibility and the levels of service generally expected. Residents have expressed a desire to address these issues, but this would have to come at a cost.

### 4.3.6 Levels of Service

The following tables identify the Municipality's current level of service for Storm Water Network. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Municipality has selected for this AMP.

#### Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by the Storm Water Network.

Service Attribute	Qualitative Description	Current LOS (2020)
Scope	Description, which may include map, of the user groups or areas of the municipality that are protected from flooding, including the extent of protection provided by the municipal stormwater system	See Appendix B

#### Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the Storm Water Network.

Service Attribute	Technical Metric	Current LOS (2020)
Scope	% of properties in municipality resilient to a 100-year storm	97%
	% of the municipal stormwater management system resilient to a 5-year storm	TBD <sup>1</sup>
Performance	Capital reinvestment rate	0%

<sup>1</sup> The Municipality does not currently have data available to determine this technical metric.

## 4.3.7 Recommendations

### Asset Inventory

- The Municipality's Storm Water Network inventory remains at a basic level of maturity and staff do not have a high level of confidence in its accuracy or reliability. The development of a comprehensive inventory of the Storm Water Network should be priority. Other storm water assets, such as catch basins, should be documented as separate assets.

### Condition Assessment Strategies

- The development of a comprehensive inventory should be accompanied by a system-wide assessment of the condition of all assets in the Storm Water Network. The Municipality may consider CCTV inspections of storm drains approaching their useful life.

### Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

### Lifecycle Management Strategies

- Document and review lifecycle management strategies for the Storm Water Network on a regular basis to achieve the lowest total cost of ownership while maintaining adequate service levels.

### Levels of Service

- Continue to measure current levels of service in accordance with the metrics that the Municipality has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

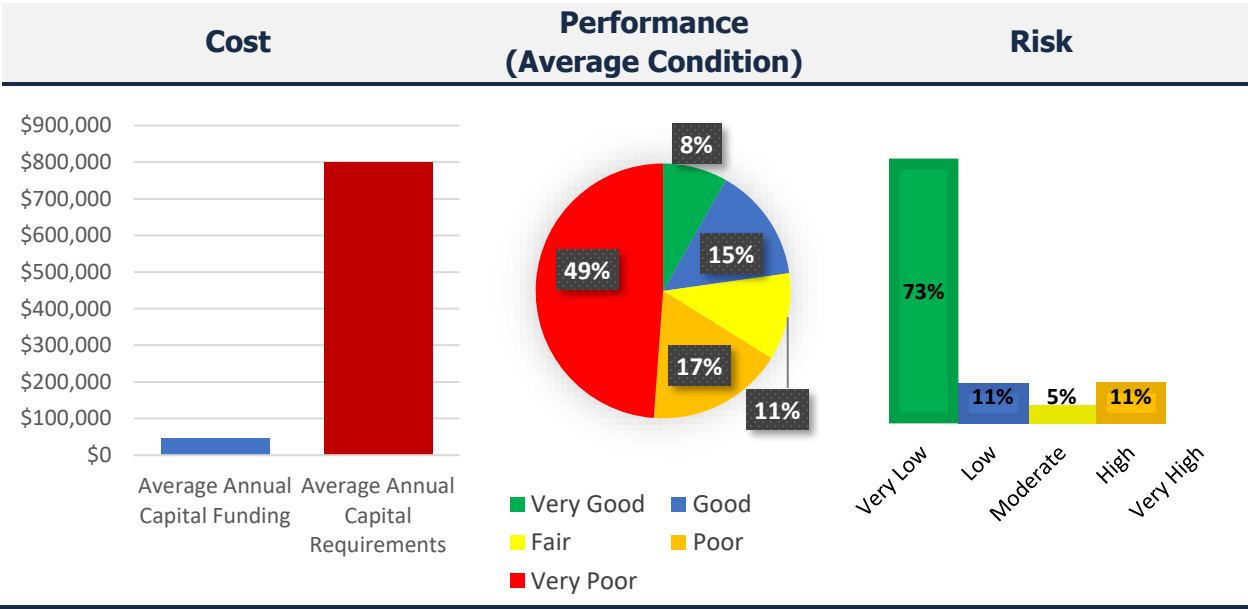


# 4.4 Buildings

The Municipality of Huron East owns and maintains several facilities and recreation centres that provide key services to the community. These include:

- administrative offices
- health services related facilities and cemeteries
- public libraries
- fire stations and associated offices and facilities
- public works related facilities
- recreational and park facilities

The table below outlines high-level service indicators for Buildings.

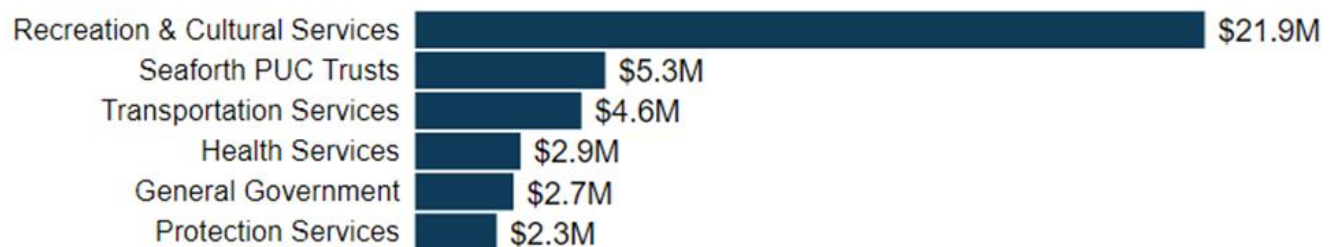


### 4.4.1 Asset Inventory & Replacement Cost

The table below includes the quantity, replacement cost, and annual capital requirement of each asset segment in the Municipality's Buildings inventory.

Asset Segment	Quantity (# of components)	Replacement Cost	Annual Capital Requirement
General Government	2 (39)	\$2,749,720	\$57,139
Health Services	5 (62)	\$2,943,562	\$66,319
Protection Services	3 (49)	\$2,278,892	\$50,055
Recreation & Cultural Services	19 (286)	\$21,939,462	\$465,353
Seaforth PUC Trusts	2	\$5,294,343	\$70,591
Transportation Services	8 (94)	\$4,631,432	\$89,973
<b>Total:</b>		<b>\$39,837,411</b>	<b>\$799,430</b>

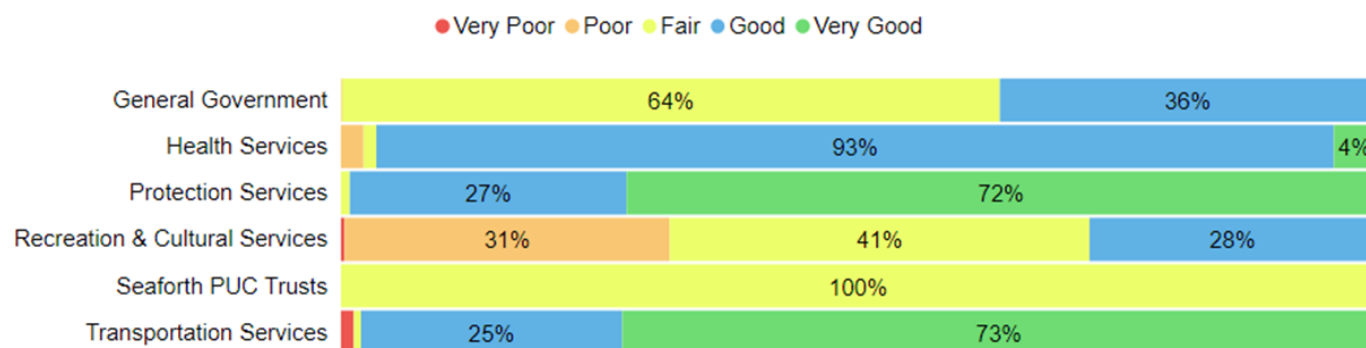
Total Replacement Cost  
\$39.8M



## 4.4.2 Asset Condition

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
General Government	94%	Fair	100% Assessed
Health Services	97%	Good	100% Assessed
Protection Services	98%	Very Good	100% Assessed
Recreation & Cultural Services	89%	Poor	100% Assessed
Seaforth PUC Trusts <sup>2</sup>	60%	Fair	100% Assessed
Transportation Services	98%	Very Good	100% Assessed
<b>Average FCI (excluding Seaforth PUC Trusts)</b>	<b>92%</b>	<b>Fair</b>	<b>100% Assessed</b>



To ensure that the Municipality's Buildings continues to provide an acceptable level of service, the Municipality should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the Buildings.

### Current Approach to Condition Assessment

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

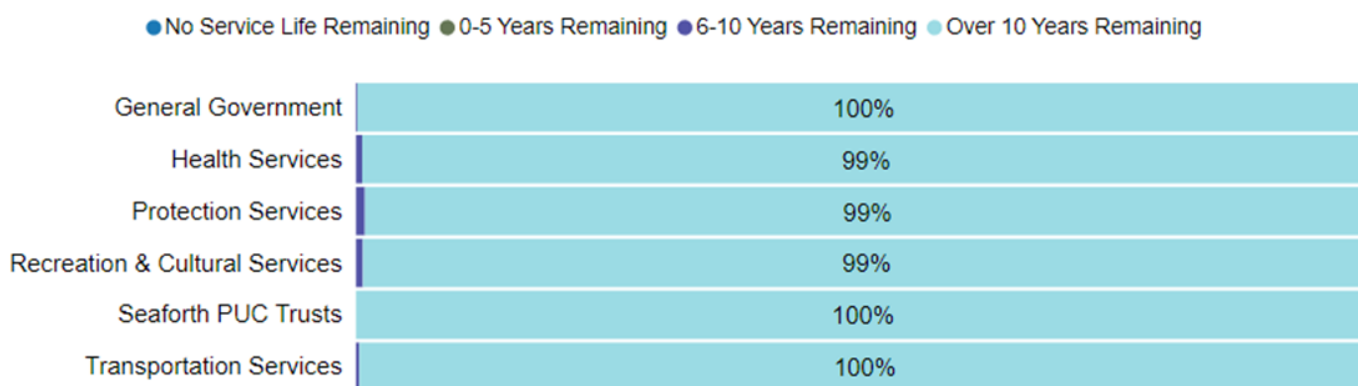
<sup>2</sup> The Seaforth PUC Trusts buildings were not under scope of the BM Ross Facility Assessment and rely on the generalized Canadian Infrastructure Report Card condition scale, rather than the FCI. A condition of 60% means 60% of service life are remaining, which is considered qualitatively as Fair.

- Health and safety (H&S) walk through inspections are completed monthly by a designated H&S representative
- A comprehensive building condition assessment was undertaken in 2020, identifying condition scores and required maintenance for building components. The Municipality is considering an appropriate interval for conducting similar studies in the future
- Recreational manager inspects playgrounds regularly based on CSA standards

### 4.4.3 Estimated Useful Life & Average Age

The Estimated Useful Life for Buildings assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)
General Government	10-100 years	93.3
Health Services	10-100 years	53.4
Protection Services	10-100 years	46.3
Recreation & Cultural Services	10-100 years	51.7
Seaforth PUC Trusts	75 years	61.5
Transportation Services	10-100 years	41.1
<b>Average:</b>		<b>52.6</b>



Each asset's Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

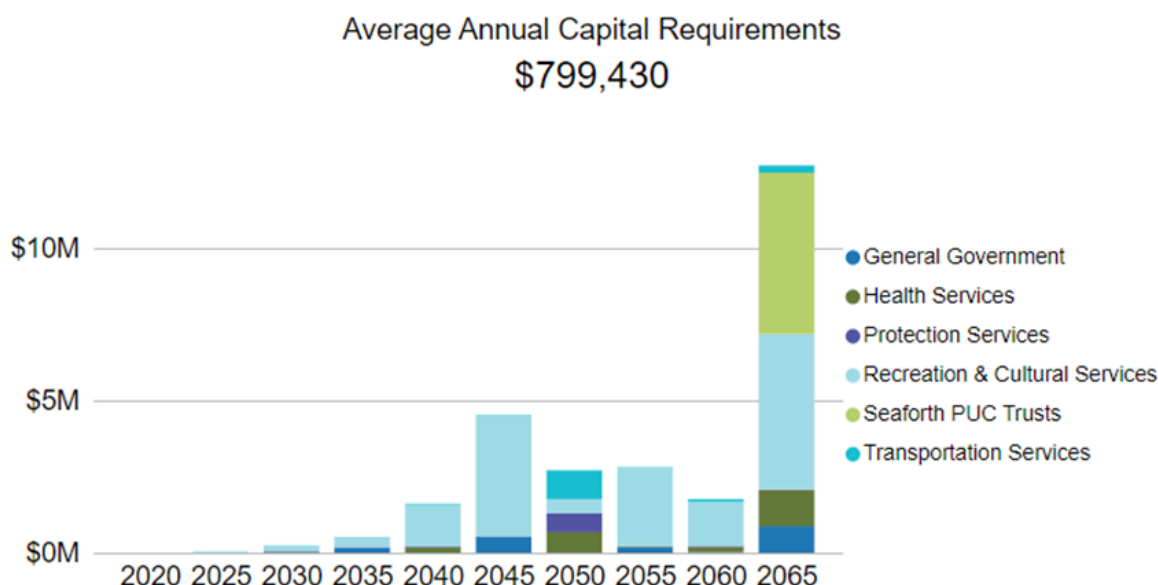
#### 4.4.4 Lifecycle Management Strategy

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

Activity Type	Description of Current Strategy
Maintenance / Rehabilitation	Recreational centres are generally maintained by the staff within the buildings – there is no overarching maintenance plan
	Grass cutting is handled on a weekly basis for parks and outdoor areas
	General maintenance of buildings are completed internally
Replacement	A building efficiencies list of improvements are brought forward on a yearly basis, items are generally prioritized on H&S considerations
	Major rehabilitative and replacement activities prioritized by Facilities Manager with input from staff and past building assessment reports
	The current strategy is more reactive with some proactive elements and planning. There is a 5-year capital planning horizon in place

#### Forecasted Capital Requirements

The following graph forecasts long-term capital requirements, consolidated in five-year increments. The annual capital requirement represents the average amount per year that the Municipality should allocate towards funding rehabilitation and replacement needs.



The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix A.

4.4.5 Risk & Criticality


Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2020 inventory data. See Appendix C for the criteria used to determine the risk rating of each asset.



Risks to Current Asset Management Strategies

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



**Aging Infrastructure and Capital Funding**

Aging building infrastructure poses one of the larger challenges. The Municipality does not have many new buildings. Buildings that are closer to the end of its life requires more upkeep and maintenance that ultimately translate to higher costs. Older buildings are also more prone to failure. Many building components are at risk of not meeting current standards.

## 4.4.6 Levels of Service

Buildings is considered a non-core asset category. The following tables identify the Municipality's current level of service for Buildings. These metrics include the technical and community level of service metrics that the Municipality has selected for this AMP.

### Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by Buildings.

Service Attribute	Qualitative Description	Current LOS (2020)
Accessibility	List of facilities that meet accessibility standards and any work that has been undertaken to achieve alignment	Seaforth Library; Brussels Library; Seaforth Town Hall; Vanastra Recreation Centre; Brussels, Morris & Grey Community Centre; Seaforth & District Community Centre; Brussels Medical Dental Building; Community Care Access Centre; Family Health Team Building;  Work Completed to achieve this is installing automatic door openers, ramps
Sustainability and Affordability	Description of lifecycle activities performed on municipal buildings	Refer to 4.4.4

### Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the Buildings.

Service Attribute	Technical Metric	Current LOS (2020)
Accessibility	% of Facilities meeting AODA Standards	23%
Quality	O&M cost / # of municipal facilities	\$6,499
	Total equivalent kWh energy consumption / sq. m. of buildings	80 kWh / sq m
	% of buildings in poor or very poor condition	66%
	Average Annual Reinvestment Rate	0.12%



## 4.4.7 Recommendations

### Asset Inventory

- Building component information should be updated as renewals and refurbishments are undertaken to ensure the inventory is up to date.

### Condition Assessment Strategies

- Continue conducting network-wide assessments to ensure condition information remains reliable.

### Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

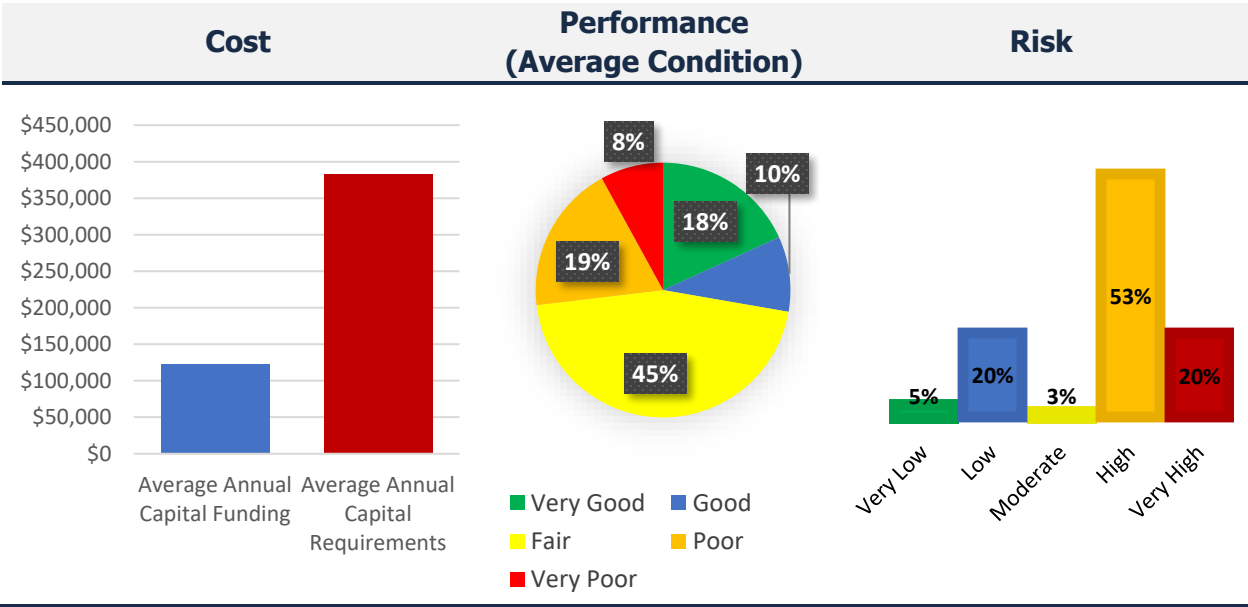
### Levels of Service

- Begin measuring current levels of service in accordance with the metrics that the Municipality has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

# 4.5 Machinery & Equipment

In order to maintain the high quality of public infrastructure and support the delivery of core services, Municipality staff own and employ various types of machinery and equipment. Equipment are segmented by departmental use. Keeping Equipment in an adequate state of repair is important to maintain a high level of service.

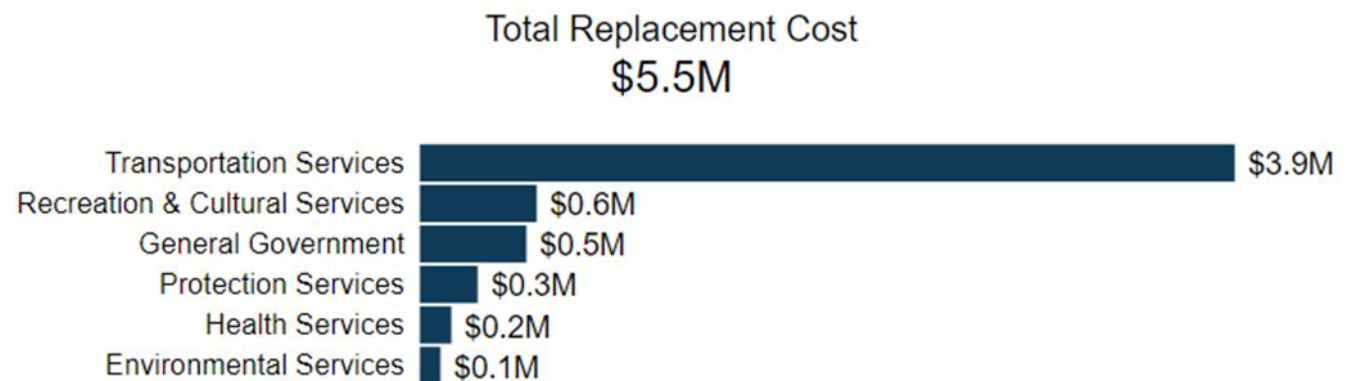
The table below outlines high-level service indicators for Machinery & Equipment.



### 4.5.1 Asset Inventory & Replacement Cost

The following table includes the quantity, replacement cost, and annual capital requirement of each asset segment in the Municipality's Machinery & Equipment inventory.

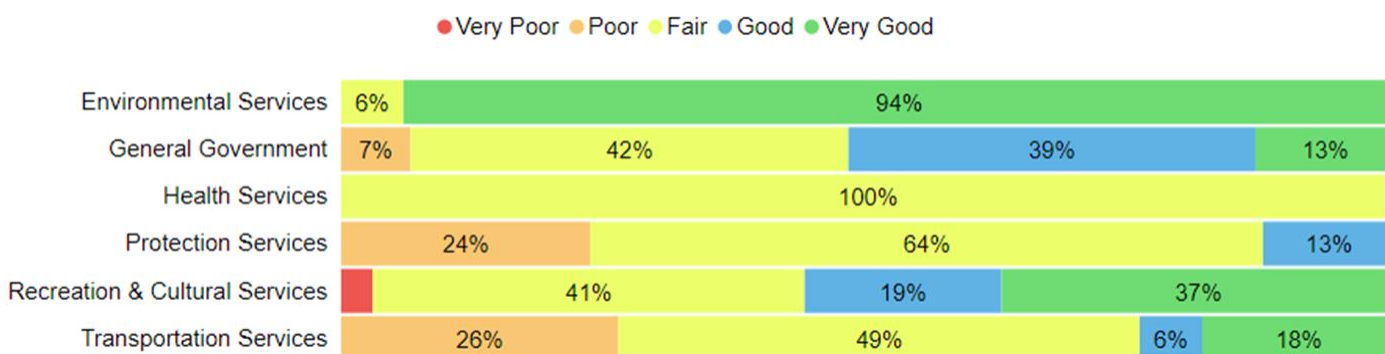
Asset Segment	Quantity	Replacement Cost	Annual Capital Requirement
Environmental Services	2	\$101,000	\$8,517
General Government	52	\$513,000	\$79,900
Health Services	3	\$153,000	\$7,650
Protection Services	13	\$279,289	\$11,898
Recreation & Cultural Services	11	\$562,500	\$37,461
Transportation Services	19	\$3,909,000	\$237,075
<b>Total:</b>		<b>\$5,517,789</b>	<b>\$382,500</b>



## 4.5.2 Asset Condition

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
Environmental Services	85%	Very Good	6% Assessed
General Government	61%	Good	69% Assessed
Health Services	54%	Fair	100% Assessed
Protection Services	51%	Fair	85% Assessed
Recreation & Cultural Services	71%	Good	63% Assessed
Transportation Services	56%	Fair	82% Assessed
	<b>58%</b>	<b>Fair</b>	<b>78% Assessed</b>



To ensure that the Municipality's Machinery & Equipment continues to provide an acceptable level of service, the Municipality should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the Equipment.

### Current Approach to Condition Assessment

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

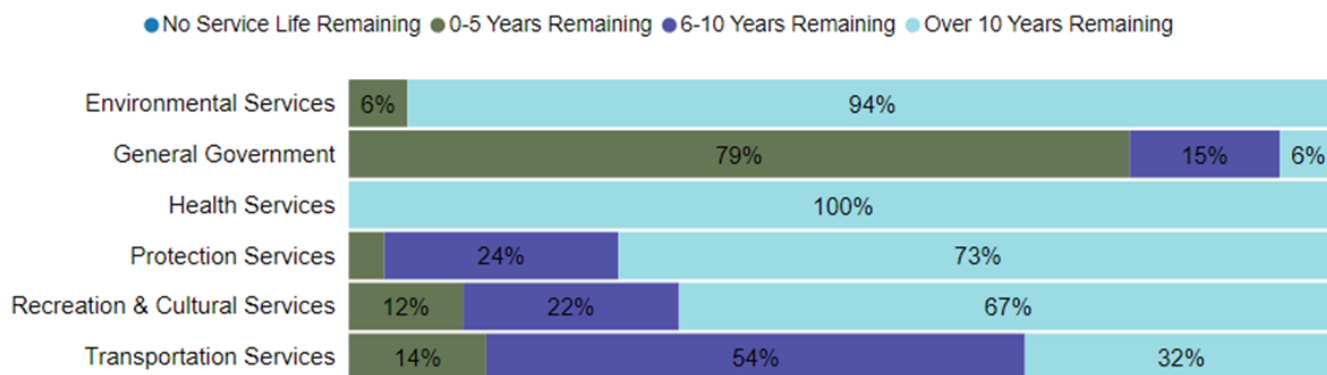
- Each department assesses their own equipment
- Equipment related to vehicles are usually assessed when the vehicle is assessed

- Staff complete regular visual inspections of Equipment to ensure they are in state of adequate repair
- Self Contained Breathing Apparatus (SCBA) are assessed annually and follow National Fire Protection Association (NFPA) standards
- Bunker gear are inspected internally on an annual basis
- Ice surfacing machine are sent back every two years
- Chillers are assessed twice per year
- HVAC and compressor room equipment are inspected every 6 months, typically at the start and mid season, in accordance with Technical Standards and Safety Authority (TSSA) requirements

### 4.5.3 Estimated Useful Life & Average Age

The Estimated Useful Life for Machinery & Equipment assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)
Environmental Services	10-12 years	4.8
General Government	4-20 years	4.3
Health Services	20 years	12.1
Protection Services	1-25 years	13.1
Recreation & Cultural Services	5-25 years	4.0
Transportation Services	1-25 years	8.3
<b>Average:</b>		<b>7.6</b>



Each asset's Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

### 4.5.4 Lifecycle Management Strategy

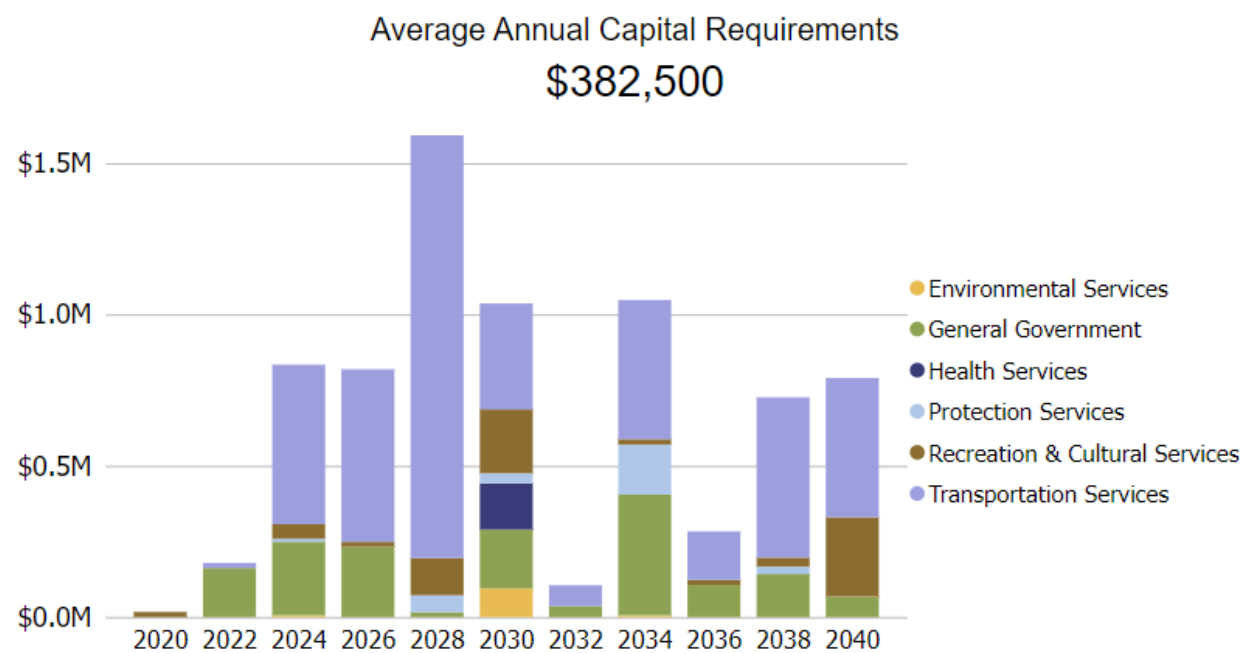
The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the Municipality’s current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance/ Rehabilitation	Maintenance program varies by department
	Fire Protection Services equipment is subject to a much more rigorous inspection and maintenance program compared to most other departments (e.g. following National Fire Protection Association standards)
	SCBA have an annual flow test completed by an external organization
	When bunker gear is sent away externally for cleaning, on an as needed basis, hydrostatic test is completed and documented as well
	Ice surfacing machinery has yearly oil changes and maintenance
Replacement	The replacement of Equipment depends on deficiencies identified by operators that may impact their ability to complete required tasks

### Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per two-year period that the Municipality should allocate towards funding rehabilitation and replacement needs.



The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix A.

### 4.5.5 Risk & Criticality

#### Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2020 inventory data. See Appendix C for the criteria used to determine the risk rating of each asset.



Consequence	5	4.00 unit(s) \$305,000.00	5.00 unit(s) \$812,000.00	4.00 unit(s) \$360,000.00	- \$0.00	- \$0.00
	4	3.00 unit(s) \$520,000.00	24.00 unit(s) \$524,089.00	13.00 unit(s) \$1,214,200.00	3.00 unit(s) \$494,000.00	1.00 unit(s) \$17,000.00
	3	6.00 unit(s) \$263,000.00	6.00 unit(s) \$377,500.00	14.00 unit(s) \$232,000.00	3.00 unit(s) \$330,000.00	- \$0.00
	2	- \$0.00	1.00 unit(s) \$52,000.00	- \$0.00	- \$0.00	- \$0.00
	1	- \$0.00	- \$0.00	1.00 unit(s) \$17,000.00	- \$0.00	- \$0.00
		1	2	3	4	5
		Probability				

## Risks to Current Asset Management Strategies

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



### Aging Infrastructure and Capital Funding

Aging equipment and the need for renewal poses a challenge. Equipment that are closer to the end of its life requires more upkeep and maintenance that ultimately translate to higher operating costs. Older equipment are also more prone to failure, potentially causing disruption to staff duties, resulting in lower efficiencies.

## 4.5.6 Levels of Service

Equipment is considered a non-core asset category. The following tables identify the Municipality's current level of service for Equipment. These metrics include the technical and community level of service metrics that the Municipality has selected for this AMP.

### Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by Equipment.

Service Attribute	Qualitative Description	Current LOS (2020)
Sustainability and Affordability	Description of lifecycle activities performed on machinery and equipment assets	Refer to 4.5.4

### Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the Equipment.

Service Attribute	Technical Metric	Current LOS (2020)
Safety	# of workplace injuries due to equipment failure / oversight	0
Quality	O&M Cost / Total value of Equipment	\$0.08
	% of machinery and equipment in poor or very poor condition	27%
	Average Annual Reinvestment Rate	2.23%

## 4.5.7 Recommendations

### Replacement Costs

- All replacement costs used in this AMP were based on the inflation of historical costs. These costs should be evaluated to determine their accuracy and reliability. Replacement costs should be updated according to the best available information on the cost to replace the asset in today's value.

### Estimated Useful Life

- The estimated useful life of each asset should be reviewed to ensure that it reflects the true service life influenced by the asset's environment and operating conditions.

### Condition Assessment Strategies

- Identify condition assessment strategies for high value and high-risk equipment.
- Review assets that have surpassed their estimated useful life to determine if immediate replacement is required or whether these assets are expected to remain in-service. Adjust the service life and/or condition ratings for these assets accordingly.

### Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

### Levels of Service

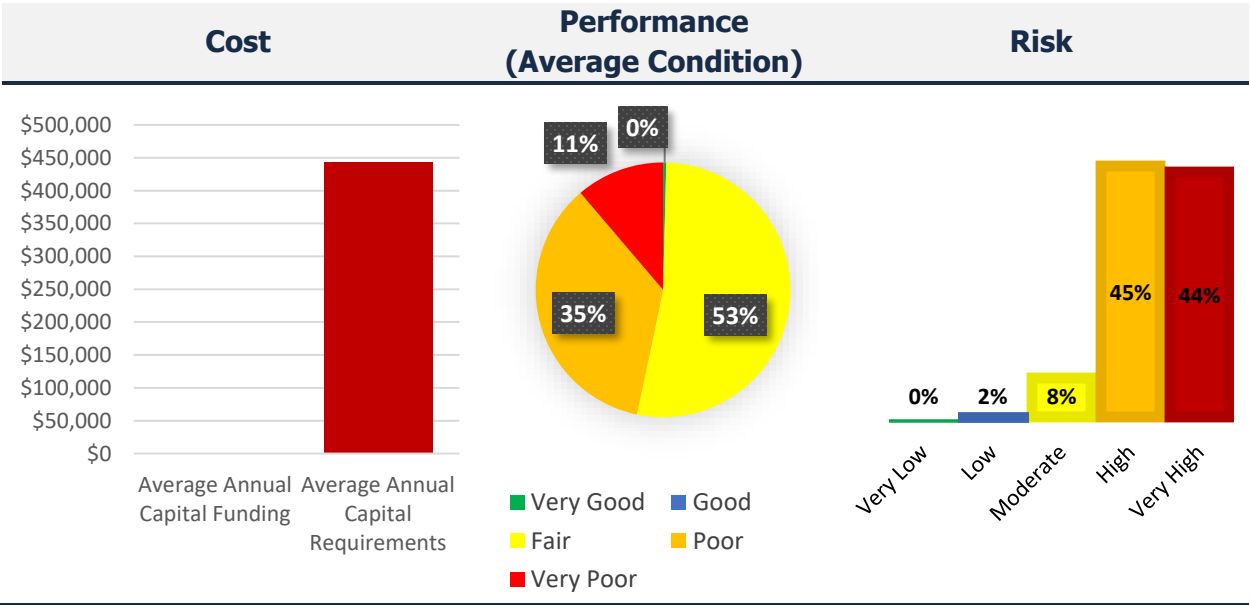
- Begin measuring current levels of service in accordance with the metrics that the Municipality has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

# 4.6 Vehicles

Vehicles allow staff to efficiently deliver municipal services and personnel. Municipal vehicles are used to support several service areas, including:

- tandem axle trucks for winter control activities
- fire rescue vehicles to provide emergency services
- pick-up trucks to support the maintenance of the transportation network and address service requests for Environmental Services and Parks & Recreation

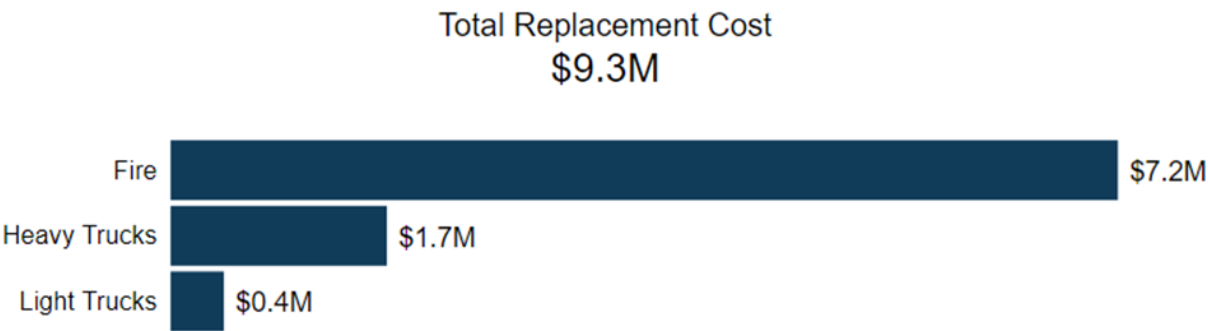
The table below outlines high-level service indicators for Vehicles.



4.6.1 Asset Inventory & Replacement Cost

The table below includes the quantity, replacement cost, and annual capital requirement of each asset segment in the Municipality’s Vehicles.

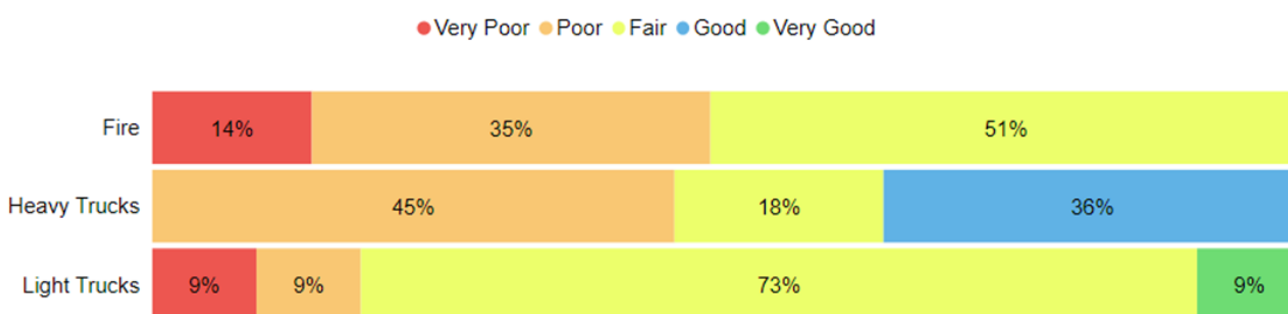
Asset Segment	Quantity	Replacement Cost	Annual Capital Requirement
Fire	17	\$7,225,000	\$289,000
Heavy Trucks	6	\$1,650,000	\$96,429
Light Trucks	11	\$407,000	\$58,143
Total:		\$9,282,000	\$443,571



## 4.6.2 Asset Condition

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
Fire	43%	Fair	100% Assessed
Heavy Trucks	48%	Fair	100% Assessed
Light Trucks	42%	Fair	100% Assessed
	<b>43%</b>	<b>Fair</b>	<b>100% Assessed</b>



To ensure that the Municipality's Vehicles continue to provide an acceptable level of service, the Municipality should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the Vehicles.

## Current Approach to Condition Assessment

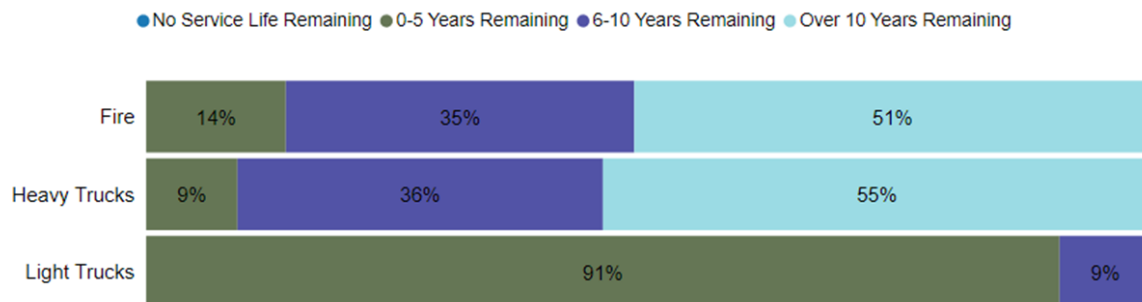
Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets more confidently. The following describes the municipality's current approach:

- Staff complete regular visual inspections of vehicles to ensure they are in state of adequate repair prior to operation
- Fire trucks are inspected annually

### 4.6.3 Estimated Useful Life & Average Age

The Estimated Useful Life for Vehicle assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)
Fire	25 years	19.7
Heavy Trucks	7-20 years	10.3
Light Trucks	7 years	6.3
<b>Average:</b>		<b>12.9</b>



Each asset's Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

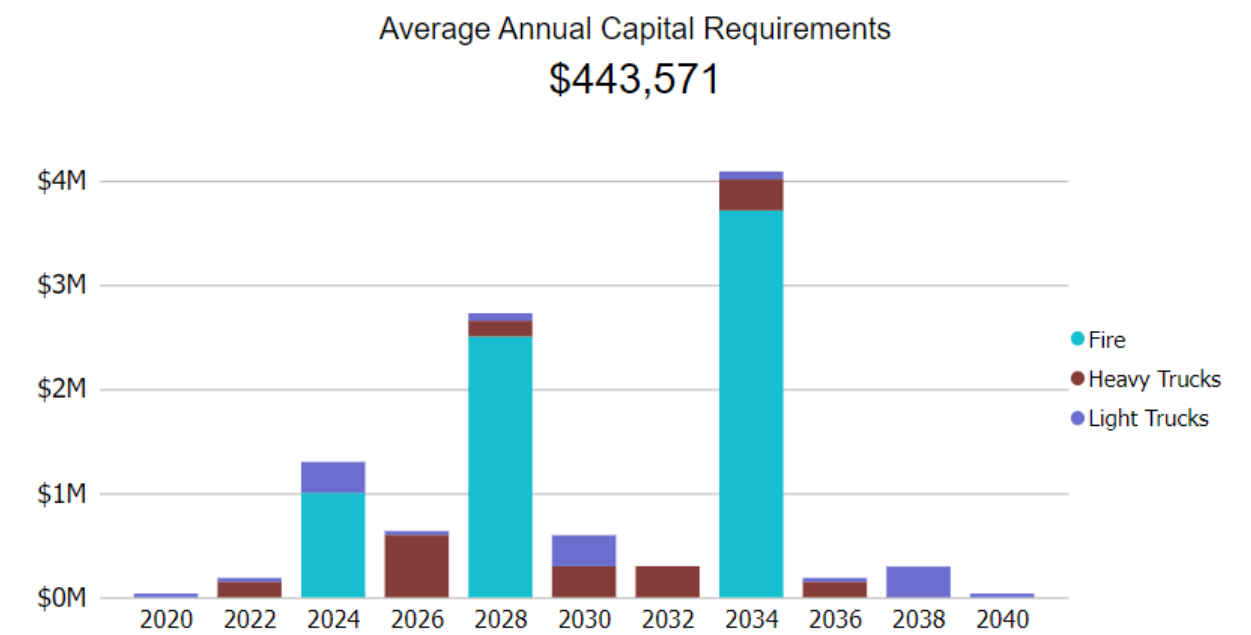
### 4.6.4 Lifecycle Management Strategy

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

Activity Type	Description of Current Strategy
Maintenance	Light trucks are serviced every 5000-7000 km
	Heavy trucks are serviced approximately every 3000 km
	Graders are serviced approximately after 250 hours of use
Replacement	Vehicle replacements are the primary of means of upgrading and restoring condition. Vehicle replacement prioritization is based on condition and age to lesser extent
	Vehicles are replaced on a cycle basis as budget allows. A 5 year minimum capital planning horizon is undertaken

### Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per each two-year period that the Municipality should allocate towards funding rehabilitation and replacement needs.





The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix A.

## 4.6.5 Risk & Criticality

### Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2020 inventory data. See Appendix C for the criteria used to determine the risk rating of each asset.



### Risks to Current Asset Management Strategies

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



#### Aging Infrastructure and Capital Funding

Aging vehicles and the need for renewal poses a challenge. Vehicles that are closer to the end of its life requires more upkeep and maintenance that ultimately translates to higher operating costs. Older vehicles are also more prone to failure, potentially causing disruption to staff duties, resulting in lower efficiencies.

## 4.6.6 Levels of Service

Vehicles is considered a non-core asset category. The following tables identify the Municipality's current level of service for Vehicles. These metrics include the technical and community level of service metrics that the Municipality has selected for this AMP.

### Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by Vehicles.

Service Attribute	Qualitative Description	Current LOS (2020)
Sustainability and Affordability	Description of lifecycle activities performed on vehicles	Refer to 4.6.4

### Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the Vehicles.

Service Attribute	Technical Metric	Current LOS (2020)
Safety	% of regulated (CVOR, MTO, and NFPA) maintenance inspections completed	100%
	Average O&M cost per vehicle	\$4,137
Quality	% of vehicles in poor or very poor condition	47%
	Average Annual Reinvestment Rate	0%

## 4.6.7 Recommendations

### Estimated Useful Life

- Review and revise the estimated useful life of vehicles to ensure that the useful life reflects the vehicle's environment and operating conditions.

### Condition Assessment Strategies

- Identify condition assessment strategies for high value and high-risk equipment.

### Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

### Levels of Service

- Begin measuring current levels of service in accordance with the metrics that the Municipality has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

# 5 Analysis of Rate-funded Assets

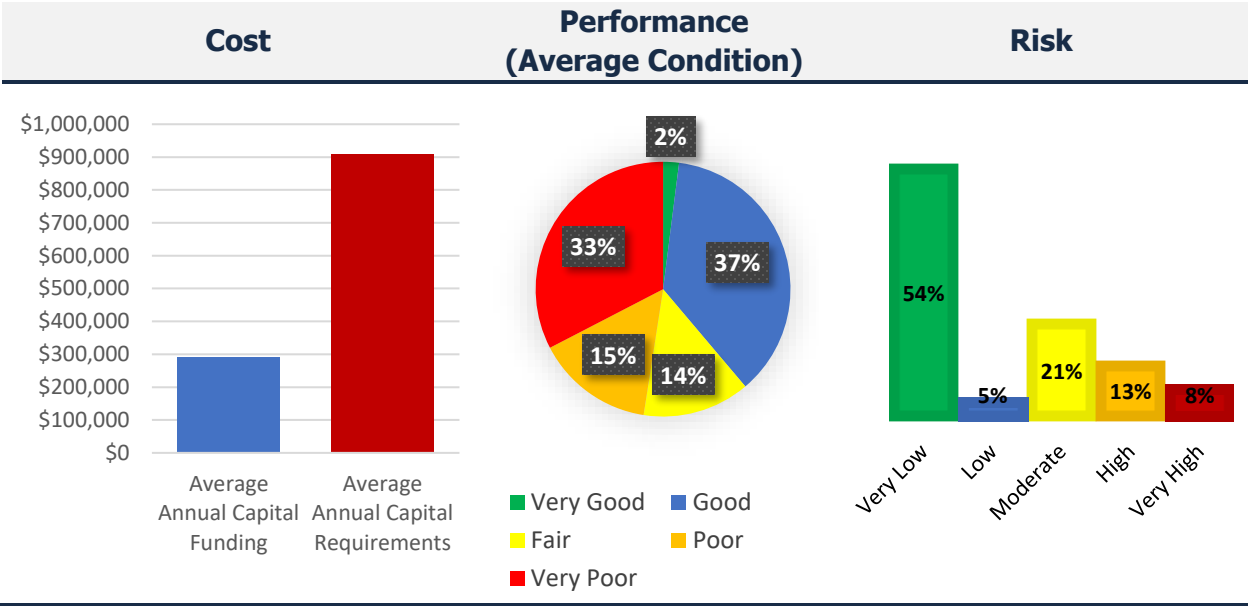
## Key Insights

- Rate-funded assets are valued at \$104 million
- 50% of rate-funded assets are in fair or better condition
- The average annual capital requirement to sustain the current level of service for rate-funded assets is approximately \$1.7 million
- Critical assets should be evaluated to determine appropriate risk mitigation activities and treatment options

# 5.1 Water Network

The Municipality owns watermain infrastructure in four separate communities Brucefield, Brussels, Seaforth/Egmondville, and Vanastra.

The table below outlines high-level service indicators for the Water Network.

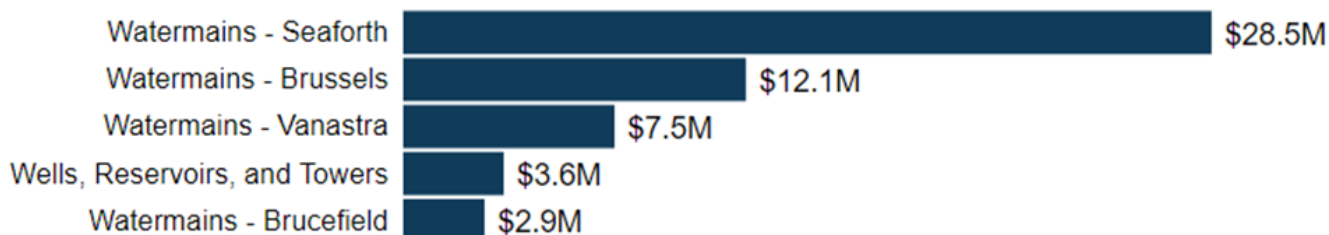


### 5.1.1 Asset Inventory & Replacement Cost

The table below includes the quantity, replacement cost, and annual capital requirement of each asset segment in the Municipality's Water Network inventory.

Asset Segment	Quantity	Replacement Cost	Annual Capital Requirement
Watermains - Brucefield	3,341 Length (m)	\$2,883,283	\$38,444
Watermains - Brussels	12,354 Length (m)	\$12,101,594	\$195,362
Watermains - Seaforth	28,467 Length (m)	\$28,529,192	\$480,921
Watermains - Vanastra	7,179 Length (m)	\$7,470,022	\$136,039
Wells, Reservoirs and Towers	7 (139 components)	\$3,558,569	\$56,160
<b>Total:</b>		<b>\$54,542,660</b>	<b>\$906,926</b>

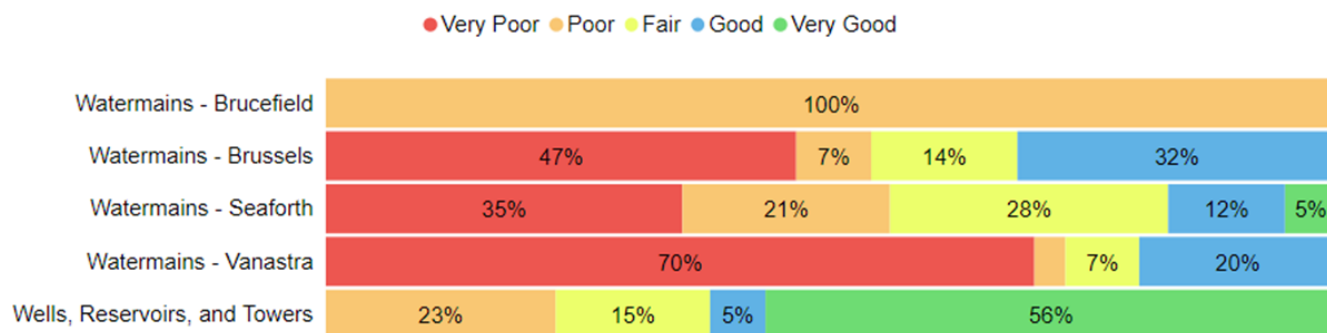
Total Replacement Cost  
\$54.5M



## 5.1.2 Asset Condition

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
Watermains - Brucefield	38%	Poor	100% Assessed
Watermains - Brussels	43%	Fair	100% Assessed
Watermains - Seaforth	41%	Fair	95% Assessed
Watermains - Vanastra	32%	Poor	100% Assessed
Wells, Reservoirs and Towers	95%	Very Good	100% Assessed
	<b>44%</b>	<b>Fair</b>	<b>95% Assessed</b>



To ensure that the Municipality's Water Network continues to provide an acceptable level of service, the Municipality should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the Water Network.

## Current Approach to Condition Assessment

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

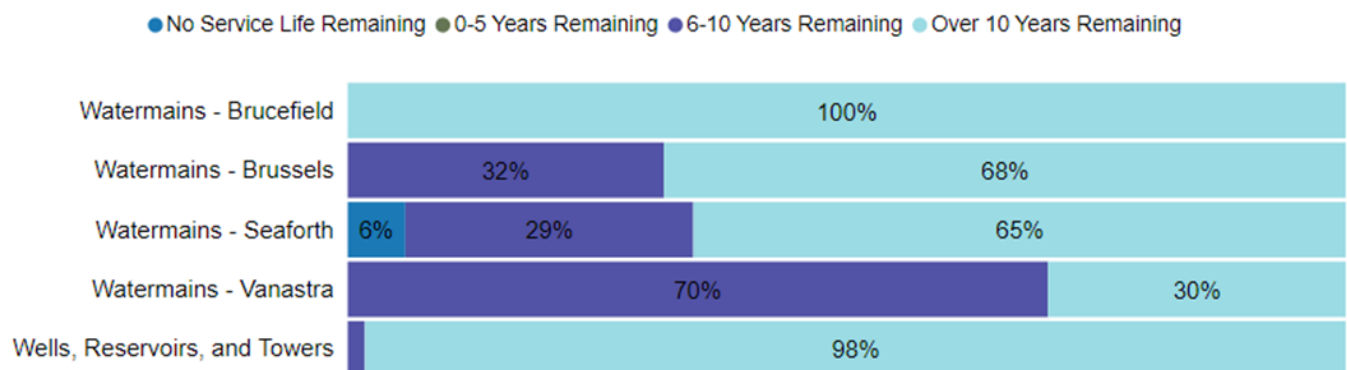
- The Municipality's condition assessment program utilizes age, break history, pipe material, location to approximate asset condition. However, these factors are not weighted consistently across the network.
- Water towers are proactively assessed as per Drinking Water Quality Management Standard (DWQMS). The next assessment is expected in 5 years

### 5.1.3 Estimated Useful Life & Average Age

The Estimated Useful Life for Water Network assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.

Notably, installation records prior to 1980 are difficult to obtain, and in some cases, municipal staff completed renewal projects with little record keeping completed.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)
Watermains - Brucefield	75 years	46.0
Watermains - Brussels	50-75 years	35.3
Watermains - Seaforth	50-90 years	42.3
Watermains - Vanastra	50-90 years	59.3
Wells, Reservoirs and Towers	50-75 years	37.4
<b>Average:</b>		<b>40.3</b>



Each asset's Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.



### 5.1.4 Lifecycle Management Strategy

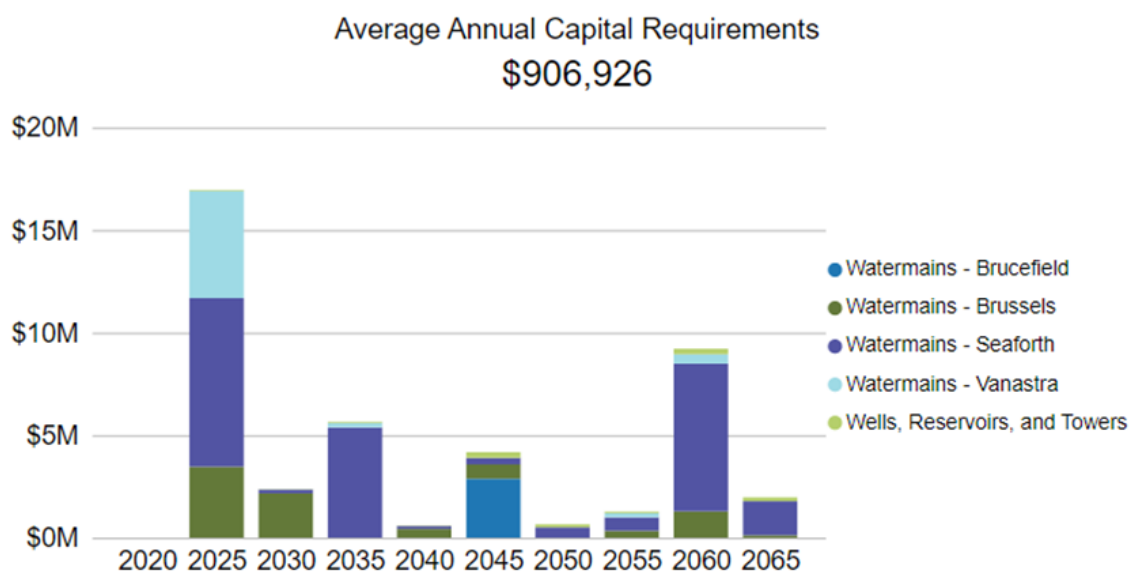
The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the Municipality's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance	Watermains are flushed twice per year
	Valves are exercised annually
	Hydrant maintenance work is completed as identified and required
Rehabilitation & Replacement	In the absence of mid-lifecycle rehabilitative events, most mains are simply maintained with the goal of full replacement once it reaches its end-of-life. A 10-year planning horizon is undertaken but is subject to change
	Replacement timing is coordinated with other asset (road, storm, sanitary, etc.) reconstruction and renewal whenever reasonably possible

### Forecasted Capital Requirements

The following graph forecasts long-term capital requirements. The annual capital requirement represents the average amount per year that the Municipality should allocate towards funding rehabilitation and replacement needs.

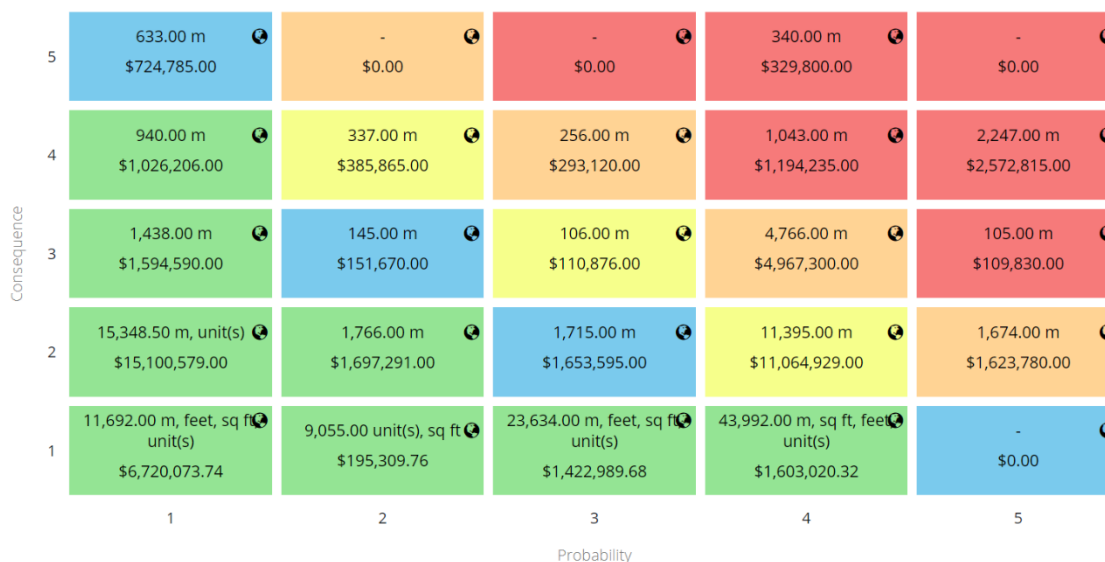


The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix A.

## 5.1.5 Risk & Criticality

### Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2020 inventory data. See Appendix C for the criteria used to determine the risk rating of each asset.



### Risks to Current Asset Management Strategies

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



#### Regulatory and Community Expectations

The Municipality faces the challenge of balancing costs and expectations from users and regulators. Users expect high quality water services, but the demands must be agreed and costs acceptable to the overall community. Regulatory requirements can also shift from time to time, so it is essential to maintain a high grade and standard.



#### Climate Change & Extreme Weather Events

The Municipality has experienced periods of cold spells resulting in increased instances of frozen water services. To alleviate the issue partially, the Municipality has asked residents to keep the water running at the tap. This increases the amount of water needed to be treated as well. Frozen water services also pose an inconvenience to homeowners and tenants and can result in property damage due to burst pipes and damaged plumbing, as well as expensive plumbing costs.

### 5.1.6 Levels of Service

The following tables identify the Municipality's current level of service for Water Network. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Municipality has selected for this AMP.

#### Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by Water Network.

Service Attribute	Qualitative Description	Current LOS (2020)
Scope	Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal water system	See Appendix B
	Description, which may include maps, of the user groups or areas of the municipality that have fire flow	See Appendix B
Reliability	Description of boil water advisories and service interruptions	Property owners in the affected community are notified of any boil water advisories and the cause of the interruption.

## Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the Water Network.

Service Attribute	Technical Metric	Current LOS (2020)
Scope	% of properties connected to the municipal water system	45%
	% of properties where fire flow is available	44%
Reliability	# of connection-days per year where a boil water advisory notice is in place compared to the total number of properties connected to the municipal water system	0
	# of connection-days per year where water is not available due to water main breaks compared to the total number of properties connected to the municipal water system	0
Performance	Capital re-investment rate	0.53%

## 5.1.7 Recommendations

### Asset Inventory

- Review recent tenders and vendor quotes to ensure replacement costs reflect the true, current-day value of replacements.

### Condition Assessment Strategies

- Identify condition assessment strategies for high value and high-risk water network assets.
- Develop proxy condition scores for watermain, considering historical breaks, material, age, and other indicators of failure.

### Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

### Levels of Service

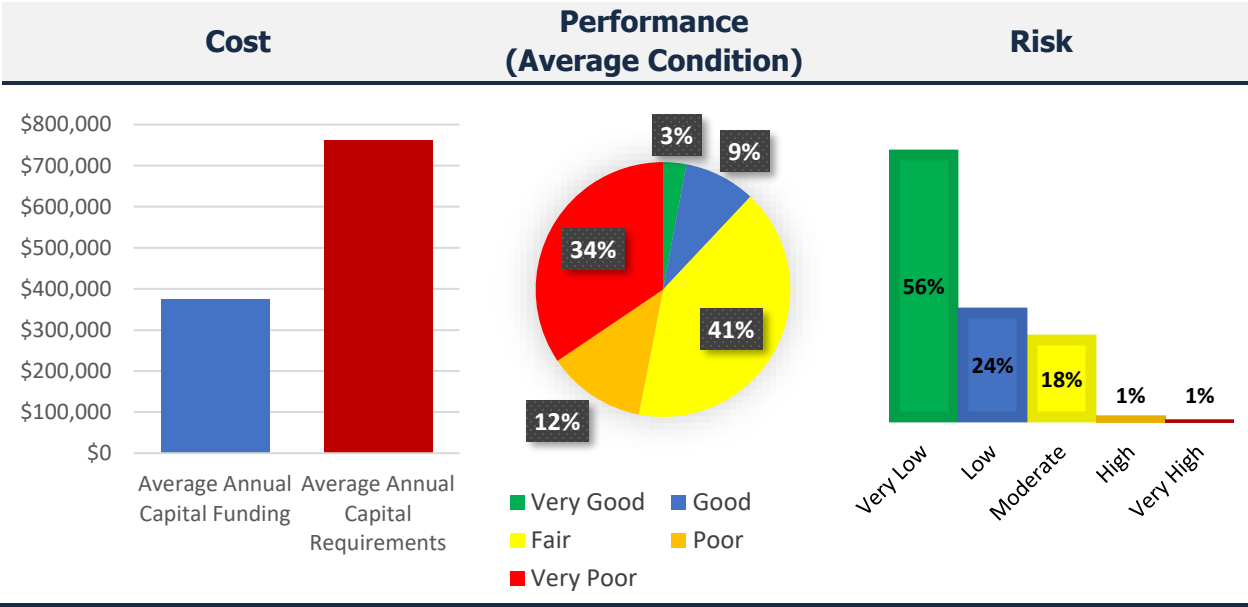
- Continue to measure current levels of service in accordance with the metrics that the Municipality has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.

# 5.2 Sanitary Sewer Network

The sewer services provided by the Municipality are overseen by the Environmental Services department. The department is responsible for the following:

- Brussels Pumping Station and Treatment Plant
- Seaforth Treatment Plant, Pumping Station, and Lagoon
- Vanastra Treatment Plan
- Sanitary Mains of various sizes
- Related equipment tied to sanitary assets

The table below outlines high-level service indicators for the Sanitary Sewer Network.

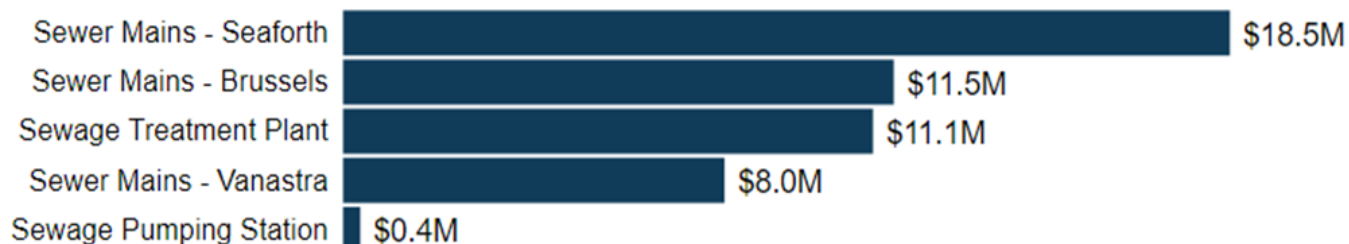


## 5.2.1 Asset Inventory & Replacement Cost

The table below includes the quantity, replacement cost, and annual capital requirement of each asset segment in the Municipality's Sanitary Sewer Network inventory.

Asset Segment	Quantity	Replacement Cost	Annual Capital Requirement
Sewage Pumping Station	2 (27 components)	\$365,322	\$8,045
Sewage Treatment Plant	3 (183 components)	\$11,080,074	\$180,517
Sewer Mains - Brussels	10,767 Length (m)	\$11,514,197	\$157,636
Sewer Mains - Seaforth	16,629 Length (m)	\$18,540,752	\$288,737
Sewer Mains - Vanastra	7,273 Length (m)	\$7,978,392	\$125,929
<b>Total:</b>		<b>\$49,478,737</b>	<b>\$760,864</b>

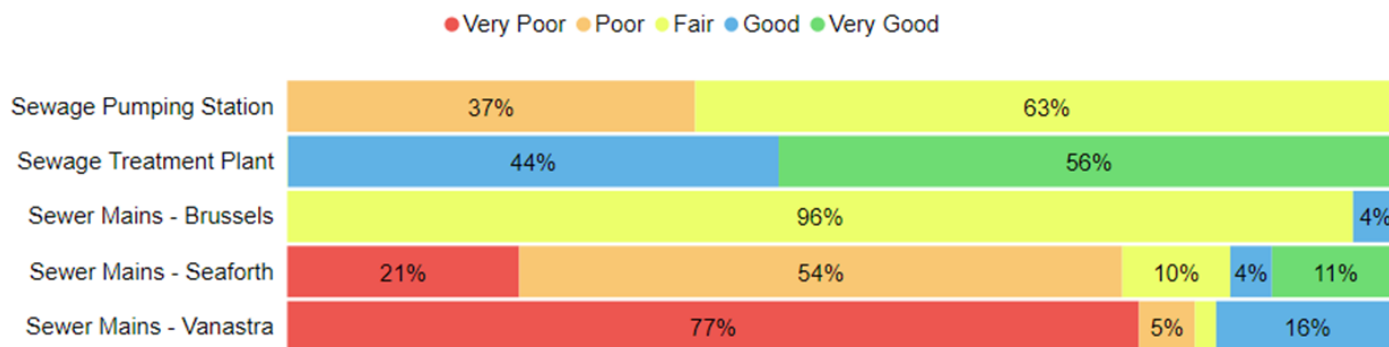
Total Replacement Cost  
\$49.5M



## 5.2.2 Asset Condition

The table below identifies the current average condition and source of available condition data for each asset segment. The Average Condition (%) is a weighted value based on replacement cost.

Asset Segment	Average Condition (%)	Average Condition Rating	Condition Source
Sewage Pumping Station	90%	Very Good	100% Assessed
Sewage Treatment Plant	98%	Very Good	100% Assessed
Sewer Mains - Brussels	58%	Fair	100% Assessed
Sewer Mains - Seaforth	43%	Fair	90% Assessed
Sewer Mains - Vanastra	25%	Poor	100% Assessed
	<b>56%</b>	<b>Fair</b>	<b>96% Assessed</b>



To ensure that the Municipality's Sanitary Sewer Network continues to provide an acceptable level of service, the Municipality should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the Sanitary Sewer Network.

### Current Approach to Condition Assessment

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

- Closed-circuit television (CCTV) are generally only undertaken prior to reconstruction related work, otherwise, no formal condition assessment programs are in place for the Sanitary Network

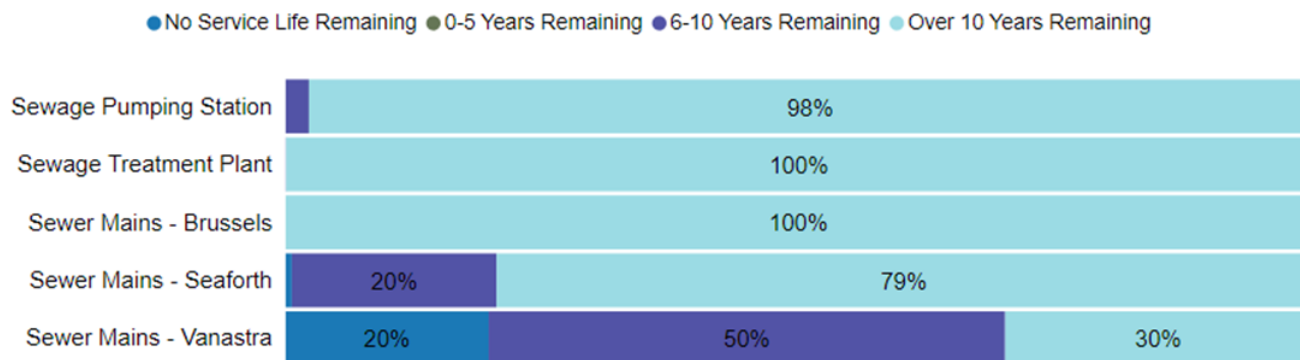


- If high flow rates have been identified, additional inspections are considered including visual inspections, CCTV, or smoke tests
- Manholes are visually inspected periodically

### 5.2.3 Estimated Useful Life & Average Age

The Estimated Useful Life for Sanitary Sewer Network assets has been assigned according to a combination of established industry standards and staff knowledge. The Average Age of each asset is based on the number of years each asset has been in-service. Finally, the Average Service Life Remaining represents the difference between the Estimated Useful Life and the Average Age, except when an asset has been assigned an assessed condition rating. Assessed condition may increase or decrease the average service life remaining.

Asset Segment	Estimated Useful Life (Years)	Average Age (Years)
Sewage Pumping Station	50 years	34.3
Sewage Treatment Plant	3-100 years	38.0
Sewer Mains - Brussels	60-75 years	37.9
Sewer Mains - Seaforth	50-90 years	39.9
Sewer Mains - Vanastra	60-90 years	62.1
		<b>41.1</b>



Each asset's Estimated Useful Life should be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

## 5.2.4 Lifecycle Management Strategy

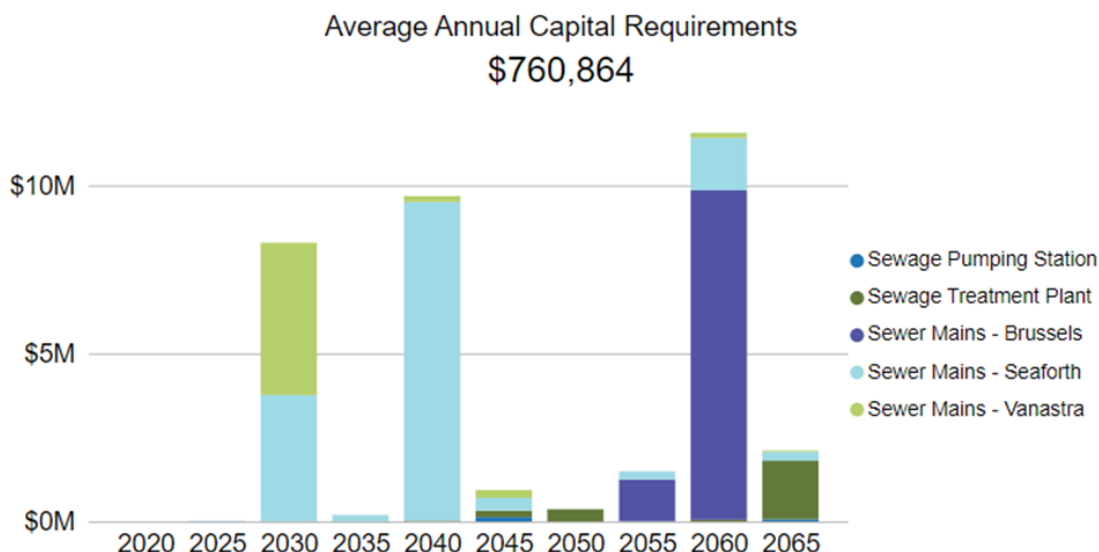
The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the Municipality's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance	Flushing is completed for the entire sanitary network every 3 years. However, areas prone to blockages or issues are flushed more regularly (e.g. annually) Leakage issues are fixed upon identification
Rehabilitation & Replacement	In the absence of mid-lifecycle rehabilitative events, most sanitary assets are simply maintained with the goal of full replacement once it reaches its end-of-life. A 5-year capital planning horizon is currently in place

## Forecasted Capital Requirements

The following graph forecasts long-term capital requirements, consolidated to 5-year increments. The annual capital requirement represents the average amount per year that the Municipality should allocate towards funding rehabilitation and replacement needs.



The projected cost of lifecycle activities that will need to be undertaken over the next 10 years to maintain the current level of service can be found in Appendix A.

## 5.2.5 Risk & Criticality

### Risk Matrix

The following risk matrix provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on 2020 inventory data. See Appendix C for the criteria used to determine the risk rating of each asset.



### Risks to Current Asset Management Strategies

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



#### Growth and Capacity

The Municipality is expected to grow and develop from an influx of people and employment. This will require expansion and upgrades to existing sanitary services. Without these upgrades, growth may be limited.



#### Capital Funding Strategies

Funding for sanitary sewer systems is heavily dependant on the availability of grant funding opportunities. Uncertainty in grant funding poses a challenge for planning. When grants are not available, necessary upkeep and maintenance activities may need to be deferred.

## 5.2.6 Levels of Service

The following tables identify the Municipality's current level of service for Sanitary Sewer Network. These metrics include the technical and community level of service metrics that are required as part of O. Reg. 588/17 as well as any additional performance measures that the Municipality has selected for this AMP.

### Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by Sanitary Sewer Network.

Service Attribute	Qualitative Description	Current LOS (2020)
Scope	Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal wastewater system	See Appendix B
Reliability	Description of how combined sewers in the municipal wastewater system are designed with overflow structures in place which allow overflow during storm events to prevent backups into homes	The Municipality does not own any combined sewers
	Description of the frequency and volume of overflows in combined sewers in the municipal wastewater system that occur in habitable areas or beaches	The Municipality does not own any combined sewers
	Description of how stormwater can get into sanitary sewers in the municipal wastewater system, causing sewage to overflow into streets or backup into homes	Stormwater can enter into sanitary sewers due to cracks in sanitary mains or through indirect connections (e.g., weeping tiles).  In the case of heavy rainfall events, sanitary sewers may experience a volume of water and sewage that exceeds its designed capacity. In some cases, this can cause water and/or sewage to overflow backup into homes.

Service Attribute	Qualitative Description	Current LOS (2020)
	Description of how sanitary sewers in the municipal wastewater system are designed to be resilient to stormwater infiltration	<p>The disconnection of weeping tiles from sanitary mains and the use of sump pumps and pits directing storm water to the storm drain system can help to reduce the chance of this occurring.</p> <p>The municipality follows a series of design standards that integrate servicing requirements and land use considerations when constructing or replacing sanitary sewers. These standards have been determined with consideration of the minimization of sewage overflows and backups.</p>
	Description of the effluent that is discharged from sewage treatment plants in the municipal wastewater system	<p>Effluent refers to water pollution that is discharged from a wastewater treatment plant, and may include suspended solids, total phosphorous and biological oxygen demand. The Environmental Compliance Approval (ECA) identifies the effluent criteria for municipal wastewater treatment plants.</p>

## Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the Sanitary Sewer Network.

Service Attribute	Technical Metric	Current LOS (2020)
Scope	% of properties connected to the municipal wastewater system	38%
Reliability	# of events per year where combined sewer flow in the municipal wastewater system exceeds system capacity compared to the total number of properties connected to the municipal wastewater system	N/A
	# of connection-days per year having wastewater backups compared to the total number of properties connected to the municipal wastewater system	0
	# of effluent violations per year due to wastewater discharge compared to the total number of properties connected to the municipal wastewater system	0
Performance	Capital re-investment rate	0.76%

## 5.2.7 Recommendations

### Asset Inventory

- Review recent tenders and vendor quotes to ensure replacement costs reflect the true, current-day value of replacements.

### Condition Assessment Strategies

- Identify condition assessment strategies for high value and high-risk sanitary sewer network assets.

### Risk Management Strategies

- Implement risk-based decision-making as part of asset management planning and budgeting processes. This should include the regular review of high-risk assets to determine appropriate risk mitigation strategies.
- Review risk models on a regular basis and adjust according to an evolving understanding of the probability and consequences of asset failure.

### Lifecycle Management Strategies

- A trenchless re-lining strategy is expected to extend the service life of sanitary mains at a lower total cost of ownership and should be implemented to extend the life of infrastructure at the lowest total cost of ownership.
- Evaluate the efficacy of the Municipality's lifecycle management strategies at regular intervals to determine the impact cost, condition, and risk.

### Levels of Service

- Continue to measure current levels of service in accordance with the metrics that the Municipality has established in this AMP. Additional metrics can be established as they are determined to provide meaningful and reliable inputs into asset management planning.
- Work towards identifying proposed levels of service as per O. Reg. 588/17 and identify the strategies that are required to close any gaps between current and proposed levels of service.



## 6

## Impacts of Growth

### Key Insights

- Understanding the key drivers of growth and demand will allow the Municipality to plan for new infrastructure more effectively, and the upgrade or disposal of existing infrastructure
- Moderate population and employment growth is expected
- The costs of growth should be considered in long-term funding strategies that are designed to maintain the current level of service

## 6.1 Description of Growth Assumptions

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

### 6.1.1 Huron East Official Plan (July 2003 – Consolidated July 2020)

The Municipality adopted an Official Plan to address matters of local planning interest. The Official Plan is a planning document for the purpose of guiding the future development of the Municipality of Huron East.

The Official Plan has been approved by Council as of July 29, 2003, as By-Law #55-2003. The consolidated document presented as of July 2020 includes subsequent amendments made since 2003.

The Official Plan designates Primary Settlement Areas, Secondary Settlement Areas, and Tertiary Settlement Areas. Primary Settlement Areas are communities with full municipal water & sewer services and are intended to be the primary location for growth and development. These areas include Seaforth, Brussels, Vanastra, and the lands South of Seaforth (Bridges). Secondary Settlement Areas are communities of villages and hamlets that have partial municipal services and are intended to accommodate limited amount of residential growth. These areas include Brucefield, Egmondville, Molesworth, and the lands South of Clinton. Tertiary Settlement Areas are villages and hamlets serviced by individual or privately operated communal on-site services and development in these areas will be small-scale and limited to infilling and rounding out. These areas include Cranbrook, Dublin, Ethel, Graham Survey, Harpurhey, Henfryn, Kippen, St. Columban, Walton, and Winthrop.

The Municipality will endeavor to direct population growth according to settlement area type as outlined in the table below:

Settlement Area Type	Allocated Growth
Primary Settlement Area	65%
Secondary Settlement Area	20%
Tertiary Settlement Area	15%

## 6.1.2 County of Huron Official Plan: 5 Year Review Proposed Changes (February 2021)

The County is responsible for the allocation of growth to the local municipalities, which is based on a combination of local factors including: local planning policy; historic and recent growth trends; market demand; and the capacity to accommodate growth from land supply and servicing perspectives.

The following table outlines the population and employment forecasts allocated to Huron East.

Year	Population	Employment
2016	9,138	6,287
2021	9,231	6,351
2026	9,339	6,425
2031	9,416	6,478
2036	9,416	6,478
2041	9,370	6,446

## 6.2 Impact of Growth on Lifecycle Activities

By July 1, 2025, the Municipality's asset management plan must include a discussion of how the assumptions regarding future changes in population and economic activity informed the preparation of the lifecycle management and financial strategy.

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

## 7

# Financial Strategy

## Key Insights

- The Municipality is committing approximately \$2,435,000 towards capital projects per year from sustainable revenue sources
- Given the annual capital requirement of \$7,965,000, there is currently a funding gap of \$5,531,000 annually
- For tax-funded assets, we recommend increasing tax revenues by 4.2% each year for the next 20 years to achieve a sustainable level of funding
- For the Sanitary Sewer Network, we recommend increasing rate revenues by 1.3% annually for the next 20 years to achieve a sustainable level of funding
- For the Water Network, we recommend increasing rate revenues by 2.2% annually for the next 20 years to achieve a sustainable level of funding

## 7.1 Financial Strategy Overview

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

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

1. The financial requirements for:
  - a. Existing assets
  - b. Existing service levels
  - c. Requirements of contemplated changes in service levels (none identified for this plan)
  - d. Requirements of anticipated growth (none identified for this plan)
2. Use of traditional sources of municipal funds:
  - a. Tax levies
  - b. User fees
  - c. Reserves
  - d. Debt
3. Use of non-traditional sources of municipal funds:
  - a. Reallocated budgets
  - b. Partnerships
  - c. Procurement methods
4. Use of Senior Government Funds:
  - a. Gas tax
  - b. Annual grants

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

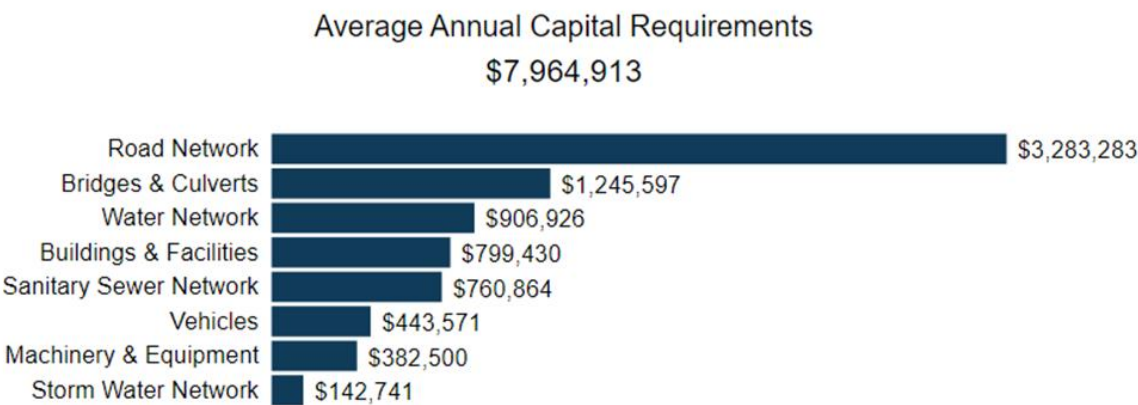
1. In order to reduce financial requirements, consideration has been given to revising service levels downward.
2. All asset management and financial strategies have been considered. For example:
  - a. If a zero-debt policy is in place, is it warranted? If not, the use of debt should be considered.

- b. Do user fees reflect the cost of the applicable service? If not, increased user fees should be considered.

### 7.1.1 Annual Requirements & Capital Funding

#### Annual Requirements

The annual requirements represent the amount the Municipality should allocate annually to each asset category to meet replacement needs as they arise, prevent infrastructure backlogs, and achieve long-term sustainability. In total, the Municipality must allocate approximately \$7.96 million annually to address capital requirements for the assets included in this AMP.



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

However, for the Road Network, lifecycle management strategies have been developed to identify capital costs that are realized through strategic rehabilitation and renewal of the Municipality’s roads and sanitary sewer mains respectively. The development of these strategies allows for a comparison of potential cost avoidance if the strategies were to be implemented. The following table compares two scenarios for the Road Network:

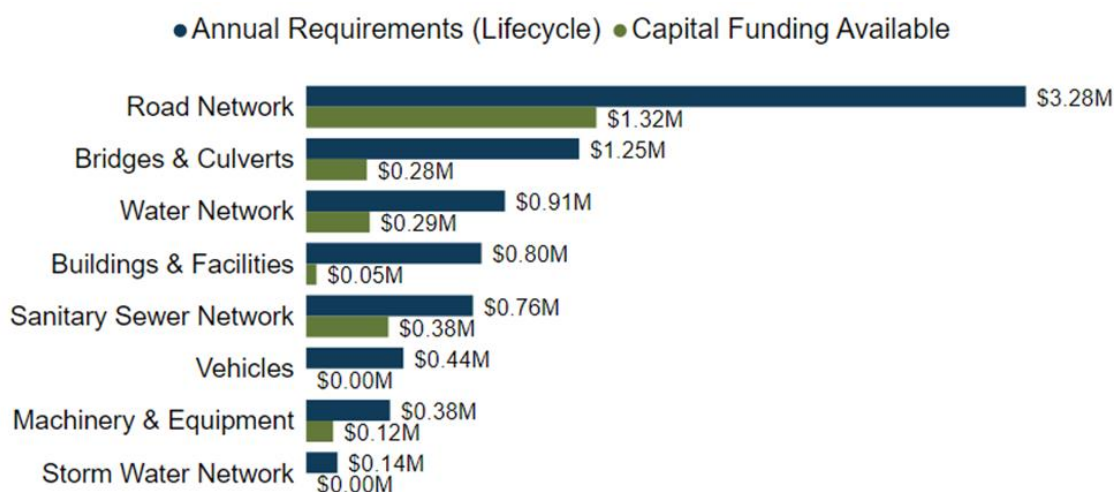
1. **Replacement Only Scenario:** Based on the assumption that assets deteriorate and – without regularly scheduled maintenance and rehabilitation – are replaced at the end of their service life.
2. **Lifecycle Strategy Scenario:** Based on the assumption that lifecycle activities are performed at strategic intervals to extend the service life of assets until replacement is required.

Asset Category	Annual Requirements (Replacement Only)	Annual Requirements (Lifecycle Strategy)	Difference
Road Network	\$5,642,648	\$3,283,283	\$2,359,365

The implementation of a proactive lifecycle strategy for roads leads to a potential annual cost avoidance of \$2,359,365 for the Road Network. This represents an overall reduction of the annual requirements for the category by 42%. As the lifecycle strategy scenario represents the lowest cost option available to the Municipality, we have used these annual requirements in the development of the financial strategy.

## Annual Funding Available

Based on a historical analysis of sustainable capital funding sources, the Municipality is committing approximately \$2,435,000 towards capital projects per year. Given the annual capital requirement of \$7,965,000, there is currently a funding gap of \$5,531,000 annually.



## 7.2 Funding Objective

We have developed a scenario that would enable Huron East to achieve full funding within 1 to 20 years for the following assets:

1. **Tax Funded Assets:** Road Network, Storm Water Network, Bridges & Culverts, Buildings, Equipment, and Vehicles
2. **Rate-Funded Assets:** Water Network, Sanitary Sewer Network

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

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

## 7.3 Financial Profile: Tax Funded Assets

### 7.3.1 Current Funding Position

The following tables show, by asset category, Huron East's average annual asset capital expenditure (CapEx) requirements, current funding positions, and funding increases required to achieve full funding on assets funded by taxes.

Asset Category	Avg. Annual Requirement	Annual Funding Available				Annual Deficit
		Taxes	Gas Tax	OCIF	Total Available	
Bridges & Culverts	1,246,000	-	277,000	-	277,000	969,000
Buildings & Facilities	799,000	47,000	-	-	47,000	752,000
Machinery & Equipment	383,000	123,000	-	-	123,000	260,000
Road Network	3,283,000	892,000	-	432,000	1,324,000	1,959,000
Storm Water Network	143,000	-	-	-	-	143,000
Vehicles	444,000	-	-	-	-	444,000
	<b>6,298,000</b>	<b>1,062,000</b>	<b>227,000</b>	<b>432,000</b>	<b>1,771,000</b>	<b>4,527,000</b>

The average annual investment requirement for the above categories is \$6.3 million (MM). Annual revenue currently allocated to these assets for capital purposes is \$1.8MM leaving an annual deficit of \$4.5MM. Put differently, these infrastructure categories are currently funded at 28% of their long-term requirements.

The Municipality has significant reserves in place, which provides certainty in the short-term. Although the infrastructure deficit is high, reserves are available to offset this gap.

### 7.3.2 Full Funding Requirements

In 2020, Municipality of Huron East has annual tax revenues of \$5.1MM. As illustrated in the following table, without consideration of any other sources of revenue or cost containment strategies, full funding would require the following tax change over time:

Asset Category	Tax Change Required for Full Funding
Bridges & Culverts	19%
Buildings & Facilities	14.7%
Machinery & Equipment	5.1%
Road Network	38.4%
Storm Water Network	2.8%
Vehicles	8.7%
	<b>88.7%</b>



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

- a) Huron East's formula based OCIF grant is scheduled to remain the same from \$431,716 in 2020 to \$431,716 in 2021.
- b) Huron East's debt payments for these asset categories will be decreasing by \$62,000 over the next 5 years and by \$0 over the next 10 years. Although not shown in the table, debt payment decreases will be \$172,000 and \$16,000 over the next 15 and 20 years respectively.

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

	Without Capturing Changes				With Capturing Changes			
	5 Years	10 Years	15 Years	20 Years	5 Years	10 Years	15 Years	20 Years
Infrastructure Deficit	4,527,000	4,527,000	4,527,000	4,527,000	4,527,000	4,527,000	4,527,000	4,527,000
Change in Debt Costs	N/A	N/A	N/A	N/A	-(62,000)	-(62,000)	-(62,000)	-(62,000)
Change in OCIF Grants	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>Resulting Infrastructure Deficit</b>	4,527,000	4,527,000	4,527,000	4,527,000	4,465,000	4,465,000	4,465,000	4,465,000
Tax Increase Required	88.8%	88.8%	88.8%	88.8%	87.6%	87.6%	84.2%	83.9%
<b>Annually</b>	<b>17.8%</b>	<b>8.9%</b>	<b>5.9%</b>	<b>4.4%</b>	<b>17.5%</b>	<b>8.8%</b>	<b>5.6%</b>	<b>4.2%</b>

### 7.3.3 Financial Strategy Recommendations

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

- a) when realized, reallocating the debt cost reductions to the infrastructure deficit as outlined above.
- b) increasing tax revenue by 4.2% each year for the next 20 years solely for the purpose of phasing in full funding to the asset categories covered in this section of the AMP.
- c) allocating the current gas tax and OCIF revenue as outlined previously.
- d) allocating the scheduled OCIF grant increases to the infrastructure deficit as they occur.
- e) reallocating appropriate revenue from categories in a surplus position to those in a deficit position.
- f) increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

Notes:

- 1. As in the past, periodic senior government infrastructure funding will most likely be available during the phase-in period. By Provincial AMP rules, this periodic funding cannot be incorporated into an AMP unless there are firm commitments in place. We have included OCIF formula-based funding, if applicable since this funding is a multi-year commitment<sup>3</sup>.
- 2. We realize that raising tax revenues by the amounts recommended above for infrastructure purposes will be very difficult to do. However, considering a longer phase-in window may have even greater consequences in terms of infrastructure failure.

Although this option achieves full CapEx funding on an annual basis in 20 years and provides financial sustainability over the period modeled, the recommendations do require prioritizing capital projects to fit the resulting annual funding available. Current data shows a pent-up investment demand of \$3,283,283 for the Road Network, \$1,245,595 for Bridges & Culverts, \$799,430 for the Buildings & Facilities, \$382,500 for Machinery & Equipment, \$142,741 for Storm Water Network and \$443,571 for Vehicles.

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

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<sup>3</sup> The Municipality should take advantage of all available grant funding programs and transfers from other levels of government. While OCIF has historically been considered a sustainable source of funding, the program is currently undergoing review by the provincial government. This review may impact its availability.

## 7.4 Financial Profile: Rate Funded Assets

### 7.4.1 Current Funding Position

The following tables show, by asset category, Huron East's average annual CapEx requirements, current funding positions, and funding increases required to achieve full funding on assets funded by rates.

Asset Category	Avg. Annual Requirement	Annual Funding Available				Annual Deficit
		Rates	Gas Tax	OCIF	Total Available	
Water Network	907,000	290,000	-	-	290,000	617,000
Sanitary Sewer Network	761,000	375,000	-	-	375,000	386,000
	<b>1,668,000</b>	<b>665,000</b>	-	-	<b>665,000</b>	<b>1,003,000</b>

The average annual investment requirement for the above categories is \$1.668MM. Annual revenue currently allocated to these assets for capital purposes is \$665K leaving an annual deficit of \$1.003MM. Put differently, these infrastructure categories are currently funded at 40% of their long-term requirements.

### 7.4.2 Full Funding Requirements

In 2020, Huron East had annual sanitary revenues of \$1.5MM and annual water revenues of \$1.4MM. As illustrated in the table below, without consideration of any other sources of revenue, full funding would require the following changes over time:

Asset Category	Rate Change Required for Full Funding
Water Network	44.1%
Sanitary Sewer Network	25.3%

In the following tables, we have expanded the above scenario to present multiple options. Due to the significant increases required, we have provided phase-in options of up to 20 years:

	Water Network				Sanitary Sewer Network			
	5 Years	10 Years	15 Years	20 Years	5 Years	10 Years	15 Years	20 Years
Infrastructure Deficit	617,000	617,000	617,000	617,000	386,000	386,000	386,000	386,000
Rate Increase Required	44.1%	44.1%	44.1%	44.1%	25.3%	25.3%	25.3%	25.3%

<b>Annually:</b>	<b>8.8%</b>	<b>4.4%</b>	<b>2.9%</b>	<b>2.2%</b>	<b>5.1%</b>	<b>2.5%</b>	<b>1.7%</b>	<b>1.3%</b>
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### 7.4.3 Financial Strategy Recommendations

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

- when realized, reallocating the debt cost reductions to the infrastructure deficit as outlined above.
- increasing rate revenues by 2.2% for the Water Network, & 1.3% for the Sanitary Sewer Network each year for the next 20 years.
- These rate revenue increases are solely for the purpose of phasing in full funding to the respective asset categories covered in this AMP.
- increasing existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

Notes:

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

Although this strategy achieves full CapEx funding for rate-funded assets over 20 years, the recommendation does require prioritizing capital projects to fit the annual funding available. Current data shows a pent-up investment demand of \$1,659,720 for the Water Network and \$1,699,226 for the Sanitary Sewer Network.

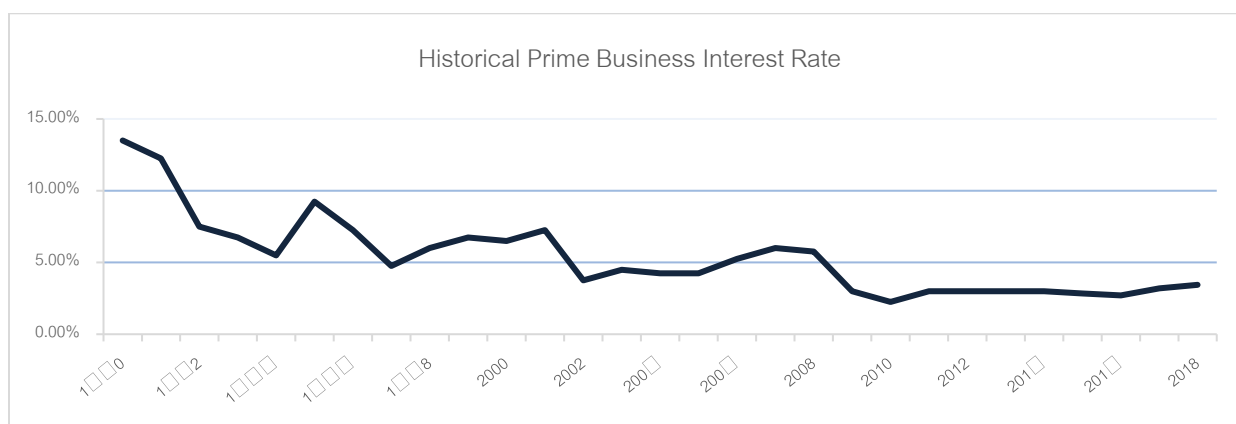
Prioritizing future projects will require the current data to be replaced by condition-based data. Although our recommendations include no further use of debt, the results of the condition-based analysis may require otherwise.

## 7.5 Use of Debt

For reference purposes, the following table outlines the premium paid on a project if financed by debt. For example, a \$1M project financed at 3.0%<sup>4</sup> over 15 years would result in a 26% premium or \$260,000 of increased costs due to interest payments. For simplicity, the table does not consider the time value of money or the effect of inflation on delayed projects.

Interest Rate	Number of Years Financed					
	5	10	15	20	25	30
<b>7.0%</b>	22%	42%	65%	89%	115%	142%
<b>6.5%</b>	20%	39%	60%	82%	105%	130%
<b>6.0%</b>	19%	36%	54%	74%	96%	118%
<b>5.5%</b>	17%	33%	49%	67%	86%	106%
<b>5.0%</b>	15%	30%	45%	60%	77%	95%
<b>4.5%</b>	14%	26%	40%	54%	69%	84%
<b>4.0%</b>	12%	23%	35%	47%	60%	73%
<b>3.5%</b>	11%	20%	30%	41%	52%	63%
<b>3.0%</b>	9%	17%	26%	34%	44%	53%
<b>2.5%</b>	8%	14%	21%	28%	36%	43%
<b>2.0%</b>	6%	11%	17%	22%	28%	34%
<b>1.5%</b>	5%	8%	12%	16%	21%	25%
<b>1.0%</b>	3%	6%	8%	11%	14%	16%
<b>0.5%</b>	2%	3%	4%	5%	7%	8%
<b>0.0%</b>	0%	0%	0%	0%	0%	0%

It should be noted that current interest rates are near all-time lows. Sustainable funding models that include debt need to incorporate the risk of rising interest rates. The following graph shows where historical lending rates have been:



<sup>4</sup> Current municipal Infrastructure Ontario rates for 15-year money is 3.2%.

A change in 15-year rates from 3% to 6% would change the premium from 26% to 54%. Such a change would have a significant impact on a financial plan.

The following tables outline how Huron East has historically used debt for investing in the asset categories as listed. There is currently \$1,810,000 of debt outstanding for the assets covered by this AMP with corresponding principal and interest payments of \$250,000, well within its provincially prescribed maximum of \$3,758,625.

Asset Category	Current Debt Outstanding	Use of Debt in the Last Five Years				
		2016	2017	2018	2019	2020
Bridges & Culverts	0	0	0	0	0	0
Buildings	936,000	0	0	0	0	0
Equipment	26,000	0	0	0	0	0
Road Network	848,000	0	0	0	0	848,000
Storm Water Network	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0
Total Tax Funded:	<b>1,810,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>848,000</b>
Water Network	0	0	0	0	0	0
Sanitary Sewer Network	0	0	0	0	0	0
Total Rate Funded:	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Asset Category	Principal & Interest Payments in the Next Ten Years						
	2020	2021	2022	2023	2024	2025	2030
Bridges & Culverts	0	0	0	0	0	0	0
Buildings	197,000	97,000	97,000	97,000	97,000	97,000	97,000
Equipment	53,000	26,000	0	0	0	0	0
Road Network	0	91,000	91,000	91,000	91,000	91,000	91,000
Storm Water Network	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Total Tax Funded:	<b>250,000</b>	<b>214,000</b>	<b>188,000</b>	<b>188,000</b>	<b>188,000</b>	<b>188,000</b>	<b>188,000</b>
Water Network	0	0	0	0	0	0	0
Sanitary Sewer Network	0	0	0	0	0	0	0
Total Rate Funded:	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

The revenue options outlined in this plan allow Huron East to fully fund its long-term infrastructure requirements without further use of debt.

## 7.6 Use of Reserves

### 7.6.1 Available Reserves

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

- a) the ability to stabilize tax rates when dealing with variable and sometimes uncontrollable factors
- b) financing one-time or short-term investments
- c) accumulating the funding for significant future infrastructure investments
- d) managing the use of debt
- e) normalizing infrastructure funding requirement

By asset category, the table below outlines the details of the reserves currently available to Huron East.

<b>Asset Category</b>	<b>Balance on December 31, 2020</b>
Bridges & Culverts	1,665,000
Buildings	672,000
Equipment	392,000
Road Network	38,000
Storm Water Network	38,000
Vehicles	126,000
Total Tax Funded:	<b>2,931,000</b>
Water Network	2,954,000
Sanitary Sewer Network	5,601,000
Total Rate Funded:	<b>8,555,000</b>

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

- a) breadth of services provided
- b) age and condition of infrastructure
- c) use and level of debt
- d) economic conditions and outlook
- e) internal reserve and debt policies.

These reserves are available for use by applicable asset categories during the phase-in period to full funding. This coupled with Huron East's judicious use of debt in the past, allows the

scenarios to assume that, if required, available reserves and debt capacity can be used for high priority and emergency infrastructure investments in the short- to medium-term.

## 7.6.2 Recommendation

In 2024, Ontario Regulation 588/17 will require Huron East to integrate proposed levels of service for all asset categories in its asset management plan update. We recommend that future planning should reflect adjustments to service levels and their impacts on reserve balances.



## 8

## Appendices

## Key Insights

- Appendix A identifies projected 10-year capital requirements for each asset category
- Appendix B includes several maps that have been used to visualize the current level of service
- Appendix C identifies the criteria used to calculate risk for each asset category
- Appendix D provides additional guidance on the development of a condition assessment program

## Appendix A: 10-Year Capital Requirements

The following tables identify the capital cost requirements for each of the next 10 years in order to meet projected capital requirements and maintain the current level of service.

Road Network											
Asset Segment	Backlog	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Rural - Paved	\$0	\$1,362,800	\$1,842,912	\$480,000	\$2,203,720	\$509,280	\$1,263,720	\$798,000	\$4,175,428	\$1,200,000	\$1,740,000
Rural - Tar & Chip Surface	\$457,083	\$0	\$136,000	\$0	\$204,000	\$0	\$0	\$0	\$87,723	\$0	\$1,188,000
Sidewalks	\$84,262	\$0	\$0	\$0	\$0	\$0	\$258,666	\$0	\$0	\$0	\$0
Urban - Paved	\$2,713,920	\$0	\$0	\$0	\$5,566,000	\$3,920,800	\$0	\$0	\$0	\$0	\$0
	<b>\$3,255,265</b>	<b>\$1,362,800</b>	<b>\$1,978,912</b>	<b>\$480,000</b>	<b>\$7,973,720</b>	<b>\$4,430,080</b>	<b>\$1,522,386</b>	<b>\$798,000</b>	<b>\$4,263,151</b>	<b>\$1,200,000</b>	<b>\$2,928,000</b>

Bridges & Culverts											
Asset Segment	Backlog	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Bridges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,416,100
Culverts	\$0	\$0	\$0	\$0	\$0	\$0	\$251,600	\$271,358	\$0	\$0	\$0
	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$251,600</b>	<b>\$271,358</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,416,100</b>

Storm Water Network											
Asset Segment	Backlog	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Storm Drains	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Buildings

Asset Segment	Backlog	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
General Government	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Health Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Protection Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Recreation & Cultural Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,491	\$38,450
Seaforth PUC Trusts	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transportation Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,491</b>	<b>\$38,450</b>

## Equipment

Asset Segment	Backlog	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Environmental Services	\$0	\$0	\$0	\$0	\$0	\$0	\$6,000	\$0	\$0	\$0	\$0
General Government	\$0	\$0	\$0	\$34,000	\$128,000	\$8,000	\$235,000	\$14,000	\$218,000	\$16,000	\$0
Health Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Protection Services	\$0	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$56,200
Recreation & Cultural Services	\$0	\$0	\$17,000	\$0	\$0	\$30,000	\$18,000	\$17,000	\$0	\$18,000	\$105,000
Transportation Services	\$0	\$0	\$0	\$0	\$17,000	\$0	\$527,000	\$0	\$570,000	\$1,397,000	\$0
	<b>\$0</b>	<b>\$0</b>	<b>\$17,000</b>	<b>\$34,000</b>	<b>\$145,000</b>	<b>\$48,000</b>	<b>\$786,000</b>	<b>\$31,000</b>	<b>\$788,000</b>	<b>\$1,431,000</b>	<b>\$161,200</b>

Vehicles											
Asset Segment	Backlog	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Fire	\$0	\$0	\$0	\$0	\$0	\$1,005,000	\$0	\$0	\$0	\$0	\$2,505,000
Heavy Trucks	\$0	\$0	\$0	\$150,000	\$0	\$0	\$0	\$0	\$600,000	\$0	\$150,000
Light Trucks	\$0	\$0	\$37,000	\$37,000	\$0	\$296,000	\$0	\$0	\$37,000	\$37,000	\$37,000
	<b>\$0</b>	<b>\$0</b>	<b>\$37,000</b>	<b>\$187,000</b>	<b>\$0</b>	<b>\$1,301,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$637,000</b>	<b>\$37,000</b>	<b>\$2,692,000</b>

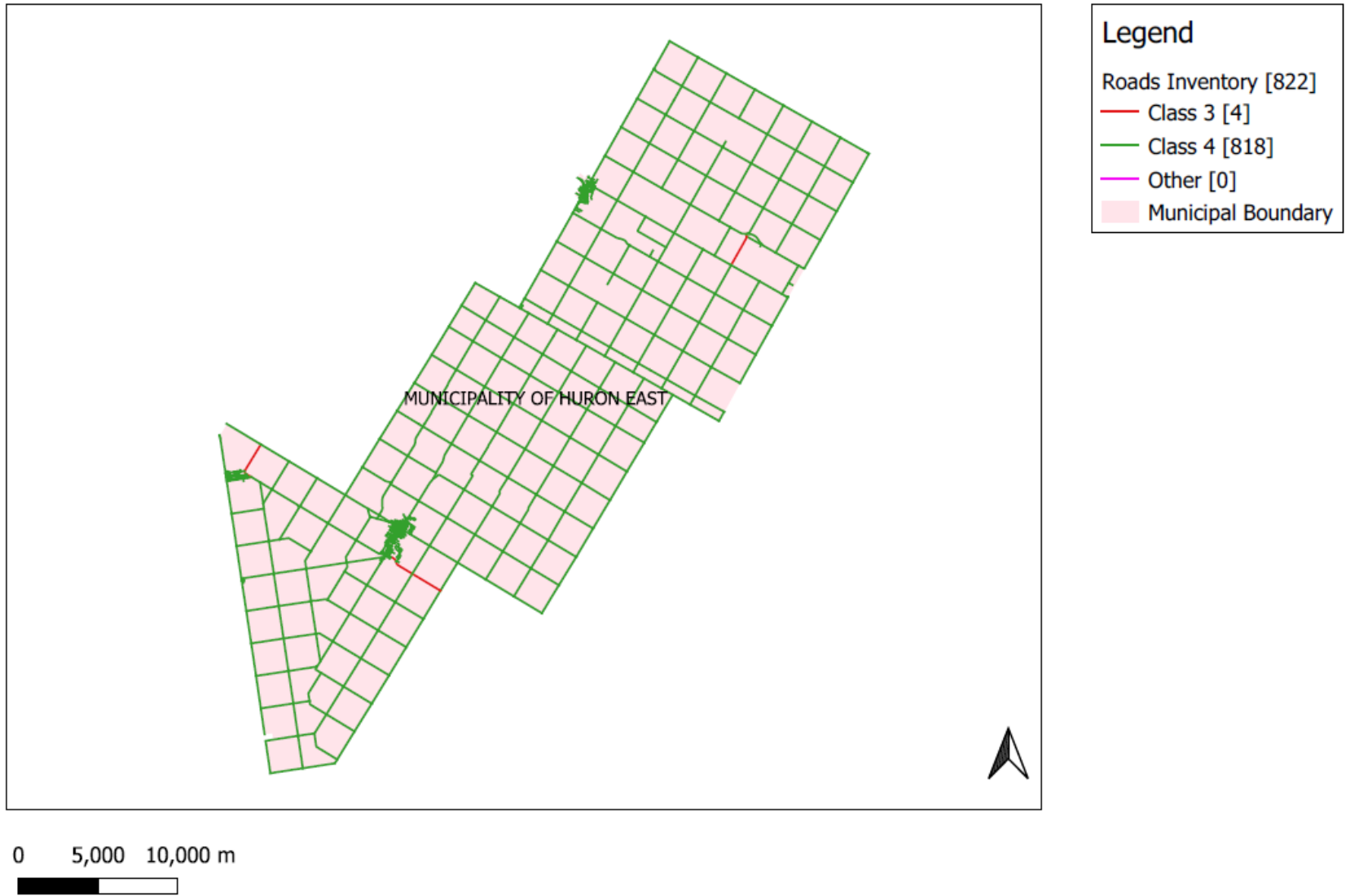
Water Network											
Asset Segment	Backlog	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Watermains - Brucefield	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,465,668
Watermains - Brussels	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,465,668
Watermains - Seaforth	\$1,659,720	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,221,553
Watermains - Vanastra	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,237,148
Wells, Reservoirs, and Towers	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,926	\$40,436
	<b>\$1,659,720</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,390,037</b>

Sanitary Sewer Network											
Asset Segment	Backlog	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Sewage Pumping Station	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,407
Sewage Treatment Plant	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sewer Mains - Brussels	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sewer Mains - Seaforth	\$118,156	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sewer Mains - Vanastra	\$1,581,070	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	<b>\$1,699,226</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,407</b>

All Asset Categories											
Asset Segment	Backlog	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Road Network	\$3,255,265	\$1,362,800	\$1,978,912	\$480,000	\$7,973,720	\$4,430,080	\$1,522,386	\$798,000	\$4,263,151	\$1,200,000	\$2,928,000
Bridges & Culverts	\$0	\$0	\$0	\$0	\$0	\$0	\$251,600	\$271,358	\$0	\$0	\$1,416,100
Storm Water Network	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,491	\$38,450
Equipment	\$0	\$0	\$17,000	\$34,000	\$145,000	\$48,000	\$786,000	\$31,000	\$788,000	\$1,431,000	\$161,200
Vehicles	\$0	\$0	\$37,000	\$187,000	\$0	\$1,301,000	\$0	\$0	\$637,000	\$37,000	\$2,692,000
Water Network	\$1,659,720	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,390,037
Sanitary Sewer Network	\$1,699,226	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,407
	\$6,614,211	\$1,362,800	\$2,032,912	\$701,000	\$8,118,720	\$5,779,080	\$2,559,986	\$1,100,358	\$5,688,151	\$2,673,491	\$27,634,194

## Appendix B: Level of Service Maps

## Huron East Road Network

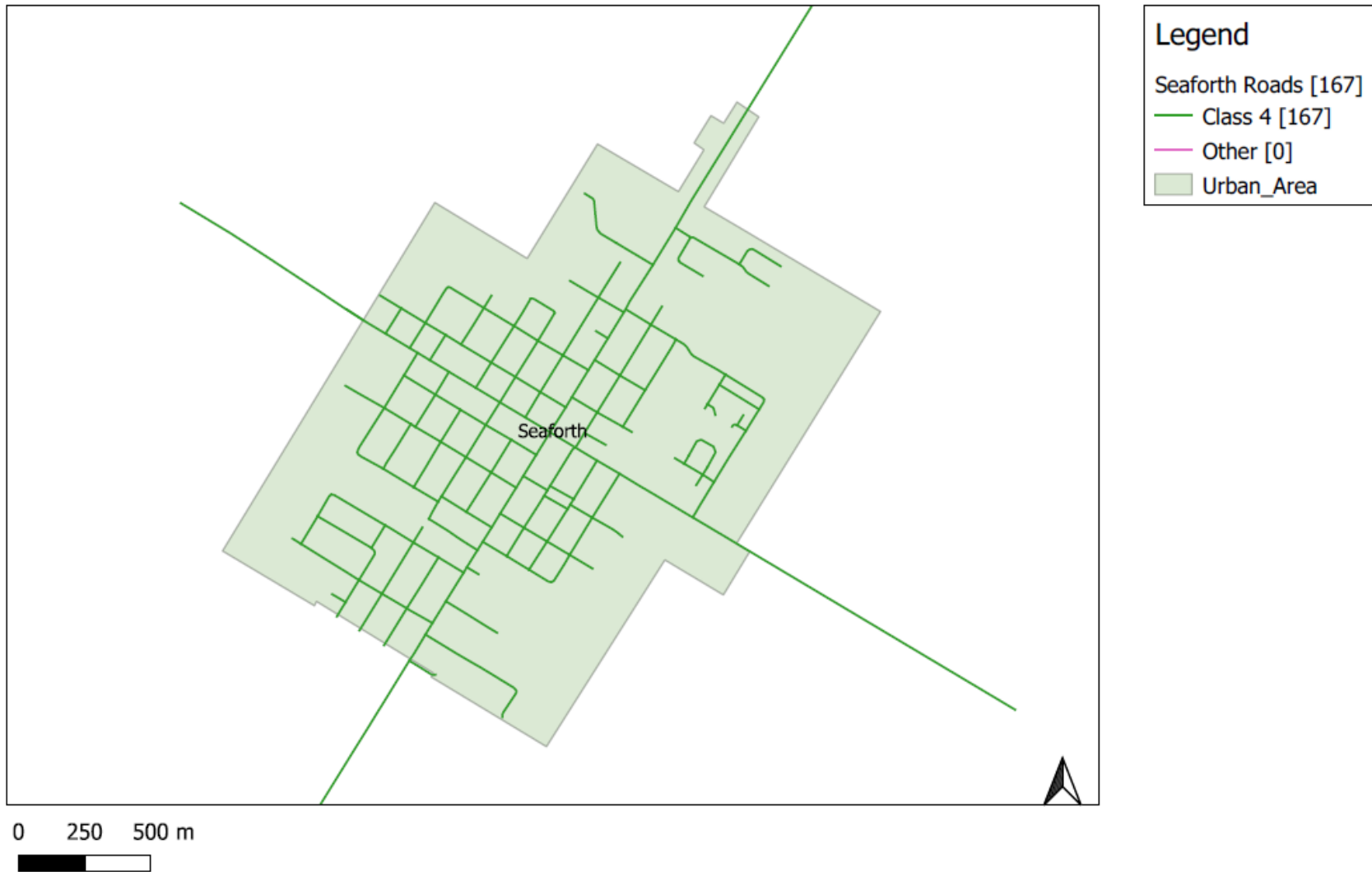


## Brussels Roads



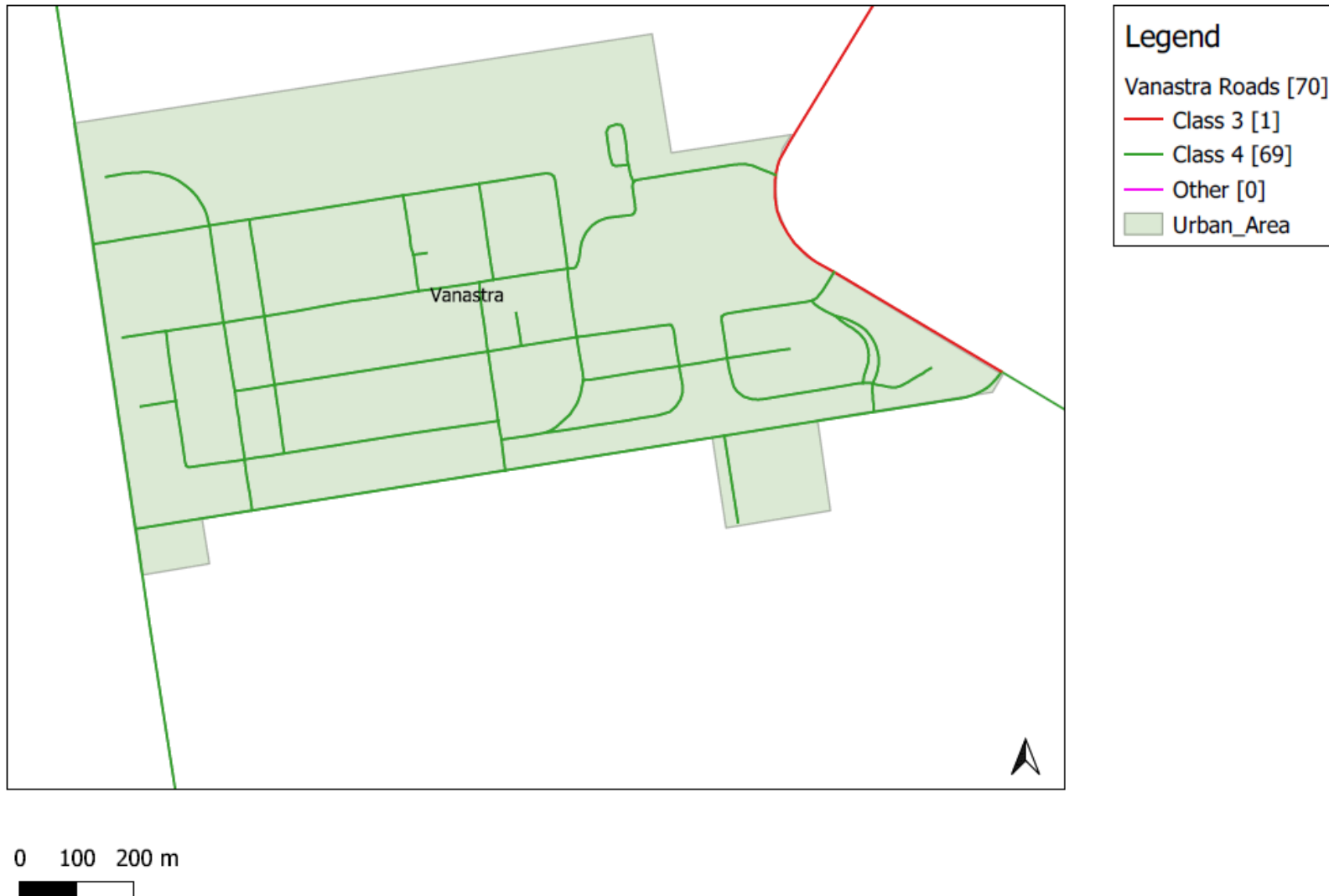


## Seaforth Roads

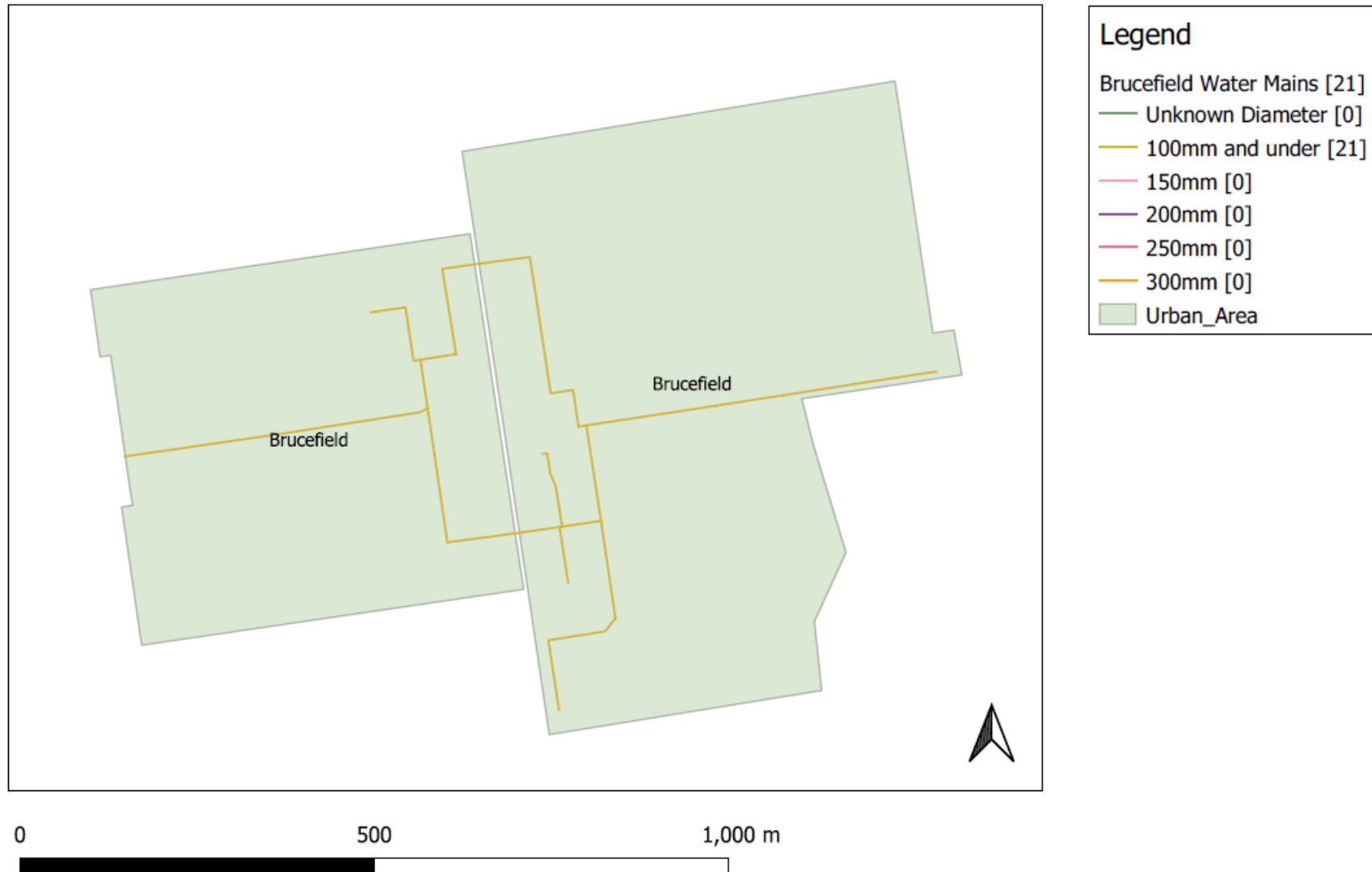


Produced by: PSD Citywide

## Vanastra Roads

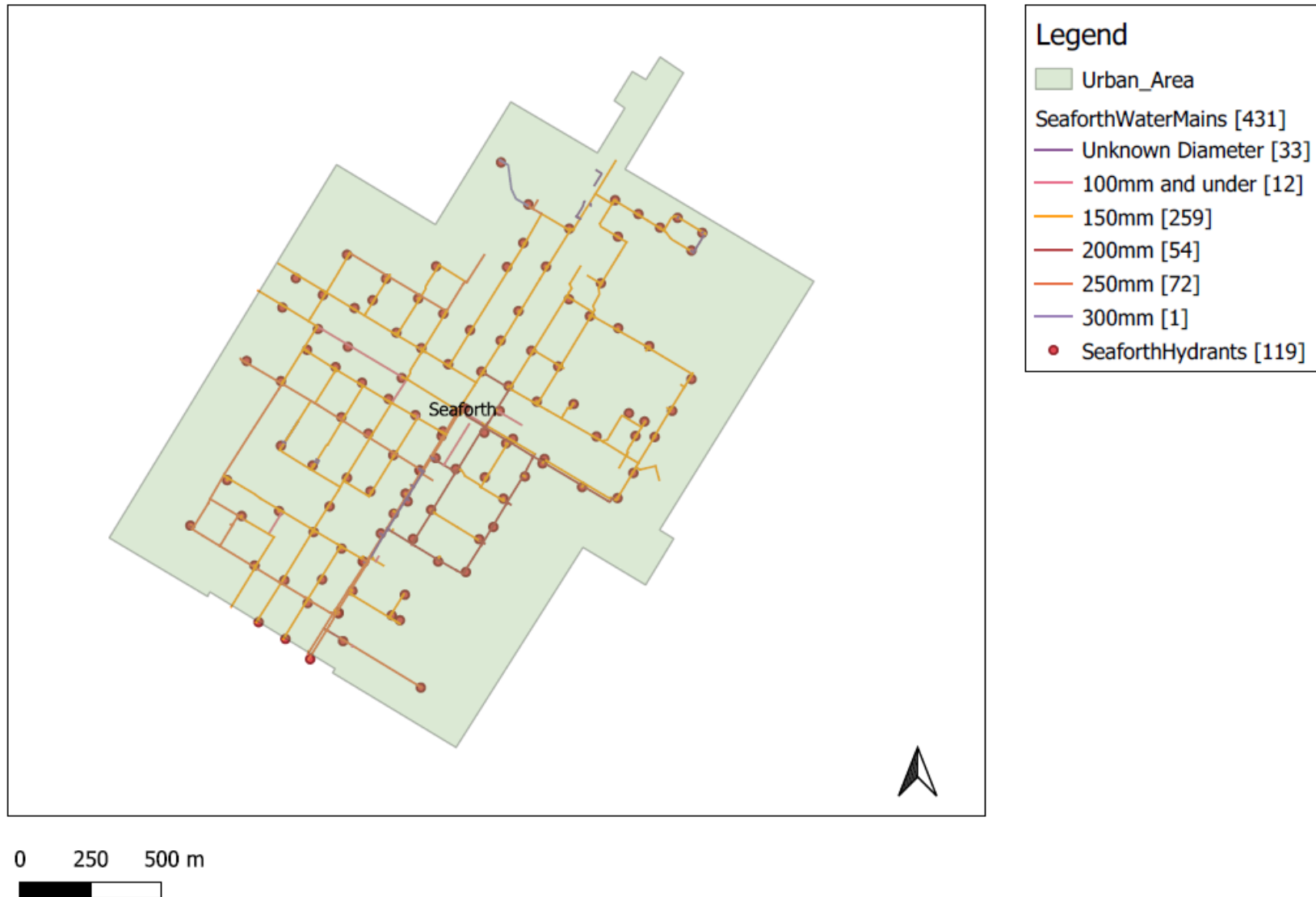


## Brucefield Water Network



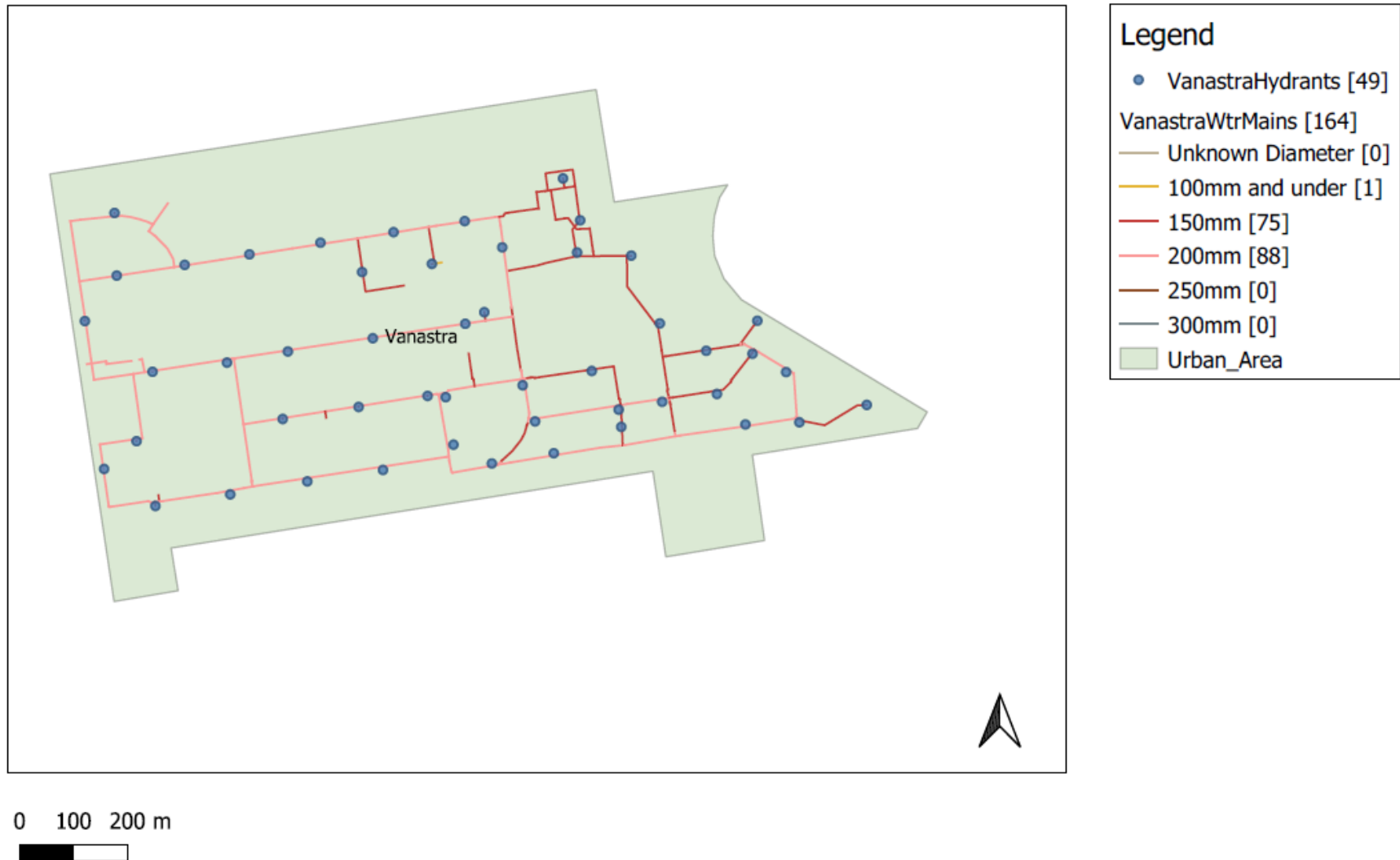
Produced by: PSD Citywide

## Seaforth Water Network



Produced by: PSD Citywide

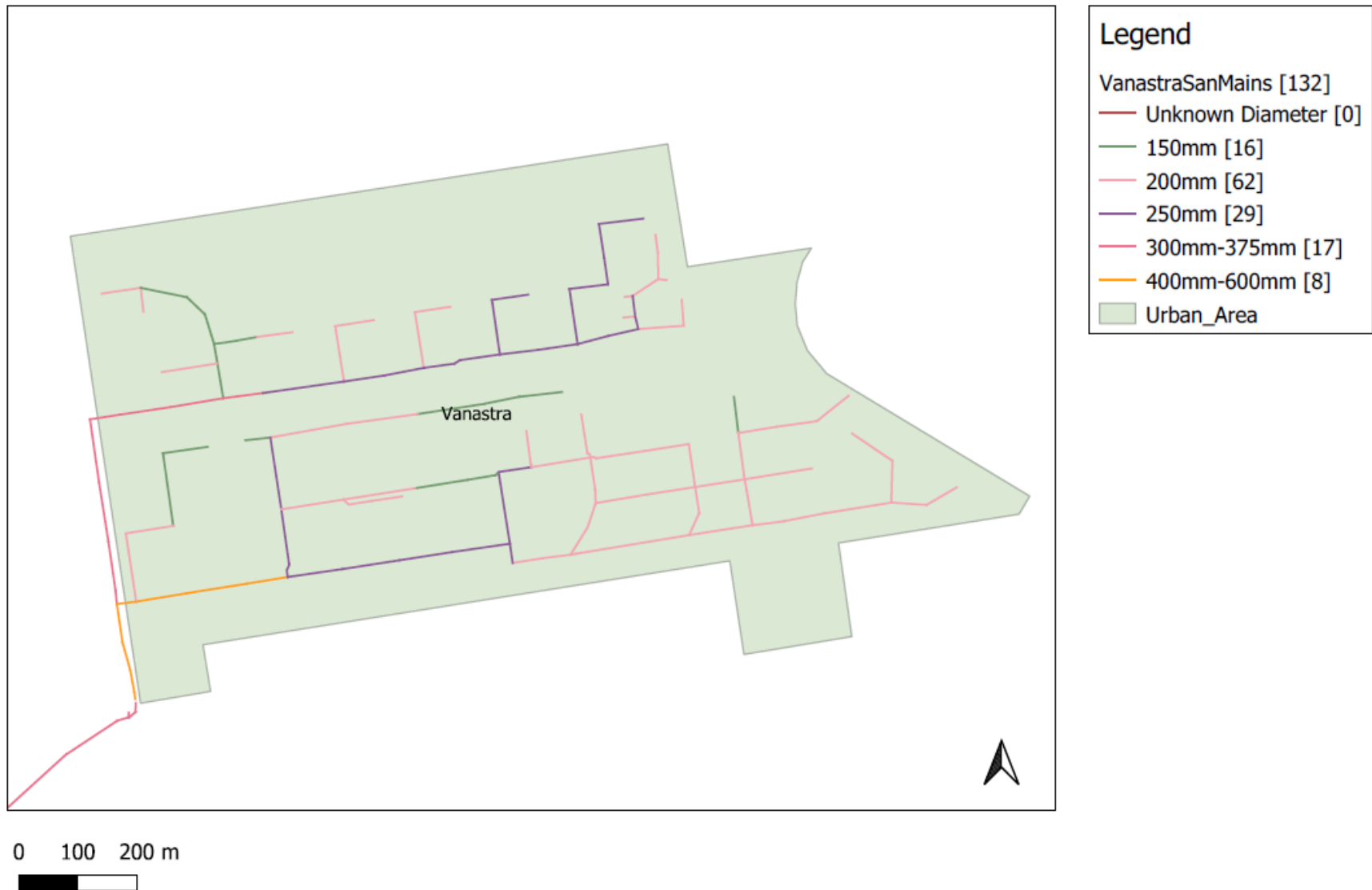
## Vanastra Water Network



## Seaforth Sanitary Network



## Vanastra Sanitary Network



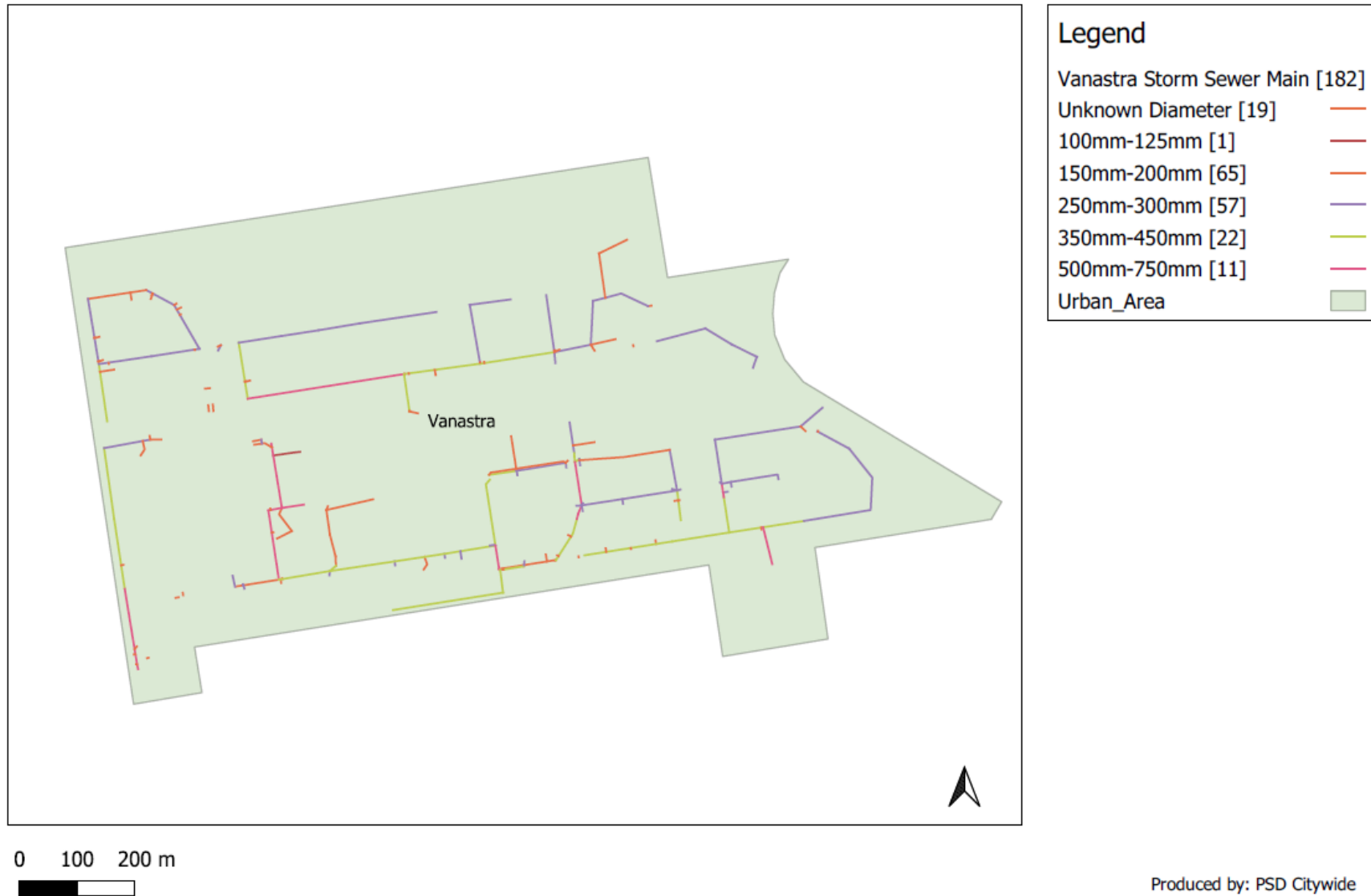
Produced by: PSD Citywide

## Seaforth Storm Network





## Vanastra Storm Network



**Images of Bridge in Poor Condition**

Bridge Road (M3)

Inspected: June 12<sup>th</sup>, 2020

Facing East



North Railing – Broken Rails



Soffit



South Elevation

**Images of Culvert in Good Condition**

Manley Line (M24)

Inspected: June 12<sup>th</sup>, 2020

Facing North



West Elevation



Barrel Facing East



East Elevation

## Appendix C: Risk Rating Criteria

### Probability of Failure

Asset Category	Risk Criteria	Criteria Weighting	Value/Range	Probability of Failure Score
Road Network (Roads)	Condition	30%	80 – 100	1
			60 – 79	2
			40 – 59	3
			20 – 39	4
			0 – 19	5
	Service Life Remaining (Years)	50%	20+	1
			10 – 20	2
			5 – 10	3
			1 – 5	4
			0 – 1	5
	Ride Comfort Rating	20%	80 – 100	1
			60 – 79	2
			40 – 59	3
			20 – 39	4
			0 – 19	5
Bridges & Culverts	Condition	25%	99+	1
			70 – 99	2
			60 – 70	3
			30 – 60	4
			0 – 30	5
	Service Life Remaining (Years)	50%	40+	1
			10 – 40	2
			5 – 10	3
			1 – 5	4
			0 – 1	5
	Load Limit (tonnes)	25%	25+	1
			20 – 25	2

Asset Category	Risk Criteria	Criteria Weighting	Value/Range	Probability of Failure Score
Stormwater Mains			15 – 20	3
			6 – 15	4
			1 – 6	5
			99+	1
			70 – 99	2
	Condition	20%	60 – 70	3
			30 – 60	4
			0 – 30	5
			45+	1
			25 – 45	2
	Service Life Remaining (Years)	40%	10 – 25	3
			1 – 10	4
			0 – 1	5
			PVC	1
			CONC	3
	Material	35%	PVC/Clay	3
			CSP	4
			Clay	5
			1+	1
			0.75 – 1	2
	Slope (%)	5%	0.5 – 0.75	3
			0.25 – 0.5	4
			0 – 0.25	5
Buildings, Parks	Condition	100%	80-100	1
			60-79	2
			40-59	3
			20-39	4
			0-19	5
Equipment, Vehicles	Condition	80%	80-100	1
			60-79	2
			40-59	3

Asset Category	Risk Criteria	Criteria Weighting	Value/Range	Probability of Failure Score
Water Mains	Service Life Remaining (Years)	20%	20-39	4
			0-19	5
			20+	1
			10 – 20	2
			5 – 10	3
			1 – 5	4
			0 – 1	5
	Condition	50%	80-100	1
			60-79	2
			40-59	3
			20-39	4
	Pipe Material	40%	0-19	5
			PVC	1
			Copper	2
			Cast/PVC	3
			Ductile/PVC	3
			Ductile Iron	3
			Cast Iron	4
Sanitary Mains	Watermain Repairs	10%	Ductile/Cast Iron	4
			0 – 1	1
			2 – 4	2
			5 – 6	3
			7 – 8	4
	Condition	30%	More than 8	5
			80-100	1
			60-79	2
			40-59	3
			20-39	4
			0-19	5
	Service Life	30%	45+	1
			25 – 45	2

Asset Category	Risk Criteria	Criteria Weighting	Value/Range	Probability of Failure Score
	Remaining (Years)	30%	10 – 25	3
			1 – 10	4
			0 – 1	5
	Material		PVC	1
			AC	3
			CONC	4
			Concrete	4
			Clay	5
			1+	1
	Slope (%)		0.75 – 1	2
			0.5 – 0.75	3
			0.25 – 0.5	4
			0 – 0.25	5

## Consequence of Failure

Asset Category	Risk Classification	Risk Criteria	Value/Range	Consequence of Failure Score
Road Network (Roads)	Economic (45%)	Cost/m (100%)	0 – 150	1
			150 – 300	2
			300 – 500	3
			500 – 1000	4
			1000+	5
	Social (20%)	AADT Ranges (60%)	0 – 49	1
			50 – 199	2
			200 – 399	3
			400 – 999	4
			999+	5
		Segment (40%)	Urban – Paved	2
			Urban – Road Base	2
			Rural – Gravel	3
			Rural – Tar & Chip	4
			Rural – Paved	4
	Health and Safety (30%)	Road Speed Range (100%)	< 50km	1
			50km – 59km	2
			60km – 80km	4
	Strategic (10%)	Underground Assets (100%)	No	1
			Yes	4
Bridges & Culverts	Economic (35%)	Replacement Cost (100%)	\$0 – \$100,000	1
			\$100,000 – \$300,000	2
			\$300,000 – \$600,000	3
			\$600,000 – \$1,000,000	4
			\$1,000,000+	5
	Social (5%)	Detour Length km (100%)	0 – 1	1
			1 – 5	2
			5 – 10	3
			10 – 15	4
			15+	5

Asset Category	Risk Classification	Risk Criteria	Value/Range	Consequence of Failure Score
Storm Water Network	Health and Safety (30%)	AADT Ranges (100%)	0 – 49	1
			50 – 199	2
			200 – 399	3
			400 – 999	4
			999+	5
	Operational (30%)	Main Deficiency (100%)	Rough Riding Surface	1
			Minor Defect	2
			Settlement / Movement	3
			Excessive Deformations	4
			Carrying Capacity	5
			Pedestrian / Vehicle Hazard	5
	Economic (40%)	Cost / m (100%)	0 – 300	1
			300 – 500	2
			500 – 700	3
			700 – 1000	4
			1000+	5
	Operational (5%)	AADT Ranges (100%)	0 – 49	1
			50 – 199	2
			200 – 399	3
			400 – 999	4
			999+	5
	Social (15%)	Diameter in mm (50%)	0 – 300	1
			301 – 450	2
			451 – 600	3
			601 – 900	4
			900+	5
		Storm Sewer – Surcharge/Blockage (50%)	0 -1	1
			2	2
			3 – 4	3
			5 – 6	4
			6+	5



Asset Category	Risk Classification	Risk Criteria	Value/Range	Consequence of Failure Score
Buildings	Health and Safety (40%)	Proximity to Critical Services (100%)	Rural	1
			Commercial/Residential	2
			Major Commercial/Industrial	3
			Schools	4
			Medical/Care Facilities	5
	Economic (70%)	Replacement Cost (100%)	\$0 - \$50,000	1
			\$50,000 – \$200,000	2
			\$200,000 – \$1,000,000	3
			\$1,000,000 – \$5,000,000	4
			\$5,000,000+	5
	Strategic (30%)	Zoning (10%)	Open Space	1
			Open Sapce Floodway	1
			Industrial	2
			Community Facility	3
			Community Facility & Residential Low Density	4
		Department (90%)	No Department	1
			Administration	2
			Recreation	3
			Public Works	4
			Water & Sewer	4
			Fire	5
Parks	Economic (40%)	Replacement Cost (100%)	\$0 – \$5,000	1
			\$5,000 – \$10,000	2
			\$10,000 – \$30,000	3
			\$30,000 – \$50,000	4
			\$50,0000+	5
	Strategic (60%)	Park Type (100%)	Open Space	1
			Parkette	2
			Ball Park	3
			Sports Field	3
			Chapel	4

Asset Category	Risk Classification	Risk Criteria	Value/Range	Consequence of Failure Score
Equipment	Economic (70%)	Replacement Cost (100%)	Community Park	4
			Pool	5
			\$0 – \$2,000	1
			\$2,000 – \$5,000	2
			\$5,000 – \$10,000	3
			\$10,000 – \$50,000	4
	Strategic (30%)	Type (100%)	\$50,000+	5
			Admin / Furniture	2
			IT	2
			Parks	3
			Tourism	3
			Motorized	4
			Road Operations	4
			Fire	5
			Health & Safety	5
			\$0 – \$25,000	1
Vehicles	Economic (60%)	Replacemnt Cost (100%)	\$25,000 – \$75,000	2
			\$75,000 – \$150,000	3
			\$150,000 – \$250,000	4
			\$250,000+	5
	Operational (10%)	CVOR Restriction (100%)	No	1
			Yes	4
	Strategic (30%)	Department (100%)	No Department	1
			Administration	1
			Recreation	2
			Public Works	3
			Water & Sewer	3
			Fire	5
Water Mains	Economic (40%)	Cost / m (100%)	0 – 300	1
			300 – 400	2
			400 – 500	3
			500 – 900	4

Asset Category	Risk Classification	Risk Criteria	Value/Range	Consequence of Failure Score
	Operational (5%)	AADT Ranges (100%)	900+	5
			0 – 49	1
			50 – 199	2
			200 – 399	3
			400 – 999	4
			999+	5
	Social (15%)	Diameter in mm (100%)	0 – 50	1
			51 – 100	2
			101 – 150	3
			151 – 200	4
			200+	5
	Health and Safety (40%)	Proximity to Critical Services (100%)	Rural	1
			Commercial/Residential	2
			Major Commercial/Industrial	3
			Schools	4
			Medical/Care Facilities	5
Sanitary Mains	Economic (35%)	Cost / m (100%)	0 – 150	1
			150 – 300	2
			300 – 500	3
			500 – 1000	4
			1000+	5
	Operational (15%)	AADT Ranges (5%)	0 – 49	1
			50 – 199	2
			200 – 399	3
			400 – 999	4
			999+	5
		Type (95%)	Gravity	2
			Forcemain	4
	Social (20%)	Diameter in mm (50%)	0 – 150	1
			151 – 250	2
			251 – 350	3
			351 – 450	4

Asset Category	Risk Classification	Risk Criteria	Value/Range	Consequence of Failure Score
		Sanitary Sewer – Surcharge/Blockage (50%)	450+	5
			1	1
			2	2
			3 – 4	3
			5 – 6	4
			6+	5
	Health and Safety (30%)	Proximity to Critical Services (100%)	Rural	1
			Commercial/Residential	2
			Major Commercial/Industrial	3
			Schools	4
			Medical/Care Facilities	5

## Appendix D: Condition Assessment Guidelines

The foundation of good asset management practice is accurate and reliable data on the current condition of infrastructure. Assessing the condition of an asset at a single point in time allows staff to have a better understanding of the probability of asset failure due to deteriorating condition.

Condition data is vital to the development of data-driven asset management strategies. Without accurate and reliable asset data, there may be little confidence in asset management decision-making which can lead to premature asset failure, service disruption and suboptimal investment strategies. To prevent these outcomes, the Municipality's condition assessment strategy should outline several key considerations, including:

- The role of asset condition data in decision-making
- Guidelines for the collection of asset condition data
- A schedule for how regularly asset condition data should be collected

### Role of Asset Condition Data

The goal of collecting asset condition data is to ensure that data is available to inform maintenance and renewal programs required to meet the desired level of service. Accurate and reliable condition data allows municipal staff to determine the remaining service life of assets, and identify the most cost-effective approach to deterioration, whether it involves extending the life of the asset through remedial efforts or determining that replacement is required to avoid asset failure.

In addition to the optimization of lifecycle management strategies, asset condition data also impacts the Municipality's risk management and financial strategies. Assessed condition is a key variable in the determination of an asset's probability of failure. With a strong understanding of the probability of failure across the entire asset portfolio, the Municipality can develop strategies to mitigate both the probability and consequences of asset failure and service disruption. Furthermore, with condition-based determinations of future capital expenditures, the Municipality can develop long-term financial strategies with higher accuracy and reliability.

### Guidelines for Condition Assessment

Whether completed by external consultants or internal staff, condition assessments should be completed in a structured and repeatable fashion, according to consistent and objective assessment criteria. Without proper guidelines for the completion of condition assessments there can be little confidence in the validity of condition data and asset management strategies based on this data.

Condition assessments must include a quantitative or qualitative assessment of the current condition of the asset, collected according to specified condition rating criteria, in a format that can be used for asset management decision-making. As a result, it is important that staff adequately define the condition rating criteria that should be used and the assets that require a discrete condition rating. When engaging with external consultants to complete condition assessments, it is critical that these details are communicated as part of the contractual terms of the project.

There are many options available to the Municipality to complete condition assessments. In some cases, external consultants may need to be engaged to complete detailed technical assessments of infrastructure. In other cases, internal staff may have sufficient expertise or training to complete condition assessments.

## Developing a Condition Assessment Schedule

Condition assessments and general data collection can be both time-consuming and resource intensive. It is not necessarily an effective strategy to collect assessed condition data across the entire asset inventory. Instead, the Municipality should prioritize the collection of assessed condition data based on the anticipated value of this data in decision-making. The International Infrastructure Management Manual (IIMM) identifies four key criteria to consider when making this determination:

1. **Relevance:** every data item must have a direct influence on the output that is required
2. **Appropriateness:** the volume of data and the frequency of updating should align with the stage in the assets life and the service being provided
3. **Reliability:** the data should be sufficiently accurate, have sufficient spatial coverage and be appropriately complete and current
4. **Affordability:** the data should be affordable to collect and maintain

## Facility Condition Index

The facility condition index (FCI) relies on two data points to express the condition of an asset or component: the cost of all deferred maintenance projects and the current replacement value of the asset or component. Expressed as a ratio (0.00-1.00), FCI is calculated as:

$$FCI = 1 - \frac{\text{Current maintenance, repair, and replacement deficiencies (\$)}}{\text{Current replacement value (\$)}}$$

The greater the FCI, the better. It can be used across the asset hierarchy, i.e., for both the facility as a whole and components within it. While the FCI itself is a numerical indicator, how it is mapped to descriptive condition ratings (e.g., good, or poor), can be subjective and depend on the municipality's risk tolerance. In general, an FCI below 70% indicates significant disrepair and the need for major investments.



The Corporation of the  
Municipality of Mississippi Mills

Council Meeting

**Resolution Number** 079-22

**Title:** Information List #05-22 Township of South Glengarry Resolution re: Abandoned Cemeteries

**Date:** Tuesday, March 15, 2022

---

**Moved by** Councillor Holmes

**Seconded by** Councillor Dalgity

**BE IT RESOLVED THAT** the Council of the Municipality of Mississippi Mills hereby supports Prince Edward County's call for government action concerning the current legislation and regulations surrounding municipal requirements to take over and maintain abandoned operating cemeteries;

**AND FURTHERMORE** that a copy of this resolution be sent to the Minister of Government & Consumer Services, ROMA, the Eastern Ontario Wardens Caucus and all Ontario municipalities.

**CARRIED**

I, Casey Munro, Deputy Clerk for the Corporation of the Municipality of Mississippi Mills, do hereby certify that the above is a true copy of a resolution enacted by Council.

  
\_\_\_\_\_  
Casey Munro, Deputy Clerk

# Notice of Request for Drain Improvement

*Drainage Act, R.S.O. 1990, c. D.17, subs. 78(1)*

To: The Council of the Corporation of the Municipality of Huron East

Re: Dill Drainage Works

(Name of Drain)

In accordance with section 78(1) of the *Drainage Act*, take notice that I/we, as owner(s) of land affected, request that the above mentioned drain be improved.

The work being requested is (check all appropriate boxes):

- ☐ Changing the course of the drainage works;
- ☐ Making a new outlet for the whole or any part of the drainage works;
- ☐ Constructing a tile drain under the bed of the whole or any part of the drainage works;
- ☐ Constructing, reconstructing or extending bridges or culverts;
- ☐ Constructing, reconstructing or extending embankments, walls, dykes, dams, reservoirs, pumping stations or other protective works in connection with the drainage works;
- ☐ Otherwise improving, extending to an outlet or altering the drainage works;
- ☒ Covering all or part of the drainage works; and/or
- ☐ Consolidating two or more drainage works.

Provide a more specific description of the proposed drain improvement you are requesting:

Close in open ditch.

We would like to use Headway Engineering

## Property Owners:

- Your municipal property tax bill will provide the property description and parcel roll number.
- In rural areas, the property description should be in the form of (part) lot and concession and civic address.
- In urban areas, the property description should be in the form of street address and lot and plan number, if available.

Property Description

CON 1 HRS PT LOT 3

Ward or Geographic Township

Tuckersmith

Parcel Roll Number

4040-160-001-00500-0000

If property is owned in partnership, all partners must be listed. If property is owned by a corporation, list the corporation's name and the name and corporate position of the authorized officer. Only the owner(s) of the property may request a drain improvement.



Enter the mailing address and primary contact information of property owner below:

Last Name <u>Haney / Haney</u>		First Name <u>Kevin / Richard</u>	Middle Initial <u>L / K</u>
Mailing Address <u>[REDACTED]</u>			
Unit Number <u>[REDACTED]</u>	Street/Road Number   Street/Road Name <u>[REDACTED]</u>		PO Box <u>[REDACTED]</u>
City/Town <u>Seaforth</u>		Province <u>Ontario</u>	Postal Code <u>N0K 1W0</u>
Telephone Number <u>[REDACTED]</u>	Cell Phone Number (Optional) <u>[REDACTED]</u>	Email Address (Optional) <u>[REDACTED]</u>	

To be completed by recipient municipality:




Notice filed this 21<sup>st</sup> day of March 20 22

Name of Clerk (Last Name, First Name) <u>Rudy, Jessica</u>	Signature of Clerk <u>[Signature]</u>
---	--

# Dill Drainage Works



## Legend

-  Parcel Fabric - Secure
-  Municipal Boundary
-  County Boundary



1: 9,028



458.6 0 229.31 458.6 Meters

WGS\_1984\_Web\_Mercator\_Auxiliary\_Sphere  
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THIS MAP IS NOT TO BE USED FOR NAVIGATION

## Notes

Concession 1 HRS  
Pt Lot 3

# Notice of Request for Drain Improvement

Drainage Act, R.S.O. 1990, c. D.17, subs. 78(1)

To: The Council of the Corporation of the Municipality \_\_\_\_\_ of Huron East

Re: Charters Mun. Drain Branch H  
(Name of Drain)

In accordance with section 78(1) of the *Drainage Act*, take notice that I/we, as owner(s) of land affected, request that the above mentioned drain be improved.

The work being requested is (check all appropriate boxes):

- ☐ Changing the course of the drainage works;
- ☐ Making a new outlet for the whole or any part of the drainage works;
- ☐ Constructing a tile drain under the bed of the whole or any part of the drainage works;
- ☐ Constructing, reconstructing or extending bridges or culverts;
- ☐ Constructing, reconstructing or extending embankments, walls, dykes, dams, reservoirs, pumping stations or other protective works in connection with the drainage works;
- ☒ Otherwise improving, extending to an outlet or altering the drainage works;
- ☐ Covering all or part of the drainage works; and/or
- ☐ Consolidating two or more drainage works.

Provide a more specific description of the proposed drain improvement you are requesting:

Improve flow, better grades, upgrade the culvert.

## Property Owners:

- Your municipal property tax bill will provide the property description and parcel roll number.
- In rural areas, the property description should be in the form of (part) lot and concession and civic address.
- In urban areas, the property description should be in the form of street address and lot and plan number, if available.

Property Description

Con 7, LRS PT Lot 31, Tuckersmith, Huron East

Ward or Geographic Township

Mun of Huron East

Parcel Roll Number

4040-160-027-00360-0000

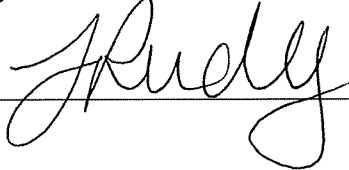
If property is owned in partnership, all partners must be listed. If property is owned by a corporation, list the corporation's name and the name and corporate position of the authorized officer. Only the owner(s) of the property may request a drain improvement.

Enter the mailing address and primary contact information of property owner below:

Last Name <u>Veens Poultry Inc.</u>		First Name <u>Alex</u>	Middle Initial 
Mailing Address			
Unit Number 	Street/Road Number 	Street/Road Name 	PO Box 
City/Town <u>Seaforth</u>		Province <u>ON</u>	Postal Code <u>N0K1W0</u>
Telephone Number 	Cell Phone Number (Optional) 	Email Address (Optional) 	

To be completed by recipient municipality:

Notice filed this 21<sup>st</sup> day of March 20 22




Name of Clerk (Last Name, First Name) <u>Rudy, Jessica</u>	Signature of Clerk 
---	--



# Charters Drainage Works: Branch H



## Legend

-  Parcel Fabric - Secure
-  Municipal Boundary
-  County Boundary



Charters Drainage Works: Brach H

1: 9,028



458.6 0 229.31 458.6 Meters

WGS\_1984\_Web\_Mercator\_Auxiliary\_Sphere  
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THIS MAP IS NOT TO BE USED FOR NAVIGATION

## Notes

Concession 7 LRS  
Pt Lot 31

March 14, 2022

Mayor Bernie MacLellan  
Municipality of Huron East  
72 Main Street South  
Seaforth, ON  
N0K 1W0

Mayor MacLellan,

On behalf of all West Perth residents, staff and everyone involved in the search and recovery operations that have been ongoing in our municipality for the past week, I want to sincerely thank the members of the Huron East Fire Department for offering to assist our crews and for the mutual aid coverage during the recovery effort. Bless each and every one of your department personnel for giving so much of themselves to help us during this very difficult time. It has been very exasperating and a week of frustration for all our emergency responders and we certainly appreciate your municipality's generous gesture in assisting our firefighters and community.

Again, thank you for your much appreciated support.

Yours truly,

MUNICIPALITY OF WEST PERTH



Walter McKenzie  
Mayor of the Municipality of West Perth

c.c. Marty Bedard, Huron East Fire Chief  
Brad McRoberts, Huron East CAO  
Bill Hunter, Perth East and West Perth Fire Chief, [bhunter@pertheast.ca](mailto:bhunter@pertheast.ca)  
Jeff Brick, West Perth CAO





**Vanastra Recreation Centre/Day Care Minutes  
Virtual Meeting  
Monday, March 28, 2022**

**Members Present:**

Chair Janet Boot, Councillor Raymond Chartrand, Becky Kyle, and Mark Stone

**Staff Present:**

VRC Manager Lissa Berard and Clerk Jessica Rudy

**1. Call to Order**

Chair Janet Boot called the meeting to order at 6:03 p.m.

Chair Janet Boot provided an overview of a local community group survey results, which were released, noting the general consensus revealed that they wanted a dog park, more free activities and building improvements for the recreation centre. The Committee noted that the group was not affiliated with the Recreation Committee.

**2. Confirmation of the Agenda**

Moved by Councillor Chartrand and Seconded by Becky Kyle:

That the agenda for the regular meeting dated March 28, 2022 be adopted as circulated.

Carried

**3. Declaration of Pecuniary Interests**

None declared.

**4. Delegations**

**5. Minutes of Previous Meeting**

Moved by Becky Kyle and Seconded by Mark Stone:

That the following meeting minutes be approved as circulated:

**5.1 Regular Meeting – January 31, 2022**

Carried

## 6. Reports & Recommendations of Facility Manager

### 6.1 Vanastra Recreation Centre Manager's Report: February 28 – March 24, 2022

Vanastra Recreation Centre Manager Lissa Berard provided an overview of the Manager's report and noted the following:

- Deck resurfacing is completed and the pool reopened on February 6, 2022.
- A rotted sanitary line has been discovered, which causes frequent black flows; one quote to repair the sanitary line has been received.
- Acoustic panels have been ordered.
- One staff member has begun their maternity leave.
- March break was very busy with swim times at capacity and a home alone course was offered, which also reached capacity.
- Spring session is at full capacity up to level four (4).
- Three staff have confirmed that they will be returning for the summer 2022 program.
- Fundraiser swim by Robyn was completed and live streamed.
- Try a Tri will take place on April 24, 2022 with promotion being circulated shortly.
- Call for volunteers for the Try a Tri for a variety of stations.

In response to the Committee L. Berard confirmed that the Try a Tri volunteer hours would be counted as part of high school graduation requirements.

The committee discussed how the fundraising amount would be dispersed for a subsidy membership, L. Berard noted that staff are currently looking at the subsidy percentage and the best way to approach as it is sensitive subject.

Moved by Mark Stone and Seconded by Ray Chartrand:

That the Vanastra Recreation Centre/Day Care Committee accept the Manager's Report, as presented.

Carried

### 6.2 Vanastra Recreation Centre Financial Statements – February 28, 2022

L. Berard provide an overview of the financial statements noting that there were no red flags, however memberships are lower than usual, due to COVID-19 restrictions, and that its expected to pick back up again.

It was highlighted that there seems to be a change in program trending. It appears to be gearing back toward preschool age programs opposed to the fitness/adult programs.

L. Berard updated the Committee that the grant application for the outdoor fitness equipment was denied,



Moved by Becky Kyle and Seconded by Mark Stone:

That the Vanastra Recreation Centre/Day Care Committee accept the Financial Statements, dated February 28, 2022, as presented.

Carried

## **7. Correspondence**

- 7.1 Peace Bridge Disc Golf re: Disc Golf Info & Opportunities was received for information.

The Committee discussed the Disc Golf opportunity noting that it would be cost effective and low maintenance; however it would be close to the Clinton disc golf and would have to spread across three different parks.

The Committee agreed that the focus would remain on the outdoor fitness equipment and that because of the close proximity of the Lions Park course in Clinton the disc golf would be a secondary consideration.

## **8. Unfinished Business**

- 8.1 Committee Vacancy

The Committee discussed the vacancy and agreed that the position would remain vacant until the end of term.

It was confirmed that all current members would have to re-submit applications if they wish to sit on the Committee for another term.

## **9. Other Business**

## **10. Closed Session and Reporting Out**

## **11. Meeting Dates**

Next meeting is scheduled for April 25<sup>th</sup> at 6 p.m.

It was noted that details on the return to in person meetings would be available after the April 19<sup>th</sup> Council meeting.

## **12. Adjournment**

Moved by Becky Kyle and Seconded by Ray Chartrand:

The time now being 7:02 p.m. That the meeting now adjourn until April 25, 2022 at 6:00 p.m.

Carried

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Janet Boot, Chair

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Jessica Rudy, Secretary

The Corporation  
of The  
Municipality Of Huron East  
By-Law No. 35-2021

Being a by-law to stop up, close and sell part of  
Victoria and Albert Streets, Plan 207  
(Cranbrook), Geographic Township of Grey,  
Municipality of Huron East.

**Whereas** Section 27(1) of the *Municipal Act*, S.O. 2001, Chapter 25, as amended (the “Act”) provides that the Council of every municipality may pass by-laws in respect of a highway only if it has jurisdiction over the highway;

**And Whereas** Section 34 (1) of the Act states that a by-law permanently closing a highway does not take effect until a certified copy of the by-law is registered in the land registry office;

**And Whereas** Section 35 of the Act provides for a municipality to pass by-laws removing or restricting the common law right of passage by the public over a highway and the common law right of access to the highway by an owner of land abutting a highway (“stop up and close”);

**And Whereas** the Council of the Corporation of the Municipality of Huron East (the “Council”) deems it expedient to stop up, close and sell part of Victoria Street, Plan 207, being Parts1 and 2, Plan 22R-7030, Geographic Township of Grey, Municipality of Huron East, County of Huron (being all of PIN 41351-0081), a highway that Council has jurisdiction over;

**And Whereas** the Council of the Corporation of the Municipality of Huron East (the “Council”) deems it expedient to stop up, close and sell part of Albert Street, Plan 207, being Parts 7, 8, 10, 12, and 14 Plan 22R-7030, Geographic Township of Grey, Municipality of Huron East, County of Huron (being all of PIN 41351-0080), a highway that Council has jurisdiction over;

**And Whereas** the provisions of the Act prescribing the procedures to stop up, close and sell a highway and the policies of the Corporation of the Municipality of Huron East (the “Municipality”) regarding the sale of land have been complied with;

**Now Therefore The Council Enacts As Follows:**

1. That Victoria Street west of Kent Line and east of Frederick Street is hereby stopped up and closed.
2. That Albert Street west of Kent Line and east of Frederick Street is hereby stopped up and closed.
3. That Part of Victoria Street and all of Albert Street west of Kent Line and east of Frederick Street shall be sold and conveyed to an abutting property owner in the following manner:
  - i) That Part of Victoria Street legally described as Part 2, Plan 22R-7030 which is stopped up and closed shall be sold, conveyed and transferred to Heinrich Friesen and Susana Friesen for the consideration of \$4,000 (\$10,000 per acre).
  - ii) That Part of Albert Street legally described as Part 7, Plan 22R-7030which is stopped up and closed shall be sold, conveyed and transferred to Heinrich Friesen and Susana Friesen for the consideration of \$4,000 (\$10,000 per acre).

- iii) That Part of Albert Street legally described as Parts 8, 10, 12, and 14, Plan 22R-7030 shall be sold, conveyed and transferred to Remo Schlumpf and Heidi Schlumpf for the consideration of \$4,000 (\$10,000 per acre).
- 4. That part of Victoria Street, Plan 207 being Part 1, Plan 22R-7030 shall remain under the title of the Corporation of the Municipality of Huron East until conveyed to abutting owners by By-law.
- 5. That all legal, surveying and conveyancing costs regarding the stopping, closing and selling of said lands shall be paid by the said purchasers.
- 6. That the Mayor and Clerk are authorized and instructed to sign all necessary documents in connection with the transfer of the aforesaid municipal Road Allowances.
- 7. That the municipal solicitor is hereby authorized and instructed to register a certified copy of this By-law in the Land Titles Office for the Land Titles Division of Huron.

**Read** a first and second time this 5<sup>th</sup> day of April, 2022.

**Read** a third time and finally passed this 5<sup>th</sup> day of April, 2022,

\_\_\_\_\_  
Bernie MacLellan, Mayor

\_\_\_\_\_  
Jessica Rudy, Clerk

**The Corporation  
of The  
Municipality of Huron East  
By-law No. 022-2022**

Being a By-law to Authorize the Execution of a  
Site Plan Control Agreement between Pol Quality  
Homes and the Municipality of Huron East

**Whereas** Section 5 (3) of the Municipal Act, S.O. 2001, Chapter 25, as amended, provides that a municipal power, including a municipality’s capacity, rights, powers and privileges shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

**And Whereas** Section 9 of the Municipal Act, S.O. 2001, Chapter 25, as amended, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

**And Whereas** the Corporation of the Municipality of Huron East deems it advisable and necessary to enter into a Site Plan Control Agreement with Pol Quality Homes for development of two, six unit townhomes on Linda Drive within Phase 2 of the Pol subdivision, Seaforth, Ontario;

**Now Therefore** the Council of the Corporation of the Municipality of Huron East **Enacts As Follows:**

- 1. That the Mayor and Clerk be and are hereby authorized and instructed to enter into a Site Plan Control Agreement with Pol Quality Homes, a copy of which is attached hereto as Schedule “A”.
- 2. That this by-law shall come into force and take effect on the date of final passing thereof.

**Read** a first and second time this 5<sup>th</sup> day of April, 2022.

**Read** a third time and finally passed this 5<sup>th</sup> day of April, 2022.

\_\_\_\_\_  
Bernie MacLellan, Mayor

\_\_\_\_\_  
Jessica Rudy, Clerk

Site Plan Control Agreement

This Agreement made this 5<sup>th</sup> day of April, 2022.

Between:

**Pol Quality Homes Inc.**

(Hereinafter called the “Owner”)

- and –

**Corporation of the Municipality of Huron East**

(Hereinafter called the “Municipality”)

**Whereas** the Owner is entering into this agreement with the Municipality dealing with the facilities, works and matters hereinafter mentioned and the provision and maintenance thereof by the Owner and any and all subsequent owners to the satisfaction of and at no expense to the Municipality, as a condition to the approval pursuant to Section 41 of the Planning Act, as amended, of site plans and drawings for the development (hereinafter called the “**development**”) on the lands and premises more particularly described in **Schedule “A”** attached hereto, and described as Block 16 in By-law 80-2021 Subdivision Agreement Amendment (hereinafter referred to as the “**property**”).

**And Whereas** the Owner submitted an application for Site Plan Control on March 9, 2022;

**And Whereas** the Municipality approved the plans and drawings submitted with the Owner’s application on March 22, 2022, subject to certain conditions, including the entering into of an agreement with respect to the provision of facilities, works or matters as permitted by subs. 41(7) of the *Planning Act*, R.S.O. 1990, c. P. 13;

**And Whereas** subs. 41(10) of the *Planning Act* permits the registration of this Agreement against the lands to which it applies;

**Now Therefore This Agreement Witnesseth That** in consideration of the covenants and provisions herein, the Municipality and the Owner covenant, agree and provide with each other that the Owner shall do and perform, at no expense to the Municipality (unless otherwise expressly provided herein), the following matters and things:

**1. Construction in Accordance with Plans and Drawings**

The Owner covenants and agrees to develop the Lands and to construct and build such buildings or structures in substantial compliance with the plans and drawings set out in Schedule “B” of this Agreement. The Owner also covenants and agrees to construct buildings in accordance with the provisions contained in Subdivision Agreement By-Law 41-2020 and Subdivision Agreement Amendment By-Law 80-2021.

**2. Conditions**

The Owner covenants and agrees to satisfy each of the conditions set out in Schedule “C” to this agreement.

**3. Fees and Charges**

The Owner covenants and agrees to pay the Municipality the fees and charges set out in Schedule “D” to this Agreement. The Owner will be responsible for any other reasonable and foreseeable charges that may occur as a direct result of this development, provided that it shall not be responsible for any indirect claims for business disruption or loss of profits of 3rd parties arising out of the work.

**4. Security**

In order to guarantee compliance with all conditions contained herein, the Owner covenants and agrees to file with the Municipality prior to or upon execution of this Agreement, an irrevocable letter of credit in the amount of \$40,960.00. The

aforesaid letter of credit shall be in a form approved by the Municipality and shall be for a minimum guaranteed period of two (2) years or such longer time as the Municipality may decide and the Owner covenants and agrees that the said letter of credit shall be kept in full force and effect and that it will pay all premiums as the said letter of credit becomes due or until such time as the Municipality returns the letter of credit. All Letters of Credit shall contain the following clause: "It is a condition of the Letter of Credit that it shall be deemed to be automatically extended without amendment from year to year from the present or any future expiration date thereof, unless at least thirty (30) days prior to the present or any future expiration date, we notify you in writing by registered mail that we elect not to consider this Letter of Credit to be renewable for any additional period. The letter of credit or other security will be released by the Municipality and returned to the Owner in accordance with the terms of Schedule "E". The Owner hereby acknowledges and agrees that should there be a deficiency in or failure to carry out any work or matter required by any clause of this Agreement, and the Owner fails to comply, within thirty (30) days following written notice, with a direction to carry out such work or matter, the Municipality may draw on the letter of credit to the extent necessary and enter onto the subject lands and complete all outstanding works or matters, and pay all costs and expenses incurred thereby from the proceeds so drawn. In place of a letter of credit, the Owner may deposit with the Municipality cash or certified cheque in an amount equal to the letter of credit and such deposit shall be held by the Municipality as security in accordance with this Agreement, provided that no interest shall be payable on any such deposit.

#### **5. Release of Securities**

Securities will be released in accordance with the provisions of Schedule "E". The Municipality will release securities as required in the name of the Owner unless directed by the Owner otherwise.

#### **6. Minor Adjustments**

- a) Minor adjustments to the requirements and provisions of this Agreement may be made subject to the approval of the Municipality provided that the spirit and intent of the Agreement are maintained. Such minor adjustments shall not require an amendment to this Agreement, however, the written approval of the Municipality is required before such minor adjustment can be made.
- b) The Municipality retains the right to request minor adjustments to the requirements and provisions of this Agreement, at the expense of the Owner, to address compatibility issues with adjacent or adjoining lands that the Municipality may reasonably determine necessary, provided that the spirit and intent of the Agreement are maintained.

#### **7. Easements**

Easements will be provided in accordance with Subdivision Agreement By-Law 41-2020 and Subdivision Agreement Amendment By-Law 80-2021.

#### **8. Accessibility**

The Owner shall design parking, pathways and facilities in general compliance with the 2016 Universal Design and Accessibility Guideline for Site Plan Control. The same facilities shall be maintained in perpetuity.

#### **9. Notices**

Any notice required to be given by either party to the other shall be mailed, delivered or sent by facsimile transmission to:

- (a) the Owner at:  
ATTN: Daryl Pol  
Pol Quality Homes Inc.  
4905 Perth Line 32, RR # 3  
Stratford, ON N5A 6S4  
Phone/cell: 519-393-5200  
[office@polqualityhomes.com](mailto:office@polqualityhomes.com)

(b) the Municipality at:  
ATTN: Jessica Rudy, Clerk  
Municipality of Huron East  
72 Main Street South  
PO Box 610  
Seaforth, ON N0K 1W0  
phone: 519-527-0160  
fax: 519-527-2561  
[clerk@huroneast.com](mailto:clerk@huroneast.com)

or such other address of which the parties have notified the other in writing, and any such notice mailed, delivered or sent by facsimile transmission shall be deemed good and sufficient notice under the terms of this Agreement.

10. Registration of Agreement

The Owner hereby consents to the registration, at the cost of the Owner, of this Agreement, together with any schedules hereto, upon the title to the Lands. The Owner agrees to pay the Municipality any costs as a result of the registration of any other documents pertaining to this Agreement. The Owner agrees that it will obtain from any Lender of the Owner which, at the time of registration, holds security registered against title to the Lands, the Lender's consent to postpone its security to this Agreement.

11. Termination of Agreement

If the development proposed by this Agreement is not commenced within two (2) years from the date of the execution of this Agreement, the Municipality may, at its sole option and on thirty (30) days notice to the Owner, declare this Agreement null and void and of no further force or effect and the Owner shall not be entitled to any refund of fees, levies or other charges by the Owner pursuant to this Agreement.

IN WITNESS WHEREOF the Parties hereto have hereunto affixed their corporate seals duly attested to by their proper signing officers in that behalf.

SIGNED, SEALED AND DELIVERED  
This 5<sup>th</sup> day of April, 2022

) Pol Quality Homes Inc.  
)  
)  
) \_\_\_\_\_  
) Per: Daryl Pol, President  
I have authority to bind the Corporation

) CORPORATION OF THE  
) MUNICIPALITY OF HURON EAST  
)  
)

\_\_\_\_\_  
) Bernie MacLellan, Mayor  
)  
)  
)

\_\_\_\_\_  
) Jessica Rudy, Clerk

We have authority to bind the Corporation



SCHEDULE “A”  
SUBJECT LANDS

DESCRIPTION

Block 23, Plan 40T-19001; proposed Block 16 on the to be registered M-plan

Schedule “B”  
APPROVED PLANS AND DRAWINGS

The Owner agrees and covenants to construct all buildings, structures, works, services and facilities required under this Agreement in accordance with the below referenced municipally-approved plans and drawings:

**B.1 SITE GRADING & SERVICING PLAN**

Identified as: Site Grading & Servicing and Erosion & Sediment Control Plan Drawing C2.1 dated March 3, 2022 with revisions to March 4, 2022  
Prepared by: MTE Engineering/Scientists/Surveyors  
Approved on: March 22, 2022

**B.2 ELEVATIONS**

Identified as: Elevations - Drawing AE1 – Building A – Units #28-38 – North Seaforth Subdivision Phase 2 – Pol Quality Homes dated July 27, 2021 and Revisions to February 24, 2022  
Prepared by: R.Ritz Architect  
Approved on: March 22, 2022

Identified as: Elevations - Drawing AE1 – Building B – Units #16-26 – North Seaforth Subdivision Phase 2 – Pol Quality Homes dated July 27, 2021 and Revisions to February 24, 2022  
Prepared by: R.Ritz Architect  
Approved on: March 22, 2022

Schedule “C”  
CONDITIONS OF SITE PLAN APPROVAL

1. The Owners covenant and agree to:
- **Maintenance of facilities and works:** The Owner acknowledges and agrees that its obligations hereunder are to construct, install and maintain the works including the replacement or relocation or repair of any of the works which are damaged or altered in connection with the installation of any such infrastructure.
  - **Surfacing:** Entrance/exit driveways, vehicle parking areas and vehicle manoeuvring areas shall be surfaced with asphalt pavement or similar hard surface.
  - **Snow Removal:** All snow that is removed from the entrance/exit driveways, internal driveways, vehicle parking areas, and vehicle manoeuvring areas shall be kept/stored on the subject property and not on any abutting road allowance.
  - **Lighting:** Exterior and/or outdoor lighting provided with the use of the subject property shall be located, installed and oriented to prevent glare on the adjacent properties and roadways.
  - **Drainage:** Surface water shall be controlled in such a manner that ensures there is no new or additional run-off onto adjacent properties and road right of ways/ roads.
  - **Elevations:** The buildings shall be façade with materials in general conformity with the drawings provided to the Municipality. The buildings shall be maintained in general conformity with these plans.
  - **Landscaping:** The Owner shall complete (subject to climatic conditions) and maintain landscaping and planting on the lands in accordance with the approved site plan.
  - **Accessory Buildings:** Accessory buildings are currently prohibited in the Residential Medium Density – Special Provisions (R2-18) zone. In the event the provisions of the R2-18 zone are amended to allow accessory buildings, the Municipality will consider such accessory buildings under the provisions of Section 6 of this Agreement.
  - **Household Refuse:** Storage of household waste or recycling outdoors is prohibited save and except properly constructed and maintained compost bins.

Schedule “D”  
FINANCIAL PAYMENTS

The Owner covenants and agrees to pay to the Municipality, upon execution of this Agreement, the following fees:

- 1. Legal Fees for the preparation of this Agreement, the registration of this Agreement and the registration of any accessory agreements and documentation necessary to effect this Agreement;
- 2. Review fees of the Municipality’s Engineer for the review of drawings and plans associated with this Agreement; and
- 3. Review Fees by the Planner for the Municipality to conduct a review for compliance with the Municipality’s Official Plan and Zoning By-law.

**Schedule "E"**  
**RELEASE OF SECURITIES**

Securities will be released in a progressive manner as occupancy permits for buildings are issued and site works are completed as per the Plans and Drawings noted in Schedule "B" in accordance with the following schedule:

- a) \$12,000 will be released upon the completion of sanitary and water services;
- b) \$13,760 will be released upon the completion of the walkways and the completion of the paved entrances onto Linda Drive;
- c) \$5,200 will be released upon the completion of the landscaping associated with the building; and
- d) The balance of the securities will be released one year after the release of securities described in (a) through (c) above.

**The Corporation  
of The  
Municipality of Huron East**

**By-law No. 023 for 2022**

Being a By-law to Exempt Certain Lands from Part Lot Control, in Registered Plan 207 being Lots 149, 150, 151, 152, 161, 162, 163, 164, 205, 206, 207, 208, 214, 215, 216, 217 and Part of Albert Street in the Former Township of Grey, in the Municipality of Huron East, in the County of Huron, being Parts 8-24 Plan 22R-7030, being part of PIN 41351-0080(LT) and all of PINs 41351-0089(LT) and 41351-0065 (LT)

**Whereas** pursuant to subsection 50(7) of the Planning Act and pursuant to the written request from Remo Schlumpf and Heidi Elizabeth Schlumpf, it is deemed expedient to exempt from Part Lot Control the lands described as Lots 149, 150, 151, 152, 161, 162, 163, 164, 205, 206, 207, 208, 214, 215, 216, 217 and Part of Albert Street Plan 207 in the former Township of Grey, in the Municipality of Huron East, in the County of Huron, being Parts 8-24 Plan 22R-7030, being part of PIN 41351-0080(LT) and all of PINs 41351-0089(LT) and 41351-0065 (LT).

**Now Therefore**, Council of the Corporation of the Municipality of Huron East **Enacts As Follows:**

1. That Lots 149, 150, 151, 152, 161, 162, 163, 164, 205, 206, 207, 208, 214, 215, 216, 217 and Part of Albert Street Plan 207 in the former Township of Grey, in the Municipality of Huron East, in the County of Huron, being Parts 8-24 Plan 22R-7030, being part of PIN 41351-0080(LT) and all of PINs 41351-0089(LT) and 41351-0065 (LT), are hereby exempted from Part Lot Control pursuant to Subsection 50(7) of the Planning Act to create the following parcels:
  - a. Part Lots 149 and 164 and Part Albert Street Plan 207 being Parts 8 and 9 Plan 22R-7030.
  - b. Part Lots 149, 150, 163 and 164 and Part Albert Street Plan 207 being Parts 10 and 11 Plan 22R-7030.
  - c. Part Lots 150, 151, 162 and 163 and Part Albert Street Plan 207 being Parts 12 and 13 Plan 22R-7030.
  - d. Part Lots 151 and 152 and Part Albert Street Plan 207 being Parts 14 and 15 Plan 22R-7030.

- e. Part Lots 151 and 162 Plan 207 being Part 16 Plan 22R-7030.
- f. Part Lots 151, 152, 161 and 162 Plan 207 being Part 17 Plan 22R-7030.
- g. Part Lots 161 and 162 Plan 207 being Part 18 Plan 22R-7030.
- h. Part Lots 205 and 217 Plan 207 being Part 19 Plan 22R-7030.
- i. Part Lots 205, 206, 216 and 217 Plan 207 being Part 20 Plan 22R-7030.
- j. Part Lots 206, 207, 215 and 216 Plan 207 being Part 21 Plan 22R-7030.
- k. Part Lots 207 and 215 Plan 2017 being Part 22 Plan 22R-7030.
- l. Lot 208 Plan 207 being Part 23 Plan 22R-7030.
- m. Lot 214 Plan 207 being Part 24 Plan 22R-7030.

2. That this By-law comes into force and effect when it is approved by the County of Huron and will remain in effect until June 15, 2022 upon which date the By-law is hereby repealed.

**Read** a first and second time this 5<sup>th</sup> day of April, 2022

**Read** a third time and finally passed this 5<sup>th</sup> day of April, 2022

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Bernie MacLellan, Mayor

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Jessica Rudy, Clerk

Pursuant to the County of Huron By-Law 54- 2017, this bylaw, having met the criteria for Part Lot Control exemption, is hereby **Approved** under Section 50(7) of the Planning Act, R.S.O. 1990, c. P. 13,as amended.

Dated this                      day of                      , 2022.

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Sandra Weber, Director of Planning  
County of Huron

The Corporation  
of The  
Municipality of Huron East  
By-law No. 024-2022

Being a By-law to Authorize the Execution of a  
Development Agreement between Trailblazers  
Homes Ltd. and the Municipality of Huron East

**Whereas** Section 5 (3) of the *Municipal Act*, S.O. 2001, Chapter 25, as amended, provides that a municipal power, including a municipality’s capacity, rights, powers and privileges shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

**And Whereas** Section 9 of the *Municipal Act*, S.O. 2001, Chapter 25, as amended, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

**And Whereas** the Corporation of the Municipality of Huron East deems it advisable and necessary to enter into a Development Agreement with Trailblazers Homes Ltd for development of Robert Street and fourteen semi-detached residential units in Seaforth Ontario;

**Now Therefore** the Council of the Corporation of the Municipality of Huron East **Enacts As Follows:**

- 1. That the Mayor and Clerk be and are hereby authorized and instructed to enter into a Development Agreement with Trailblazers Homes Ltd, a copy of which is attached hereto as Schedule “A”.
- 2. That this by-law shall come into force and take effect on the date of final passing thereof.

**Read** a first and second time this 5<sup>th</sup> day of April, 2022.

**Read** a third time and finally passed this 5<sup>th</sup> day of April, 2022.

\_\_\_\_\_  
Bernie MacLellan, Mayor

\_\_\_\_\_  
Jessica Rudy, Clerk



**The Corporation  
of The  
Municipality of Huron East  
By-law No. 025 for 2022**

Being a By-law to Exempt Certain Lands from Part Lot Control, in Registered Plan No. 406, being Lots 24, 25, 26, 27, 28, 29, 31, and 32, being Parts 1 to 42, Plan 22R- in the former Town of Seaforth, in the Municipality of Huron East

**Whereas** pursuant to subsection 50(7) of the Planning Act and pursuant to the written request from Trailblazer Homes, it is deemed expedient to exempt from Part Lot Control the lands described as Lots 24, 25, 26, 27, 28, 29, 31, and 32, Registered Plan No. 406, being Parts 1 to 42, Plan 22R- in the former Town of Seaforth, in the Municipality of Huron East, in the County of Huron.

**Now Therefore,** Council of the Corporation of the Municipality of Huron East **Enacts As Follows:**

1. That Lots 24, 25, 26, 27, 28, 29, 31, and 32, Registered Plan No. 406, being Parts 1 to 42, Plan 22R- in the former Town of Seaforth, in the Municipality of Huron East,, in the County of Huron, are hereby exempted from Part Lot Control pursuant to Subsection 50(7) of the Planning Act to create individual parcels for the purposes of constructing semi-detached dwelling units as set out in Schedule A to this By-law.
2. That this By-law comes into force and effect when it is approved by the County of Huron and will remain in effect until June 15, 2022 upon which date the By-law is hereby repealed.

**Read** a first and second time this 5<sup>th</sup> day of April, 2022

**Read** a third time and finally passed this 5<sup>th</sup> day of April, 2022

---

Bernie MacLellan, Mayor

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Jessica Rudy, Clerk

Pursuant to the County of Huron By-Law 54- 2017, this bylaw, having met the criteria for Part Lot Control exemption, is hereby **Approved** under Section 50(7) of the Planning Act, R.S.O. 1990, c. P. 13,as amended.

Dated this                      day of                      , 2022.

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Sandra Weber, Director of Planning  
County of Huron

**Schedule A – Parcels**

Parcel 1: Parts 1, 15 and 29, Plan 22R-\_\_\_\_\_

Parcel 2: Parts 2, 16 and 30, Plan 22R - \_\_\_\_\_

Parcel 3: Parts 3, 17 and 31, Plan 22R-\_\_\_\_\_

Parcel 4: Parts 4, 18 and 32, Plan 22R-\_\_\_\_\_

Parcel 5: Parts 5, 19 and 33, Plan 22R-\_\_\_\_\_

Parcel 6: Parts 6, 20 and 34, Plan 22R-\_\_\_\_\_

Parcel 7: Parts 7, 21 and 35, Plan 22R-\_\_\_\_\_

Parcel 8: Parts 8, 22 and 36, Plan 22R-\_\_\_\_\_

Parcel 9: Parts 9, 23 and 37, Plan 22R-\_\_\_\_\_

Parcel 10: Parts 10, 24 and 38, Plan 22R-\_\_\_\_\_

Parcel 11: Parts 11, 25 and 39, Plan 22R-\_\_\_\_\_

Parcel 12: Parts 12, 26 and 40, Plan 22R-\_\_\_\_\_

Parcel 13: Parts 13, 27 and 41, Plan 22R-\_\_\_\_\_

Parcel 14: Parts 14, 28 and 42, Plan 22R-\_\_\_\_\_

The Corporation  
of the  
Municipality of Huron East  
By-law No. 026 of 2022

Being A by-law to Amend the Zoning on  
80849 Perth Road 180, Municipality of  
Huron East (Lot 1, Concession V, McKillop  
Ward). Roll No. 404038000500100 and to  
Amend By-law 52-2006

**Whereas** the Council of the Corporation of the Municipality of Huron East considers it advisable to amend Zoning By-law 52-2006 of the Municipality of Huron East.

**Now Therefore**, the Council of the Corporation of the Municipality of Huron East **Enacts** as follows:

1. This by-law shall apply to 80849 Perth Road 180 in the Municipality of Huron East, (Lot 1, Concession V, McKillop Ward), and is comprised of the attached Schedules.
2. By-law 52-2006 is hereby amended by changing from AG1 (General Agriculture) to AG1-48 (General Agriculture-Special Provisions), the zone symbols on the lands designated ‘AG1-48’ on the attached Schedule.
3. Section 19.10 Special Zones is hereby amended by the addition of the following:

**4.11 AG1-48**

Notwithstanding the provisions on the contrary, the following provisions apply to the lands zoned AG1-48:

- In addition to the permitted uses in the AG1 zone, a transport terminal is permitted;
- The transport truck terminal is permitted a maximum gross floor area of 700 square metres;
- A maximum of eight (8) transport truck off-street parking spaces associated with the transport terminal are permitted; and
- Any buildings, structures, storage or parking related to the trucking business must be located within 100m of buildings and parking area that existed on the date of the passing of this By-law.

All other provisions of By-law 52-2006 shall continue to apply.

4. This by-law affects Zone Map 32 of By-law 52-2006, attached as Schedule A.
5. This by-law shall come into force upon final passing, pursuant to Section 34(21) of the Planning Act, RSO 1990, as amended.

**Read** a first and second time this 5<sup>th</sup> day of April, 2022.

**Read** a third time and finally passed this 5<sup>th</sup> day of April, 2022.

\_\_\_\_\_  
Bernie MacLellan, Mayor

\_\_\_\_\_  
Jessica Rudy, Clerk

Schedule 2  
Corporation  
of the  
Municipality of Huron East  
By-law No. 026 of 2022

Roll No. 4040 380 005 00100

By-law No. 026 – 2022 has the following purpose and effect:

1. This proposed Zoning By-law Amendment affects 80849 Perth Road 180 in the Municipality of Huron East (Lot 1, Concession V, McKillop Ward). This application proposes to amend the zoning on the property from AG1 (General Agricultural) to AG1-48 (General Agricultural-Special Provisions) to allow for an expansion to the existing on-farm agricultural-related industrial operation (Dublin Transport Ltd.). The AG1-48 zone provisions will:
  - Permit a transport terminal in addition to the permitted uses in the AG1 zone;
  - Permit a maximum gross floor area of 700 square metres for the transport truck terminal;
  - Permit a maximum of eight (8) transport truck off-street parking spaces associated with the transport terminal;
  - Restrict the location of the proposed future buildings to the general area of the existing building cluster.

The subject property is designated Agricultural and is approximately 98 acres in area.

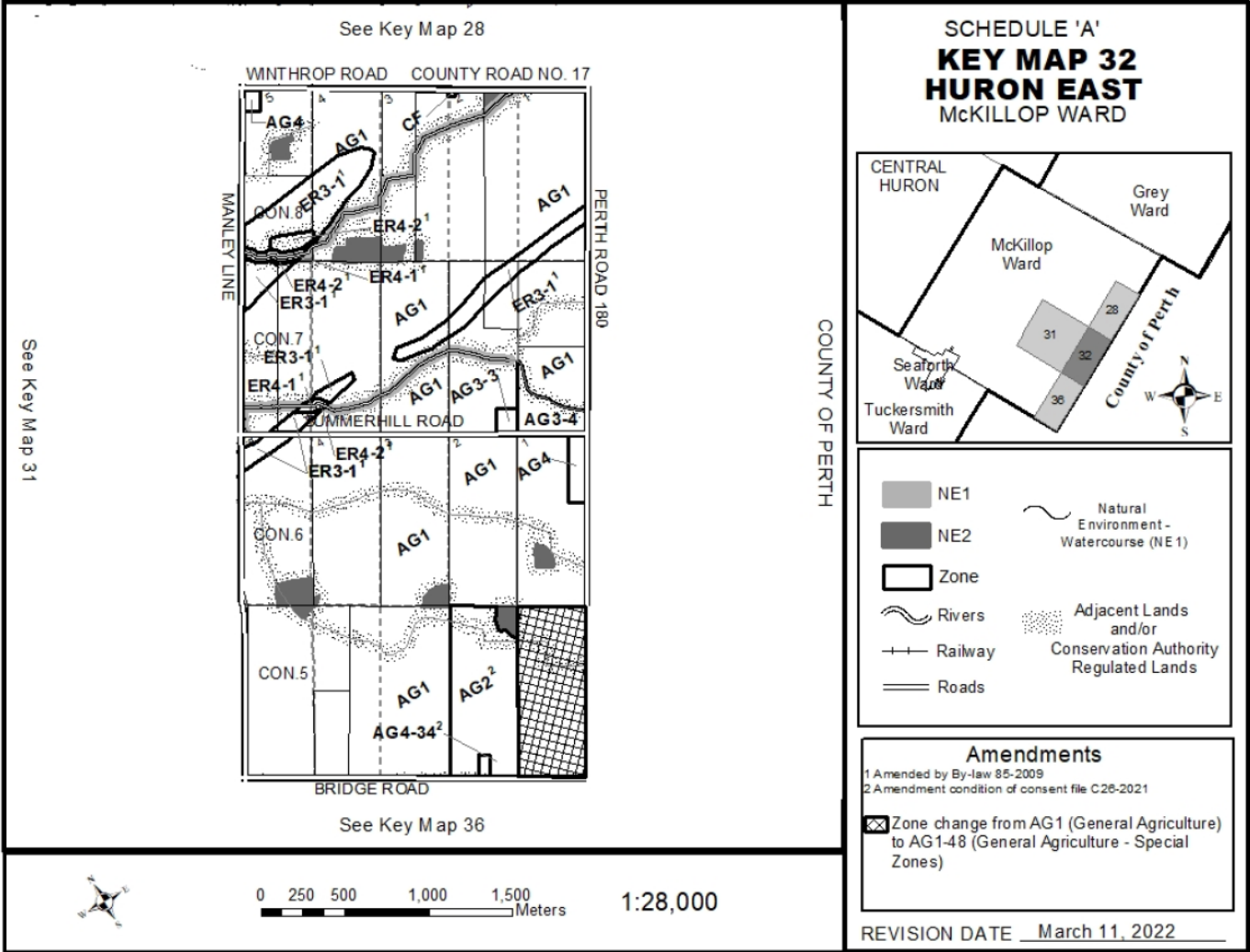
2. The map showing the location of the lands to which this By-law applies is shown on the following page and is entitled Location Map, Schedule A.

Schedule A - Location Map  
Corporation of The Municipality of Huron East  
By-law No. 026 of 2022

Municipality of Huron East  
Location Map



Schedule B  
Corporation of The Municipality Of Huron East  
By-law No. 026 of 2022



The Corporation  
of the  
Municipality of Huron East  
By-law No. 027 of 2022

Being A by-law to Amend the Zoning on Plan  
192, Lot 296, Lot 297 & Lot 298, Brussels  
Ward, Municipality of Huron East, known as  
255 Albert Street. Roll No.  
404044000202310 and to Amend By-law 52-  
2006

**Whereas** the Council of the Corporation of the Municipality of Huron East considers it advisable to amend Zoning By-law 52-2006 of the Municipality of Huron East.

**Now Therefore**, the Council of the Corporation of the Municipality of Huron East **Enacts** as follows:

1. This by-law shall apply to Plan 192, Lot 296, Lot 297 & Lot 298, Brussels Ward, Municipality of Huron East, known as 255 Albert Street, and is comprised of the attached Schedules.
2. By-law 52-2006 is hereby amended by changing from R1 (Residential Low Density) to R2-20 (Residential Medium Density Special Zone), the zone symbols on the lands designated ‘R2-20’ on the attached Schedule.
3. Section 19.10 Special Zones is hereby amended by the addition of the following:  
  
**19.10 R2-20**  
The lands zoned R2-20 shall have a minimum lot frontage of 9m per unit of a semi-detached dwelling and is subject to site plan control. All other provisions of By-law 52-2006 shall continue to apply.
4. This by-law affects Zone Map 52 of By-law 52-2006, attached as Schedule A.
5. This by-law shall come into force upon final passing, pursuant to Section 34(21) of the Planning Act, RSO 1990, as amended.

**Read** a first and second time this 5<sup>th</sup> day of April, 2022.

**Read** a third time and finally passed this 5<sup>th</sup> day of April, 2022.

\_\_\_\_\_  
Bernie MacLellan, Mayor

\_\_\_\_\_  
Jessica Rudy, Clerk



Schedule 2  
Corporation  
of the  
Municipality of Huron East  
By-law No. 027 of 2022

Roll No. 4040 440 002 02310

By-law No. 027 – 2022 has the following purpose and effect:

- 1. This proposed Zoning By-law Amendment affects the property on Plan 192, Lot 296, Lot 297 & Lot 298, Brussels Ward, Municipality of Huron East, known as 255 Albert Street. This application proposes to amend the zoning on the property from R1 (Residential Low Density) to R2-20 (Residential Medium Density Special Zone) to allow for the construction of a semi-detached dwelling. The special provisions recognize the reduced frontage from the required 10m per unit to 9m per unit, and require the property to be subject to site plan control.

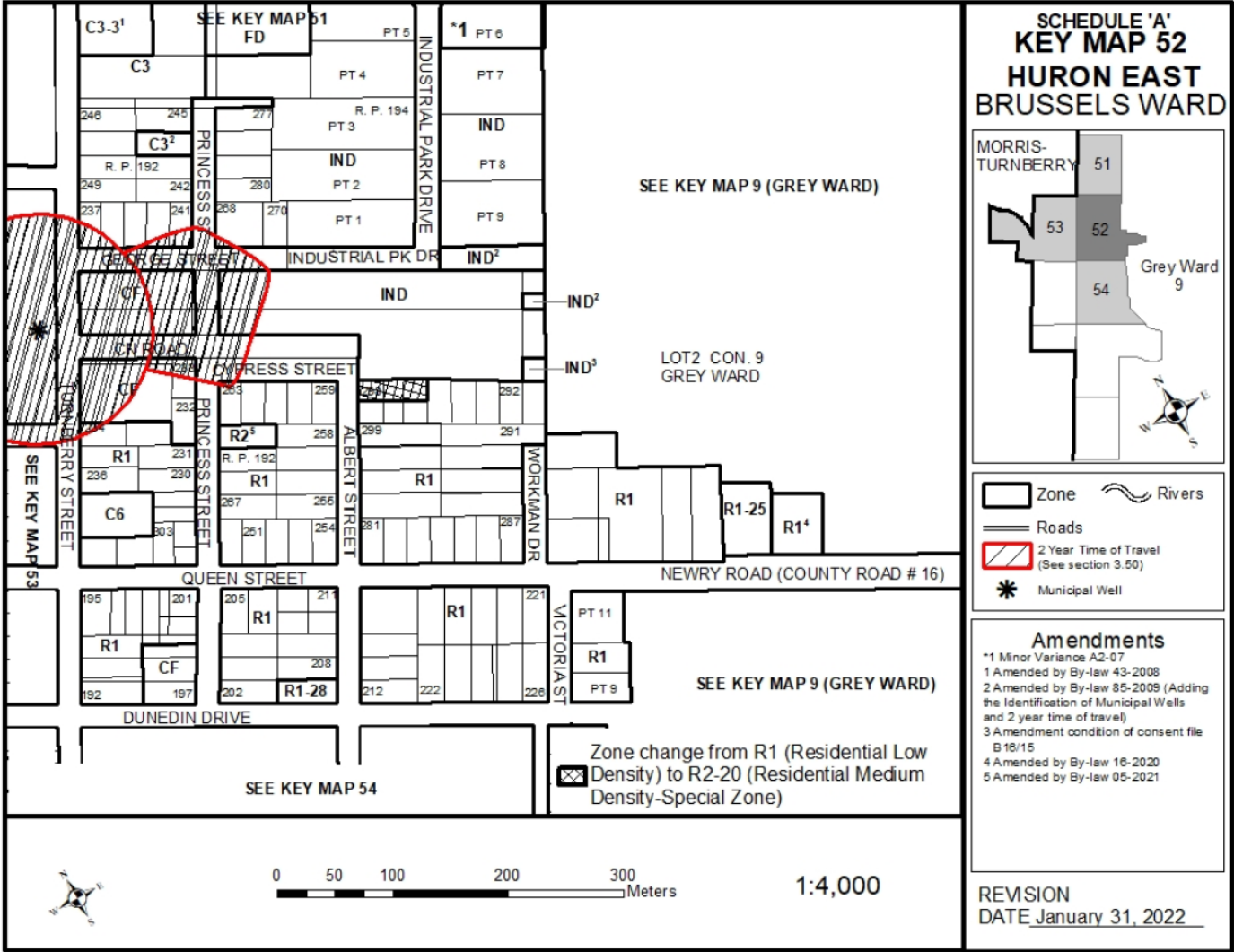
The subject property is designated Residential and is 1129 square metres (0.28 acres) in area.

- 2. The map showing the location of the lands to which this By-law applies is shown on the following page and is entitled Location Map, Schedule A.

Schedule A - Location Map  
Corporation of The Municipality of Huron East  
By-law No. 027 of 2022



Schedule B  
Corporation of The Municipality Of Huron East  
By-law No. 027 of 2022



The Corporation  
of the  
Municipality of Huron East  
By-law No. 028 for 2022

Being a by-law to confirm the proceedings of the Council of  
the Corporation of the Municipality of Huron East

**Whereas**, the Municipal Act, S. O. 2001, c. 25, as amended, s. 5 (3) provides municipal power, including a municipality’s capacity, rights, powers and privileges under section 8, shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

**And Whereas**, the Municipal Act, S. O. 2001, c.25, as amended, s. 8 provides a municipality the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

**And Whereas** it is deemed expedient that the proceedings of the Council of the Corporation of the Municipality of Huron East at this meeting be confirmed and adopted by By-law;

**Now Therefore** the Council of the Corporation of the Municipality of Huron East **Enacts as Follows:**

- 1. The action of the Council of the Corporation of the Municipality of Huron East, at its meeting held on the 5<sup>th</sup> day of April, 2022 in respect to each recommendation contained in the Reports of the Committees and each motion and resolution passed and other action taken by the Council of the Corporation of the Municipality of Huron East at these meetings, is hereby adopted and confirmed as if all such proceedings were expressly embodied in this by-law.
- 2. The Mayor and the proper officials of the Corporation of the Municipality of Huron East are hereby authorized and directed to do all things necessary to give effect to the action of the Council of the Corporation of the Municipality of Huron East referred to in the proceeding section hereof.
- 3. The Mayor and the Clerk are authorized and directed to execute all documents necessary in that behalf and to affix thereto the Seal of the Corporation of the Municipality of Huron East.

**Read** a first and second time this 5<sup>th</sup> day of April, 2022.

**Read** a third time and finally passed this 5<sup>th</sup> day of April, 2022.

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Bernie MacLellan, Mayor

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Jessica Rudy, Clerk